

AUTHORITY FILES – DEPARTMENTS 1933-1999 (a.k.a. Quick Organisation Guide)

Dates need to be treated with a little reserve. Where dd/mm/yyyy are given then the date is likely to be the actual date of change: other dates may just be the first reference, in extant documents, to changes which may have been made some little time earlier.

IMPORTANT CORPORATE DATES	
1/7/1933	London Passenger Transport Board
1939	Frank Pick appointed Evacuation Officer to devise and consolidate evacuation transport. (Succeeded by TE Thomas May 1940)
1/9/1939	Ministry of Transport took control of LPTB
1/1/1948	London Transport Executive, reporting to BTC (which also looked after the six regions of British Railways, British Waterways Board and British Road Services.
1/1/1963	BTC abolished, LTE becomes London Transport Board, reporting to Ministry of Transport
1/1/1970	LTB becomes LTE again, responsible to the Greater London Council – loses responsibility for Country Buses & Coaches
1/1/1979	LTB split into Bus, Rail and Central businesses. Bus & Rail Boards established.
1/9/1980	Restructured with new Boards for Property, Commercial Advertising, Catering, Museum, LT International. Works & Building becomes part of Rail business.
29/6/1984	LTE became London Regional Transport, reporting to the Department of Transport with the abolition of the GLC.
29/3/1985	London Buses Ltd, London Underground Ltd and Bus Engineering (LRT) Ltd established as wholly owned businesses of LRT and started trading 1/4/1985
11/1989	LT now widely used, instead of LRT, as the trading name.
1990's	That part of LRT, apart from London Buses Ltd, London Underground Ltd and Victoria Coach Station, was known as 'Corporation'
by 11/1996	The following departments were known as 'LT Group Services' (LGS on financial statements which only had a 3-digit field!): LT Board: Safety, HR, Marketing. Finance: Special Projects & Investigations, Pensions, Group Financial Planning & Control, Group Financial Accounting, Audit, Secretary & Legal.
20/3/1998	Government announced intention for PPP for railway maintenance & development.
19/9/1999	At 03.00 hrs on Sunday 19/9/1999, 'shadow running' commenced with 'New' London Underground and the three Infrastructure Companies (Infracos).

<u>Department Name or Title</u>	<u>Dates</u>	<u>Responsibilities & Notes</u>
<u>LT CENTRAL DEPARTMENTS</u>		
SECRETARY & TREASURER	1/7/1933-c1937	Responsibilities 1933: Secretarial work, payments of salaries etc, payments into/out of banks, deeds etc custodian, rent collection, petty cash disbursement, insurance (except National Health/Unemployment insurance), registration of patents, designs, trademarks, control & issue of passes (& from 1935, permits), legal work for the Board.
SECRETARY & CHIEF LEGAL ADVISER	1937- 1947	Responsibilities 1933: as for Secretary & Treasurer (above), except for Solicitor (Common Law) which was a separate department – but included work of the Parliamentary Officer, transferred 1937 from being a separate department. Included the Estate Agent 1/1939. Treasurer transferred to Chief Financial Officer 1/1939. By 1/6/1944, the Estate Agent was known as the Estate Agent & Rating Surveyor and by 8/3/1948 was part of the Secretary’s dept.
SOLICITOR (COMMON LAW)	1937-1947	Solicitor (Common Law) was Separate from, and not part of Secretary & Chief Legal Adviser’s dept. 1937-1947. Dept. head known as Chief Solicitor (Common Law) 1/1939 when it included the Claims Agent. Dept. known as Legal (Common Law) 3/5/1940 when it was part of the Chief Commercial Manager’s department. Chief Solicitor (which included Claims Agent) no longer part of CCM’s dept 1/6/1944.
SOLICITOR/CHIEF SOLICITOR	1948 - 7/1989	All Legal work combined c1948 and included the Claims Supt. Claims Officer became a separate dept. c1949. Between 1949-1962 LTE’s legal work was undertaken by the British Transport Commission Legal Department: LTE’s only legal member of staff during this time was the Legal Adviser to the Executive. From 2/7/1962, responsibility for road services licensing moved from the Traffic Development Officer (in Chief Commercial & PR dept) to the Solicitor. Solicitor’s department re-established 1962 in preparation for formation of LTB (separate from BTC) in 1963. Solicitor became Chief Solicitor in 1968, Solicitor again in 1982. Joined with Secretary in 1984.
SECRETARY/CHIEF SECRETARY	8/3/1948 - 1984	Secretary’s office separate from Solicitor 8/3/1948 and included the Estate Agent & Rating Surveyor which then became a separate dept.1/1/1949 but reported to the Secretary again early 1962 (but split again by 9/1962). In 1954, Planning Officer transferred from Development & Research to Secretary and later in 1954, to Commercial. Secretary became Chief Secretary 1976. Part of Director of Administration’s dept. 1983. Secretary joined with Solicitor in 1984.
SECRETARY & SOLICITOR	1984- 18/9/1999	Solicitor joined with Secretary 1984. Department head retitled Secretary & Legal Director 1/7/1993. In 3/1995, Safety Audit (formed in the Solicitor’s office c1989) became part of a new LT Safety Development dept.

PARLIAMENTARY OFFICER	1/7/1933-1937	Parliamentary Officer became part of Secretary & Chief Legal Adviser 7/7/1937.
CLAIMS AGENT	1/7/1933-c1939	Separate dept. until c1939. Transferred to Chief Solicitor (Common Law) 1/1939. Claims was part of Chief Commercial Manager's dept. 3/5/1940 and transferred back to Chief Solicitor 1/6/1944).
CLAIMS /INSURANCE/ RISK MANAGEMENT	c1949 – 1/1988	Claims Officer 1/12/1950. Retitled Claims & Insurance Manager 16/6/1969, Director of Risk Management c1982, Head of Risk Management Services c1986. Part of Director of Administration's dept 1983. Claims business sold to Minet Insurance Brokers UK Ltd as Transrisk Services Ltd in 1/1988 with sole broking rights for LT until 31/3/1990. Insurance broking in LT gradually transfers to Willis Wrightson 1/7/1991-1/4/1992.
ESTATE AGENT	1/7/1933-c1939	Joined with Secretary & Chief Legal Adviser 1/1939.
ESTATES & RATING /PROPERTY	1/1/1949 – 18/9/1999	Estate Agent & Rating Surveyor split from Secretary to become a separate dept. Reported again to the Secretary again early 1962 but was a separate dept. again by 9/1962. Dept. head retitled Estate & Rating Surveyor 11/1965, Chief Estate Manager 19/10/1970, MD Property 1980, Director of Estates & Valuations 1/10/1983, Director of (LT) Property 1989. In 1983, three depts. existed within Property: Management (for commercial lettings); Development (for commercial redevelopment); Operational for provision of land for operational purposes). On 1/4/1991 responsibility for management of LT head office premises was passed from LT Property to LT Central Personnel. In 1993, the Commercial Operations Team of the LU Development Director took over responsibility for vending machines although these were still consolidated in LT Property. In 1998, the dept's responsibilities were: building surveys, capital gains tax valuations, commercial valuations, car park management, compulsory purchase, lettings/renewals/rent collection and reviews, maintenance of commercial units, management of shops on the Underground, property asset valuations, property development, property purchases & sales, rating, town planning, vending management, wayleaves, easements and other commercial agreements. On 15/6/1998 LT Property became part of the LU Commercial directorate and on 25/7/1999 it became the responsibility of the LU MD.

COMMERCIAL ADVERTISING	1948 only	Commercial Advertising established as a separate dept. by 8/3/1948 (formerly part of Chief Public Relations & Publicity). From 1/1/1949 – 1962, Commercial Advertising on LTE was handled by BTC’s commercial advertising dept.
COMMERCIAL ADVERTISING/ COMMERCIAL ADVERTISEMENT/ LT ADVERTISING	1963 - 1990	<p>With LTE leaving the BTC to become LTB on 1/1/1963, the Commercial Advertising dept. was re-established, initially part of the Chief Supplies & Services dept. but becoming a separate department by 11/1965.</p> <p>Between 1975-1978, Commercial Advertising was the responsibility of the Planning Director. In c1976, commercial & traffic billposting on stations was devolved from the Chief Supplies Officer to Commercial Advertising. 1979 - Dept. was known as Commercial Advertisement. In 1980 LT Commercial Advertising took over responsibility for (cleaning of?) stops stands & shelters from Bus Operating. In 1982, the dept. was established as LT Advertising, with its own Board. On 1/11/1982 the dept. became part of Marketing Directorate and LT Advertising was transferred to LT Trading in 1990. On 1/8/1983 LT Advertising’s Outdoor (shelter) section transferred to the Bus Passenger Infrastructure Unit.</p>
COMPTRROLLER & ACCOUNTANT/ CHIEF FINANCIAL OFFICER/ GROUP FINANCE	1/7/1933 - 18/9/1999	<p>The Comptroller & Accountant was (1/7/1933) responsible for accounts, audit, traffic audit, actuarial matters and payrolls. On c18/6/1934, Traffic Audit took over Country Services tyre mileage and on c28/11/1934, the banking system with Central Trams was altered. In 1/1939 the department split into two: Chief Accountant (responsible for accounts, traffic audit, payrolls, costs) and Chief Financial Officer (responsible for Treasurer [transferred from Secretary & Chief Legal Adviser], and for audit & statistics). On 3/5/1940, the Chief Accountant & Chief Financial Officer combined under the Comptroller. Dept heads thereafter were: Chief Accountant 1947; Chief Financial Officer 1/12/1950 ; Group Finance Director 1979; Director of Finance & Planning 1980-1984 ; Corporate Finance Director 1986 ; Director of Finance Investment & Administration 1989; Director of Financial Accounting & Administration 22/4/1991; Director, Group Financial Planning & Control 6/4/1995; Director of Finance 1/9/1998 . On 8/3/1948, all finance functions reported through the Chief Accountant apart from Economic Efficiency Auditor and the Treasurer who reported direct to the Board Member (LC Hawkins). IN 1970, the dept. was restructured into Financial Accounting, Management Accounting, Treasury, Revenue Control. In 1973 Financial Appraisal transferred from Corporate Planning to CFO and transferred back to Corporate Planning in 1975. In 1976, Audit split away from CFO to become a separate department. In 7/1976, most of the Costs Office moved from 55, Broadway to Telstar House and in 9/1978, to Townsend House. In 9/1976, the organisation was Financial Accountant, Management Accountant, Revenue Controller, Treasurer (including Payrolls), Costs Officer, Financial Appraisal Officer (back from Corporate Planning). In 1979, separate Finance depts were</p>

		established in the Bus and Rail businesses. From 1980-1985, Planning was part of the Finance & Planning directorate. In 1984, LT Payrolls transferred to the Director of Administration and to LU Finance directorate in 1988. In 1987, wage packeting and processing of London Buses Ltd traffic receipts was contracted out. On 1/4/1988 Cash Services was transferred to LU. On 26/3/1989 the Harrow on the Hill Ticket Sorting Office was closed. On 6/4/1995 LU Finance and LT Financial Controls combined into LT Finance. In 1995, Corporate Planning transferred from LT Marketing to LT Group Finance & Planning. In 12/1995 or 2/1996 responsibility for revenue apportionment transferred from LT Marketing (Economic Planning & Development) to Corporate Planning in the Financial Planning & Control directorate. On 1/10/1998 Internal Audit again came under the LT directorate of Finance (although it retained its autonomy) and finally transferred to TLT on 19/9/1999.
FINANCIAL CONTROLS	22/2/1991 - 5/4/1995	This was a separate department until 6/4/1995 when it became part of LT Finance.
INTERNAL AUDIT	1976 – 1998	Dept head was: Director of Audit 1976 to 3/1992, Director of Internal Audit 1/9/1992 , Director of Audit 4/1995 to 18/9/1999 . In 1976, Audit separated from the CFO. In 4/1995, LU Audit merged into LT Internal Audit. On 1/10/1998 Internal Audit again came under the LT directorate of Finance (although it retained its autonomy) and finally transferred to TLT on 19/9/1999.
PENSIONS	1984 – 18/9/1999	Dept head's title: Group Pensions Controller 1984, Director of Pensions 1985, Director of Pensions & Employee Services 1986, Director of Pensions 18/1/1990. In 1984 Pensions split away from Group Personnel as a separate dept and in 1986, the Personnel Services Manager transferred from Group Personnel to Pensions. In 1988, the Pensions dept. was also responsible for LRT Special Value Holiday Section (closed 1988), LRT Recreation Office (transferred to LU 1988), LT Welfare Personal Welfare Advisory Services) (transferred to LU Personnel 10/1989), Alcohol Unit, Passes & Permits & Retirement Services. In 1/1990, London Buses Limited took over responsibility from Passes & Permits for the administration of parking permits for staff car parking at bus garages. In 1990 the Pensions dept. was also responsible for Passes & Permits, retired staff travel, LT Benevolent Fund, Griffin Housing Association, LT (Retired Employees) Housing Association, LRT CRS Employees' Friendly Society, LT Railways Friendly Society. On 1/12/1995 the Pension Liaison Manager and Passes & Permits transferred from Pensions to LT HR. From 19/9/1999, Pensions was transferred to TLT Finance & Planning.
COMMERCIAL MANAGER	1/7/1933- 1940	Responsibilities 1933: setting fares, rates & charges, private hire, ticket systems, traffic stats. Lost Property Office, Travel Enquiries. Development Superintendent moved to GM (Road Transport) by 23/2/1936. Commercial Manager's dept. absorbed into Chief Commercial Manager's dept. 3/5/1940.

CHIEF COMMERCIAL OFFICER/ COMMERCIAL MANAGER	7/7/1937- 1953	<p>Chief Commercial Officer's Dept was established 1937 to review the work of the Commercial Manager and the Public Relations & Publicity Dept. By 1/1939 included the following sections: Public Relations, Publicity, Commercial Advertising.</p> <p>CCO's dept. included the following 3/5/1940: Public Relations, Publicity, Commercial Advertising, Fares & Charges, Stores/Purchasing, Claims, Legal (Common Law).</p> <p>CCO title abolished 12/1943 - renamed Commercial Manager. By 24/11/1943, the department reported to the General Manager. By 1/6/1944, the Commercial Manager reported to the General Manager and included the Development Officer, transferred from GM (Operation). By this time Stores/Purchasing, Claims & Legal (Common Law) were no longer part of Commercial. From 20/10/1945, the Commercial Manager reported to the General Manager (Road Services). In 1945, Press, Publicity & PR & Commercial Advertising transferred to the new Chief Public Relations & Publicity Office. By 8/3/1948, the Commercial Manager was responsible only for commercial issues (Fares & Charges) and the Development Officer. By 1/10/1951, Commercial Manager was no longer responsible for the Development Officer. Commercial merged c1953 with Chief PRO & Publicity to become Chief Commercial & PR department.</p>
PUBLICITY MANAGER/ PUBLIC RELATIONS	1/7/1933- c1940	<p>Publicity Manager's responsibilities 1933: communications with the press, public correspondence, public relations, publicity advertising, commercial advertising, signs, vending machines siting & auxiliary revenue on LPTB premises. Department renamed Public Relations & Publicity 8/4/1935 and became part of Chief Commercial Officer 3/5/1940.</p>
CHIEF PUBLIC RELATIONS & PUBLICITY OFFICER	1945 - 1953	<p>In 1945 responsible for Press, PR, Publicity &, until c1948, Commercial Advertising. In 1947 approval was given for a Film Unit to be established in the Publicity Office. In 1948 the PRO assumed responsibility for the Travel Enquiry Service. Chief PRO & Publicity merged with Commercial c1953 with to become Chief Commercial & PR department.</p>
CHIEF COMMERCIAL & PR OFFICER	1953 – 11/1965	<p>In 1953 the CC&PRO was responsible for Press, PR, Publicity, Fares & Charges and Traffic Development (Buses). From 1952, The Traffic Development Officer was responsible for private hire, Lost Property Office and road services licensing. In 1954, the Planning Officer transferred from the Secretary to CC&PRO. On 2/7/1962, the post of Traffic Development Officer (TDO) was abolished, and the post holder appointed Traffic Officer in the Central Bus Operating department. The TDO's duties were reallocated as follows: review of Central Area road services & control of loading reporters and analysis staff (to Traffic Officer), ditto for Country Buses & Coaches (to Operating, CB&C)), liaison with London Travel Committee and other bodies dealing with staggering of working hours and liaison with local transport groups (to Public Relations Officer), liaison with Transport Users' Consultative Committee (to Commercial Officer), Lost Property Office (to Fares & Charges Officer), private hire, excursion & tour</p>

		<p>operating, booking & sales (to OM Central Buses or OM CB&C, as appropriate), private hire, excursion & tour charges (to Fares & Charges Officer), Licensing (to Solicitor). Also on 2/7/1962, the Planning Officer was appointed as the Commercial Officer and was responsible for the commercial aspects of the traffic office work embracing sales policy, fares & charges and, with the two Operating Managers (CB) & (CB&C), the general co-ordination, level and pattern of the services. The Fares & Charges Officer reported to the Commercial Officer. The post of Planning Officer was discontinued on 2/7/1962 and the functions of this post, including co-ordination with town planning authorities, statistical, economics and operational research were absorbed into the new Commercial office.</p> <p>In 1964 the Publicity Office Film Unit was established to show films about LT internally and to schools & other external groups. In 1965 Operational Research transferred to the Management Services Officer. When the Chief Commercial & Planning dept was inaugurated on 16/8/1965, commercial work transferred to it immediately but the Press Officer, Public Relations Officer and Publicity Officer continued to report to the former CC&PRO (RM Robbins, appointed Board member 1/10/1965) until about 11/1965, when they were absorbed into the Chief PRO's dept.</p>
CHIEF PUBLIC RELATIONS OFFICER/PRESS & PR/PUBLIC AFFAIRS	11/1965 - 1995	<p>In 1965 the CPRO was responsible for Press, PR & Publicity. In 1976 the CPRO took over from Chief Supplies Officer responsibility for billposting on bus stands & shelters. In 1979 the Department head was renamed Director of Press & PR and Publicity transferred to Marketing. In 1984 London Buses & London Underground established their own PR organisations. Unit for Disabled Passengers was formed in P & PR 1984 and in 7/1989 it transferred to Group Planning. LT Museum reported to Director of Press & PR 1981-1986.</p> <p>Dept. head renamed Director of Public Affairs 1990. In 5/1990 the Passenger Liaison Unit transferred from Group Planning to the Public Affairs directorate. When LTI ceased trading in 10/1991, requests for assistance from transport undertakings overseas were handled by LT Public Affairs. In 4/1992 the dept. ceased the central purchasing of books/periodicals for the LT group. On 8/5/1995 LT Passenger Liaison Unit transferred from Public Affairs to LT Marketing. In 1995 responsibility for educational liaison transferred from Public Affairs to LT Marketing (LT Museum)</p>
CHIEF STAFF OFFICER	1/7/1933- 1944	<p>CSO responsible for (1/7/1933) advising on staff agreements, ensuring consistency of salaries/wages/conditions of service across the company, non-admin staff standards, suggestions bureau, staff welfare & education, reviewing pensions & grants, controlling superannuation funds, suck funds and friendly societies, central typing, duplicating, commercial drawing, management of head office buildings including fire precautions & equipment, furniture, telephones and office equipment, canteens, messrooms, institute premises and pavilions. Welfare split in 1937 to become a separate department (until 1944, when it merged again).</p>

CHIEF WELFARE OFFICER	7/1937 - 1944	In 7/1937, Welfare split away from the Chief Staff Officer to become a separate department until 1944 when it again merged with the CSO.
CHIEF STAFF & WELFARE	1944-30/9/1955	At 1/6/1944, the Superintendent of Recruitment & Training reported to the General Manager (TE Thomas) but was the responsibility of the CS&WO. Responsibilities (1/1/1949): establishments, welfare, recruitment, training, education. Split into Establishment & Industrial Relations 1/10/1955.
ESTABLISHMENT	1/10/1955-1979	<p>Dept head's title: Chief Establishment Officer (CEO) throughout. New department formed 1/10/1955 from split of CS&WO. Responsible for control of establishments, Organisation & Methods, control of common office services, promotion machinery, staff recruitment, actuarial matters, pension schemes, Friendly Societies, Central Record Office (staff statistics), staff welfare, canteens. On 3/2/1958 Catering was transferred from CEO to the Chief Supplies & Services Officer. Responsibilities on 27/2/1960: Staff & Welfare Officer: recruitment, education & training (all staff), promotion & staff reports (admin, technical & control staff), staff information, staff visits, alternative employment, staff accommodation & amenities, welfare services, hostels, sports facilities, Establishment Officer: review of establishments including classification of posts, Organisation & Methods, Common Services (Central Typing Service, accommodation, furniture, office machines, telephones, private cars, Commercial Drawing Office, Suggestions Scheme); Staff Administration Officer: <u>pension arrangements, long service awards, passes & permits, Central Record of staff statistics, Friendly Societies, other actuarial matters, EDP Unit.</u></p> <p>In 1958, a new Electronic Data Processing (EDP) Unit was established, responsible for assessing scope for applying electronic data processing techniques to LT's clerical work. This section became the Computer Manager's Office in 1963 and split away from CEO c1965 and later became the Data Processing department. Responsibilities in 1970: Establishment & Training Officer: manpower planning, management development, staff appraisal, advising on shape of departmental organisations and establishments for executive, technical and control grades, management education, centralised training & education matters. Office Services Manager: common services inc. internal mail system, HO accommodation, provision of office furniture & office machines. Appointments & Welfare Officer: recruitment & operation of promotion & appraisal schemes, redeployment arrangements for executive, technical, clerical and control staff and for the welfare service and other recreational activities. In 1972, Organisation & Methods transferred from Data Processing Manager to CEO. On 1/1/1977 Staff Administration, including Pensions, transferred from CEO to CIRO. In 1977, Catering transferred from Supplies? to CEO. With the creation of the Bus & Rail business in 1979, CEO split into Manpower Supply & Development, Personnel Services, Staff Establishments & Organisation (the latter became Personnel Organisation Development in 11/79). Also in 1979, Organisation</p>

		& Methods and Establishments transferred from CEO to CIRO. In 1979, the CEO's responsibilities devolved to the Bus & Rail businesses and to the (new) Personnel Director. Catering transferred to Personnel Directorate. Office Services moved to the Director of Supplies & Central Services by 1982.
LABOUR/INDUSTRIAL RELATIONS	1/10/1955-1981	Dept head titled: Labour Relations Officer 1/10/1955, Chief Labour Relations Officer 1/1959, Chief Industrial Relations Officer (CIRO) 1969. Leo's responsibilities 27/2/1960 – establishment & implementation of negotiating & consultative machinery with TUs; maintaining Central Record of Staff Agreements and maintenance of salary records for admin. & technical staff. On 1/1/1977 Staff Administration, including Pensions, transferred from CEO to CIRO. In 1979, Organisation & Methods and Establishments transferred from CEO and Operational Research transferred from Business Planning, to Industrial Relations. In 1979, Operational Research transferred from Business & Planning to Industrial Relations. Central Safety Adviser appointed in Industrial Relations 1979 and in 1980, Central Safety Adviser was transferred to Group Personnel from Industrial Relations. In 1979, much of the department's work was transferred to the new Road & Rail businesses and to Group Personnel. In 1980 Staff Administration was transferred from Industrial Relations to Group Personnel. In 1981, Organisation & Methods transferred to Group Management Services Directorate leaving Industrial Relations no longer in existence.
GROUP PERSONNEL/ CENTRAL PERSONNEL/LT HR	1979 - 1999	Dept. head's title: Personnel Director 1979, Group Personnel Director 1981, Central Personnel Director 1989, LT Director of HR 6/2/1995. In 1979 some responsibilities were devolved to Group Personnel from the CEO, including Catering. Catering was part of Group Personnel 1979-1981 when it transferred to Chief Supplies Officer. In 1980 Staff Administration was transferred from Industrial Relations to Group Personnel. In 1980 the Central Safety Adviser transferred to Group Personnel from Industrial Relations and the Safety Officer transferred to LU Project Management in 1984 Group Personnel was established as a directorate in 1981. From 1983-1987 Group Personnel reported to the Director of Administration. In 1984 Pensions split away from Group Personnel as a separate dept and in 1986, the Personnel Services Manager transferred from Group Personnel to Pensions. The following activities were transferred from Group Personnel to LU Personnel as follows: 1988 Equal Opportunities Unit, 1/4/1989 LT Recreational Services (transferred from Pensions 1988); 12/1988 management of Flagstaff House. On 5/12/1988 the transfer of Railway Personnel functions from LT to HR was complete. On 1/4/1989 responsibility for pool cars and Vandon Street garage transferred from ? to the LT Central Personnel Director. In 10/1989, LT Welfare Dept (Personnel Welfare Advisory Services) transferred from Pensions to LU Personnel. On 1/4/1991 responsibility for management of LT head office premises was taken over by Central Personnel from LT Property. On 22/3/1993

	<p>responsibility for managing LU Catering contracts transferred to LU Personnel. On 6/2/1995 LU HR merged with LT Central Personnel to become LT HR, responsible for facilities, house management, accommodation, office supplies, telephone services, outsourced catering, reprographics, mail service, disciplinary & negotiating machineries, HR policies, staff benefits, training (outsourced for managers & supervisors), recruitment, job evaluation, remuneration, co-ordinated personnel admin, and, thro' ML Swiggs, Occupational Health. In 1995, LU Employee Assistance (comprising the Drug & Alcohol Advisory Unit, Counselling Unit and Sports & Leisure) joined with the First Aid Section as part of Occupational Health (q.v.) which was part of LT HR. In 8/1995, the learning Resource Centre joined with LT Information Services (formerly LU S&Q Library) as an expanded LT Information Services within LT HR. In 1995, the 'Quality' part of former LU S&Q directorate merged with LT HR. On 21/8/1995, the Rapid Response section of Procurement transferred from the LU Development directorate to LT HR directorate so that the latter's facility for the purchase of photocopiers & furniture could be combined into a one-stop shop to include processing of purchase orders valued at under £1,000. On 1/12/1995 the Pension Liaison Manager and Passes & Permits transferred from Pensions to LT HR. In 2/1996, responsibility for administering the WH Smith stationery contract transferred from LT Marketing to HR (Office Services). Early in 1996, responsibility for overseeing Privilege Tickets & issuing BR travel warrants transferred from LT Marketing to LT HR. On 12/2/1996 responsibility for the non-print element of the stationery contract transferred from LT Marketing to LT HR. On 29/4/1996 two depts in LT HR (LT Office Services (Procurement) and LT Facilities) merged and the new dept was responsible for head office premises management, management of outsourced catering, conferencing, telephones, move management, mail & reprographics, procurement of copiers, fax machines, PCs, local area networks, stationery, office furniture. LT HR restructured 2/1997 which included Occupational Health reporting to the Director & not through ML Swiggs. On 11/4/1998, responsibility for apprentice training passed from LT HR to LU Engineering HR dept. On 18/12/1998 PSD's ticket administration office closed: staff's free ATOC tickets were dealt with thereafter by Passes & Permits (LT HR directorate).</p>
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<p>MEDICAL/ OCCUPATIONAL HEALTH</p>	<p>1934 – 18/9/1999</p>	<p>Dept. head's title: Medical Officer 1934 ; Chief Medical Officer 1944 ; Director of Medical Services 1982 ; Head of Medical Services 1983 ; MD LT Medical Services 1988 ; Head (or Director of Medical Services 1990 ; Head of Occupational Health (Services) 5/1995.</p> <p>In 1933, medical examinations were undertaken by external doctors. In 1934, the dept. was established and reported to the Vice Chairman. By 23/1/1936 Medical became part of dept. N (extra-departmental). In 1948, the Medical dept. took over responsibility for First Aid in LT. Divisional Medical Centres were established: North West (Griffith House); North East (Manor House) 1949; South East (Peckham) 1950); South West (Chiswick) 1952. All were closed in 1986 except Griffith House. In 1989, the 4 areas were combined into 3 (North, South, West) and 'areas' were abolished in 1993. An Eyesight Clinic operated from 1952-early 1980's and a Chiropody Clinic from 1960-1979.</p> <p>In 1983, Medical transferred to the Director of Administration. On 22/4/1988 the department became LT Medical Services, reverting to being a corporate department on 7/6/1990. On 4/1994, Medical became part of LT Trading. On 6/2/1995 the Medical dept. became known as the Occupational Health Service which became part of LT HR, reporting through ML Swiggs. The presumption is that it was, by this time, no longer part of LT Trading. In 1995, LU Employee Assistance (comprising the Drug & Alcohol Advisory Unit, Counselling Unit and Sports & Leisure) joined with the First Aid Section as part of Occupational Health. Later in 1995, LT Occupation Health Service was restyled LT Occupational Health dept. LT HR was restructured 2/1997 which included Occupational Health reporting to the LT HR Director & not through ML Swiggs. OH was reorganised 3/1997 into the following groups: Medical Advisory Service, Occupational Hygiene, Business Services, Employee Assistance, Counselling & Trauma Response Unit, Drug & Alcohol Advisory Unit, First Aid team.</p>
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<p>ARCHITECT/ ARCHITECTURE & DESIGN/ ARCHITECTURAL SERVICES</p>	<p>22/6/1953 – 1/10/1988</p>	<p>The Architect's dept was part of the Chief Engineer's dept. until 22/6/1953 when it became a separate dept. In addition to architects, the dept. also employed quantity surveyors, structural engineers (and field surveyors), clerks of works (retitled architects' site representatives 6/5/1966, as CoWs are supposed to be independent of the architect, which LT CoWs weren't). The dept. head was retitled as follows: Chief Architect 2/7/1972 ; Director of Architecture 1/12/1980 ; Director of Architecture & Design 10/7/1981.</p> <p>On 10/7/1981, the department took over from Publicity (in LT Marketing) responsibility for Design.. On 24/5/1982 the department took over some H&V work from the CEE's Heating & Ventilation section. From 15/7/1983 to 1987, the department reported to the Director of Administration and, in 1987 after she left, the dept. reported to the General Manager, Professional Services. From 1/1/1986 the dept was known as Architectural Services Group. (Legally 'Architect' could not be used in the title as the dept head was a quantity surveyor by profession, not an architect). On 7/4/1986 the dept. ceased to have responsibility for Design which passed to LT Design. In mid-1987 it was announced that structural engineering and services engineering work would mainly be done by consultants in future and existing staff were transferred as follows: Structural Engineering to the CCE and the Field Surveyors to the CCE's Permanent Way dept. The Architects' Site Representatives passed to the CCE later. Services (i.e. Heating & Ventilation) passed to the Lifts & Escalators department. On 1/10/1988 the dept. became part of LUL and shortly afterwards, became part of LU Engineering's Professional Services Group, with Building Services becoming part of the M&E division.</p>
<p>STORES/SUPPLIES</p>	<p>1933 - 1983</p>	<p>Dept. head's title: Chief Stores Supt 1933; Chief Supplies Officer 1943; Chief Technical Planning & Supplies Officer 1947, Chief Supplies Officer 1951; Chief Supplies & Services Officer 3/2/1958; Chief Supplies Officer 16/9/1963; Group Supplies Director 1979; Director of Supplies & Central Services 1981. Pre-war, the Stores dept. was responsible for the public motorcar garage at Morden Station. It was responsible for the Effra Road ticket printing works until at least 1962. Stores was part of the Chief Commercial Officer's dept 3/5/1940. By 24/11/1943, the CSO reported to the General Manager. From 1/6/1944 the CSO reported to the General Manager and from 20/10/1945, reported direct to the Chairman. Distribution Services (originally Central Distribution Services, CDS) was in Supplies from 1949 (when it was created) until 1982.</p> <p>On 3/2/1958 Catering was transferred from CEO to the Chief Supplies & Services Officer, where it remained until 1963. On 19/5/1959, posting up traffic posters on stations became the responsibility of Supplies (Distribution & Advertising Services Manager).</p> <p>1963 – Commercial Advertising dept. re-established as part of the Chief Supplies & Services dept but became a separate dept. by 11/1965.</p>

	<p>In 1968, the CSO's responsibilities were: Purchasing Officer – general purchasing including AFC equipment; Contracts Officer- purchase of bus/railway rolling stock, electrical plant and other capital equipment; Distribution Services Manager – CDS, advertisement and timetable fixing, roadside sign/shelter cleaning and, from 9/1968, management of the Lost Property Office, transferred from Fares & Charges). In the late 1960's, billposting was transferred to the CSO. On 1/1/1970, Supplies staff in Country Bus garages became part of London Country Bus Services Ltd when the CB&C operation became part of the NBC. In c1976, commercial & traffic billposting was devolved to Commercial Advertising (on stations) and to the Publicity Officer (bus stops & shelters).</p> <p>By 1982, Office Services had become part of Director of Supplies & Central Services but was transferred to the Director of Administration by 1983.</p> <p>1976 – responsibility for billposting on bus stands & shelters transferred from CSO to CPRO. In 1977, Catering transferred from Supplies? to CEO but was the responsibility of the Chief Supplies Officer 1981-1983 when it transferred to the Commercial Director. By 11/1982, the dept. had split and devolved into the Bus and Rail businesses. In 1982/3, the Supplies Officer (Revenue), became the Purchasing Manager in the London Buses' Technical directorate. Responsibility for Office Services passed in 1983 to the Technology & Telecommunications section of the Director of Administration and Catering transferred 1or15/7/1983 to Group Marketing.</p>
<p>CATERING</p>	<p>Mostly part of other departments, as follows: Chief Staff Officer 1/7/1933, Chief Welfare Officer 7/1937, Chief Staff & Welfare Officer 1944; Chief Establishment Officer 1955 , Chief Supplies & Services Officer 3/2/1958, Chief Establishment Officer 1977, Group Personnel, 1979, Director of Supplies & Central Services 1981, Commercial Director (part of Group Marketing) 1or15/7/1983, LT Trading 1990-21/3/1993. The dept. head was titled:</p> <p>1933 – In charge, Catering Section; 25/2/1934 to 1937 – Supt. of Catering; 1948 – Canteen Supt; 1956 – Catering Officer; 1970 – Director of Catering; 1973 – Catering Services Manager; 1979 – Asst Personnel Officer (Catering); 1981 to 1993 – GM LT Catering.</p> <p>The Food Production Centre at Croydon was operational 10/1950-30/9/1983. The Catering Training Centre at Baker Street was open 7/1949-1976. In 1963, Catering operated in 3 geographical areas, South, West & East (merged with the others in 1973).</p> <p>On 1/1/1970, Catering staff in Country Bus canteens became part of London Country Bus Services Ltd when the CB&C operation became part of the NBC. In 1987, some canteens began to be operated by contractors. From 1/4/1990, Catering ceased to supply catering for major emergency incidents. On 21/3/1993, the outsource of LT Catering was completed and LT Catering ceased trading. Management of the outsourced catering contracts passed to LU HR.</p>

CHIEF COMMERCIAL & PLANNING OFFICER	16/8/1965 - 1975	On 16/8/65 Commercial (including Fares & Charges) became part of Chief Commercial & Planning formerly the responsibility of the Chief Commercial & PR. The CC&PO was responsible for the commercial work of the Board, long-term planning of road & rail services; liaison with the GLC & the British Railways Board in the planning and development of public transport facilities in the London area; for ensuring that the requirements of the Board's services were met and safeguarded in land-use planning and new developments in the Board's area, together with liaison with the GLC and other authorities in connection with development of traffic engineering measures insofar as they affected the operation of the Board's road services. Direct reports to the CC&PO were the <i>Planning Officer</i> and <i>Fares & Charges Officer</i> . In 9/1968, responsibility for Lost Property Office transferred from CC&P to Distribution Services (Chief Supplies Officer). Responsibility for Fares & Charges transferred to Commercial Policy 20/10/1969. Between 1973-1975, CC&P was responsible for Business Planning (including Marketing, Commercial, Planning Research. Operational Research transferred to Commercial & Planning in 1973 and, in 1975, it transferred to Chief Business Planning Officer. In 1/1974, 'Fares & Charges' was renamed 'Commercial'. In 1974-1975, CC&P was responsible for Planning, Marketing, Systems, Operational Research and Commercial. In 8/1974, a Market Development Officer was appointed, responsible for the promotion of LT services, particularly in the tourist market, and for the assessment of transport innovations and experiments. In 1979, Commercial transferred from CC&P to Group Marketing.
TECHNICAL PLANNING	1947 – 1952	The Chief Technical Planning & Supplies Officer was responsible (1947) for the assessment of value of capital projects and the standardisation of components, introduction of a decimal coding system and was also responsible for the investigation which led to the CDS being established in 1949. (See also Supplies).
OPERATIONAL RESEARCH	1970-1973	The Director of Operational Research was also responsible for the Systems Officer. Operational Research transferred to Commercial & Planning in 1973.

TRANSPORTATION PLANNING	22/9/1969 - 1975	Director of Transportation was responsible (1969) for tactical planning of LT road and rail systems, bus reshaping, roads, traffic, urban renewal, railway planning, social benefit studies, statistical surveys. From 1972, the dept. head was the Director of Transportation & Planning and from 1975, Chief Transportation Planning Officer . In 1972-1973 it included the Planning Office. In 1975, Passenger Liaison and Consultancy, established 1970, (and part of Transportation Planning) became a separate dept, LT International Consultancy Services, becoming a wholly owned subsidiary of LT as London Transport International Services Ltd (q.v.) on 24/8/1976. In 1975, Transportation Planning included planning development.
TRANSPORTATION POLICY	22/9/1969-1973	Director of Transportation Policy was responsible (1969) for co-ordinating major development proposals, formulating development policies and objectives, liaison with the Ministry of Transport, Greater London Council and other bodies on investment projects and organising LT consultancy services
CHIEF POLICY LIAISON OFFICER	1973-1975	No details
CENTRAL PRODUCTIVITY UNIT	10/1979-1983	High level cost cutting unit established to improve efficiency and cut out waste. Dept heads were titled: Director of Central Productivity Unit 10/1979; Group Productivity Manager 1981 .
COMMERCIAL POLICY	20/10/1969-1974	Director of Commercial Policy responsible for Fares & Charges from 20/10/1969 (transferred from CC&P) until 1974 (transferred to Business Planning by 1975).
BUSINESS PLANNING	1975 - 1979	Chief Business Planning Officer responsible for Marketing, Commercial, Planning Research. In 1975, Operational Research transferred from CC&P to Business Planning. In 1975, Operational Research transferred from CC&P to Business Planning and transferred to Industrial Relations in 1979. In 1975, Business Planning included responsibility for Marketing, Commercial, Planning Research and Operational Research. Fares & Charges transferred from Commercial Policy to Business Planning by 1975 and to Group Marketing in 1979. In 1978, Marketing split away from BP. In 1979, Marketing transferred from Business Planning to Group Marketing. In 1979, Operational Research transferred from Business & Planning to Industrial Relations.
CORPORATE PLANNING	1971 - 1975	Dept head: Director of Corporate Planning . Financial Appraisal transferred out of Corporate Planning to CFO from 1973-1975 (when it transferred back again). From 1973-1975, Corporate Planning included Performance Control. By 9/1976, Financial Appraisal was back with CFO.

<p>GROUP PLANNING</p>	<p>1979 – 31/3/1999</p>	<p>Dept head: Director of Planning from 1984. Responsibilities included (1979) Planning Research, Business Policy, Planning & Liaison. From 1980-1984, Planning was part of the Directorate of Finance & Planning. The Tendered Bus Unit was established in Group Planning in 1985 and became part of LT Trading in 1990. In 1989, Group Marketing transferred to Group Planning. In 7/1989 Commercial transferred from Group Marketing to Group Planning and also at that time the Unit for Disabled Passengers transferred from Press & Public Affairs directorate to Group Planning. In 4/1990, responsibility for bus stops, stands and shelters was passed from LBL to LT Planning. In 5/1990, the Tendered Bus Unit and Unit for Disabled Passengers transferred to LT Trading Services and also the Passenger Liaison Unit transferred to the Public Affairs directorate. In 1990, the Bus Passenger Infrastructure Unit was formed (in LT Trading Services) taking responsibility for responsibility for bus stops, stands and shelters from Group Planning. On 30or31/5/1994, the Bus Service Planning dept (including Network Review Team, QSI Section & Local Licensing Section) transferred to LT Buses. In 3/1995, control of the Croydon Tramlink project passed from Group Planning to LT Buses. In the Spring of 1995, the Commercial office transferred from LT Planning to Group Marketing. In 3/1995, International & European Affairs transferred from LU Railway Extensions directorate to LT and was allocated to LT Planning in 6/1995. In 6/1995, the remit of Group Planning was to consider the longer term policy and strategic issues affecting travel in London, to identify deficiencies and future travel needs over a longer term horizon and bring forward strategies and projects to increase use of public transport. 12/1995 or 2/1996 – responsibility for revenue apportionment transferred from LT Marketing to Corporate Planning (Financial Planning & Control).</p>
<p>GROUP MARKETING/ COMMERCIAL (to 1989)</p>	<p>16/2/1970 - 1989</p>	<p>Dept heads: Director of Marketing 16/2/1970; Marketing Manager 1974; Group Marketing Director 1979; Commercial Director 1983-1988. From 1970-1979, Marketing was part of other departments (1974-1978, Marketing was part of Business Planning). In 1979, Marketing transferred from Business Planning to Group Marketing, and also, in 1979, Publicity transferred from CPRO and Commercial transferred from Business Planning, to Marketing. On 10/7/1981, the Architecture & Design department took over from Publicity (in LT Marketing) responsibility for design. On 1/11/1982, Commercial Advertising dept (LT Advertising) became part of Marketing Directorate and became part of LT Trading 1990. On 1or15/7/1983, Catering transferred to Group Marketing (Commercial Director) from Director of Supplies & Central Services. In 12/1986, responsibility for the Morden station car park transferred (?from Marketing) to the London Borough of Merton. On 31/3/1987 the LT Photographic Library run by Advertising & Publicity closed and the records were relocated in the LT Museum. In 1988 Advertising & Publicity (in Group Marketing from 1979) transferred to LU Marketing. In 7/1989, Group Marketing transferred to Group Planning. On 1/10/1988</p>

		<p>the Publicity Services Unit was established and was responsible for signs & fixed information throughout the Underground. On 1/4/1989 responsibility for the Lost Property Office was that of the Distribution Services Manager (LU Engineering Operations) who, for this function, reported to the LRT Commercial Director (Basil Hooper). In 1989 Commercial transferred from Group Marketing to Corporate Planning. In 4/1994, some (unspecified functions) transferred from LU F&BP directorate to LT Marketing. On 1/1/1995 LT PASS transferred from LT Trading to Group Marketing.</p>
<p>GROUP (LT) MARKETING (from 1995)</p>	<p>8/5/1995 - 18/9/1999</p>	<p>Dept. head: Director of Group (LT) Marketing. In the Spring of 1995, the Commercial office transferred from LT Planning to Group Marketing 8/5/1995 - LT Passenger Liaison Unit transferred from Public Affairs to LT Marketing. 8/5/1995 - LU Communications transferred to LT Marketing. In 1995, LT Museum and PASS (Pass Agents Sales Service), moved from LT Trading to LT Marketing. Corporate Affairs transferred from LT Trading to LT Marketing 5/1995. On 8/5/1995, LU Design (from LU Development directorate) & LT Design (from LT Design directorate) were brought under LT control within LT Marketing. In c1995, Group Marketing was responsible for Advertising & Publicity, Communications, Corporate PR, Publicity, Fares & Ticketing Policy, Travel information Service, Media Relations, PRESTIGE (Procurement of Revenue Services Ticketing Information Gates & Electronics), Lost Property Office, Customer Charter, Fares, LT Museum, Design, PASS market research, marketing planning, public affairs. In 1995, Corporate Planning transferred to Group Financial Planning & Control. In 12/1995, the dept consisted of: LT Museum (including intellectual property and (transferred from Public Affairs) educational liaison; PASS – bulk ticket management, departmental admin; Design – graphics, design advice, environments, products; Market Research – continuous and ad hoc market research and communication of findings; Public Affairs – government liaison, public & media relations, London Boroughs liaison, LRPC liaison, customer charter; Market Planning – fares & ticketing policy, customer service standards, market segments & new opportunities, modelling/forecasting, network & service planning, market trends & information, marketing plan; Customer Services – fares & season ticket refunds; Advertising & Publicity – customer information, publicity, information strategy, advertising, promotions, direct marketing.</p> <p>In 1/1996, a new Market Planning group was formed. In 2/1996, responsibility for administering the WH Smith stationery contract transferred from LT Marketing to HR (Office Services). Early in 1996, responsibility for overseeing Privilege Tickets & issuing BR travel warrants transferred from LT Marketing to LT HR. On 12/2/1996 responsibility for the non-print element of the stationery contract transferred from LT Marketing to LT HR. 12/1995 or 2/1996 – responsibility for revenue apportionment transferred from LT Marketing (Economic Planning & Development) to Corporate Planning (Financial Planning & Control). In 2/1996, the</p>

		<p>Passenger Liaison Unit was renamed the Consultation & Liaison Unit and was responsible for liaising with London Regional Passengers' Committee and the London boroughs). By 4/1996 'Commercial' was known as the 'Fares Office'. In 7/1995, the merger of Publicity & Public Affairs was being planned. In 10/1996, the organisation was: Communications (including corporate & media relations, customer information, signs, advertising, passenger liaison); Customer Services – travel information, Lost Property Office, fares; Design- graphics, signs, publications, stations, bus shelters, offices, shops, product design (trains, bus stops, seats, cable management systems); Market Planning – fares & ticketing policy, market development, economic planning, operational research and information systems, transport planning, PRESTIGE, market research; LT Museum; PASS. On 3/2/1997, a new Head of Marketing Communications (responsible for advertising & publicity, public affairs, the underground customer information project and Jubilee Line marketing) was appointed. In 10/1997, the Passenger Liaison Unit and Corporate Relations were amalgamated into the new Public Affairs dept. On 12/1997, with the retirement of the Director, the dept. split into two, with Geoff Ellerton responsible for Design, LT Museum & PASS and Adam Goulcher responsible for Customer Services. At the end of 5/1998, the Jubilee Line Extension Project's PR & Press Office transferred from the JLE Project Team LT Marketing (Marketing Communications). On 15/6/1998 LT Marketing became part of the LU Commercial directorate. On 11/10/1998, 61 posts in LT PASS were outsourced to EDS (TranSys) as part of the PRESTIGE project. On 25/7/1999, with the impending retirement of David Bailey, the following depts. transferred to the new (TLT from 19/9/1999) Director of Administrative Services: Advertising & Publicity, Customer Information, Design, Fares Office, LT Museum, Market Planning, Public Affairs, Media Relations, Fares Office, Market Planning. Customer Services (inc. Travel Information, Lost Property Office), Fares.</p>
COMPUTER MANAGER/ DATA PROCESSING	c1965 - 1980	<p>Dept heads: Computer Manager 18/2/1963; Data Processing Manager 20/10/1969; Chief Data Processing Manager 1979. Electronic Data Processing Unit became the Computer Manager's Office in 1963 and split away from CEO c1965. In 1965, Operational Research transferred from Chief Commercial & PR to the Computer Manager. By 1968, the Computer Manager was also responsible for the Management Services Officer. A specific Organisation & Methods Officer post was created 1970 and in 1972, Organisation & Methods transferred from Data Processing Manager to CEO. In 1980, Data Processing became the Group Management Services directorate.</p>
MANAGEMENT SERVICES	16/8/1965 - 1968	<p>The Management Services Officer was, from 16/8/1965, head of a separate department and was responsible for Operational Research (transferred from Chief Commercial & PR in 1965) & Organisation & Methods. The MSO transferred to the Computer Manager's office by 1968.</p>

GROUP MANAGEMENT SERVICES	1980 – 1983	This directorate was formed from the Data Processing dept. In 1981, Organisation & Methods transferred from Industrial Relations to Group Management Services Directorate. In 1983, Group Management Services transferred to the Administration directorate.
DESIGN	1986 – 7/5/1995	Head of dept: Design Director . On 1/1/1986, responsibility for Design passed from the Directorate of Architecture & Design to this new directorate. On 8/5/1995, LT Design was transferred to LT Marketing directorate.
ADMINISTRATION (Depts. in this directorate are also shown elsewhere)	1/1/1983-1988	Director of Administration 's dept included from 1983 - Risk Management, Group Management Services (including Organisation & Methods, Office Services which was part of the Technology & Telecommunications section), Medical, Architecture & Design, Solicitor & Secretary, Group Personnel; from 1984, Payrolls and, for a short time in 1987, LT Builders. On 30/6/1986, Computer Services was privatised as Data Networks plc. On 1/5/1987, Business Services (responsible for computer systems, development & software maintenance) was privatised to CAP. (By 7/1987, CAP had acquired Data Networks plc). On 9/10/1987 the Director left and was not replaced. The existing GM (Professional Services) was retitled GM (Corporate Services) and was responsible for Risk Management, Payrolls, Office Planning, Bullion Services (outsourced shortly thereafter), Operational Research, Architects, Legal Services, Medical Services, Technology & Networks and LT Builders. In 1988 Operational Research transferred to LU. On 3/10/1988 the Technology & Networks Group transferred to London Buses Ltd and by 1988, the remaining departments in this directorate had again become autonomous.
ADMINISTRATION SERVICES (designate dept.)	25/7/1999-18/9/1999	On 25/7/1999 ML Swiggs became Director of Admin Services (designate) in preparation for the introduction of Transitional LT. He would be responsible for the following transferred from LT Marketing: Advertising & Publicity, Customer Information, Design, Fares Office, LT Museum, Market Planning, Public Affairs, Media Relations, Fares Office, Market Planning. Customer Services (inc. Travel Information, Lost Property Office), Fares.
DEVELOPMENT & RESEARCH	1944 - 1972	Dept heads: Chief Development & Research Officer 1945; Director of Research 1954; Director General of Research & Development 1/7/1971. On 1/1/1949, responsibility for the Chiswick Laboratory moved to D&R from the CME (Road). By 1950, Operational Research was part of D&R. In 1954, the Planning Officer transferred from D&R to the Secretary. In late 1971, Research transferred from the CME to the Director of Research & Development but returned to the CME on the appointment of the DG of R&D as the new CME. From 1972, Scientific Services (under the Scientific Adviser) became part of the CME's organisation.

SAFETY DEVELOPMENT	3/1995 – 18/9/1999	Dept. head: Head of Safety Development 3/1995; Head of Safety & Environmental Development 5/4/1996 . In 2/1995, the LU Safety & Quality Library transferred from LU S&Q directorate to LT Safety Development and was known as LT Information Services. In 3/1995, Safety Audit (from LT Solicitor) and part of the Safety element of the former LU Safety & Quality directorate combined to form LT Safety Development directorate. On 5/4/1996 the dept. is renamed Safety & Environmental Development, to reflect the increasing emphasis on environmental issues. In 6/1996, this dept. was responsible for the LT Safety Management System, Environmental Management System, 3 rd party safety management, policy and legislation, risk assessment & decision support, incident investigation, safety indicators and target setting, safety audit, corporate safety memory and change validation.
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<u>Department Name or Title</u>	<u>Dates</u>	<u>Responsibilities & Notes</u>
<u>LT TRADING SERVICES</u>	1984 - 1988	LT TS was established in the Autumn of 1984 to be responsible for LT Builders and BEL until their sell-off.
• LRT Builders	1984-11/1987	In 1984, the Works & Building dept of the Chief Civil Engineer became LRT (LT) Builders and were transferred to LT Trading Services in Autumn 1984. In 5/1987, LRT Signwriters, established in LT Builders by 8/1986, was privatised in the first-ever LT management buyout. By 1987, the following sections had been closed: general works, contracts, painting, scaffolding pool, transport & plant, joinery shop & woodmill, concrete casting shop, wardens, yard gang. The maintenance division was being run down. District Offices at Neasden & Junction Road were closed. By 5/1987, day to day maintenance was divided into 6 areas, one of which had been contracted out to French Kier. LT Builders was disbanded in 11/1987. LT Builders were the responsibility of the Director of Administration for a short time in 1987.
• LRT Bus Engineering Limited (a.k.a. BEL)	22/10/1984 – 1/1988	On 22/10/1984, responsibility for the works at Chiswick, Aldenham and Effra Road passed to the LT Director of Trading Services. LRT Bus Engineering Limited (q.v.) was registered as a limited company 29/3/1985. It started trading 1/4/1985 and in 1/1988 LRT BEL was sold to Frontsource.
• Distribution Services	1984-1988	Part of LT TS for this period. On 1/4/1989 Distribution Service became part of the LUL Engineering Operations directorate.

<u>Department Name or Title</u>	<u>Dates</u>	<u>Responsibilities & Notes</u>
<u>LT TRADING</u>		LT Trading (not <i>Services</i> , this time) was established 1990 to bring together the various trading units of IT:
• Victoria Coach Station	1990 - 31/12/1994	VCS was part of LT Trading 1990 – 31/12/1994. On 1/1/1995 VCS transferred to LT Buses.
• Unit for Disabled Passengers	5/1990 - 30/12/1994	Unit for Disabled Passengers was transferred to LT Trading from Group Planning 5/1990. In 3/1991 it was administering Dial-A-Ride (150 minibuses) and the London Taxicard Scheme. On 1/1/1995 the UDP was transferred to LT Buses.
• Bus Passenger Infrastructure Unit	1/8/1993 – 1994or5	On 1/8/1993, LT Advertising’s Outdoor (shelter) section transferred to BPIU. On 30/5/1994 or 1/1/1995, BPI was transferred to LT Buses.
• Tendered Bus Division	5/1990-4/1994	In 5/1990 the Tendered Bus Unit transferred from Group Planning and, shortly afterwards, was renamed Tendered Bus Division. The TBU was responsible for seeking/negotiating competitive tenders for contracts for the provision of bus services under the bus deregulation legislation. The dept. head was the General Manager . In 4/1994 TBD was transferred to LT Buses and became LTB Procurement.
• PASS (Pass Agents Sales Service)	8/5/1991 - 1/1/1995	In 4/1990, staff of London District Pass Distributors (set up by arrangement with the National Federation of Retail Newsagents) transferred to LT Pass Distributors becoming the LDP Unit. On 9/5/1991, LT Pass Distributors (1,806 agents selling 107 different ticket types) became part of LT Trading. 1/1/1995 PASS transferred to Group Marketing.
• LT Museum	1/3/1990 - 21/1/1995	On 25/3/1973 the LT Collection (formed from LT items from the former BTC Museum at Clapham) opened at Syon Park. It closed 31/12/1977 and reopened at Covent Garden (old Flower Market) as the LT Museum in 3/1980. On 1/3/1989 it became a charitable trust. On 1/3/1990, LT took full control of the museum. The LT Museum Board existed c1980-15/12/1984 and the LT Museum Advisory Committee existed c1985-c1995.. On 21/1/1995 LT Museum was transferred to LT Marketing.
• LT Advertising	1990 – 4/12/1993	On 1/8/1993, LT Advertising’s Outdoor (shelter) section transferred to BPIU. On 5/12/1993 LT Advertising Ltd took over LTA.
• LT International	1990- 10/1991	(see LT International Services Ltd.)
• Corporate Affairs	4/1994-5/1995	Transferred 5/1995 to LT Marketing.
• Catering	1990-21/3/1993	Ceased trading 21/3/1993.
• Medical	4/1994-6/2/1995	(see Medical under LT)

LT BUS/TRAIN, OPERATING/ENGINEERING (to 1978)

<u>GENERAL</u>		
GENERAL MANAGER (RAILWAYS)	1/7/1933 - 1939	On 1/7/1933, the GM(R) was responsible for the Operating Manager (Railways) and the Chief Mechanical Engineer. The Civil Engineer was part of the GM(R)'s dept but the duties were discharged by the Chief Engineer. The GM(R) post was abolished by 1/1939.
GENERAL MANAGER (ROAD TRANSPORT)	1936 - 1939	By 23/2/1936, the GM (RT) was responsible for the General Superintendent, Operating Manager (Central Buses), General Manager (Country Buses & Coaches), Operating Manager (Trams & Trolleybuses), Staff Supt. (Central Buses) (T&T), Schedules Supt., and, transferred from Commercial Manager, the Development Supt. By 7/7/1937, the General Superintendent was responsible for the Schedules Supt & the Development Supt. By 1/1939, depts. controlled by the GM (RT) had joined with the Operating Manager (Railways) under the General Manager (Operation).
GENERAL MANAGER (OPERATION)	1939 - 1943	By 1/1939, the GM(O) was responsible for the Operating Manager (Railways), Operating Manager (Central Buses), General Manager (Country Buses & Coaches), Operating Manager (Trams & Trolleybuses) and also for the Schedules Supt., Development Supt. & Staff Supt.
GENERAL MANAGER	24/11/1943 - 1945	On 24/11/1943 the General Manager (Operation) was appointed General Manager and Operating, Engineering, Commercial & Supplies were placed under his supervision. By 1/6/1944 Development Officer had transferred from GM (Operation) to Commercial Manager. By 1/6/1944, the GM (TE Thomas) was responsible for the Operating Manager (Railways), Operating Manager (Central Buses), General Manager (Country Buses & Coaches), Operating Manager (Trams & Trolleybuses), Commercial Manager, Chief Engineer (Civil), Chief Mechanical Engineer (Railways), Chief Engineer (Buses & Coaches), Chief Engineer (Trams & Trolleybuses), Chief Electrical Engineer, Chief Supplies Officer, Supt of Recruitment & Training (the responsibility of the CS&WO), Schedules Supt (for buses). The GM retired on 20/10/1945 and responsibility for road services operation & engineering and the Commercial Manager passed to the General Manager (Road Services).
GENERAL MANAGER (ROAD SERVICES)	1945	From 20/10/1945, the GM (RS) was responsible for the General Manager (CB&C), Operating Manager (Central Buses), Operating Manager (T&T), CME (Road Services), Commercial Manager.
CHIEF INSPECTING OFFICER	1936	Appointed by 23/2/1936 and responsible for the inspection, investigation and reporting on all matters referred to him by the Vice Chairman. This included giving an independent view of matters NOT falling within the departmental organisations of the General Manager (Railways) or General Manager (Road Transport). He was attached to the Vice Chairman's office.

GENERAL MANAGER OMNIBUSES (CENTRAL)	1/7/1933 - 1936	On 1/7/1933, the GMO(C) was responsible for the Operating Manager and The Engineer. By 12/1933, the dept. head was known as General Manager (Central Omnibuses) . By 23/2/1936, Engineering was the responsibility of the Chief Engineer (Buses & Coaches) and Operating was the responsibility of the General Manager (Road Transport).
GENERAL MANAGER OMNIBUSES (COUNTRY) & COACHES	1/7/1933 - 1936	On 1/7/1933, the GMO(C) was responsible for the Operating Supt. and The Engineer, reporting through the General Superintendent. By 12/1933, the dept. head was known as the General Manager (Country Omnibuses) and a Schedules Supt reported to the GM through the General Supt. By 23/2/1936, Engineering was the responsibility of the Chief Engineer (Buses & Coaches) and Operating was the responsibility of the General Manager (Road Transport).
GENERAL MANAGER (TRAMWAYS)	1/7/1933 - 1936	Initially there were two GM's, one for Central, South & East and one for North & West. They were each responsible for the operation of the tramways, preparation & issue of timetables, service and duty schedules, maintenance & renewal, supervision and control of the tramcars, depots, repair shops, stores and allied premises, employment, supervision and control of the staff and for the maintenance and operation of the powerhouse, substations and distribution system connected with the electricity supply to the tramways. By 12/1933, the department was split into Operation (reporting through the General Superintendent who also controlled the Costs Accountant), and Engineering. By 23/2/1936, the GM (Tramways) post had been abolished and OM (T&T) reported to the GM (Road Transport) and T&T engineering was the responsibility of the Chief Engineer (T&T).
ENGINEER-IN-CHIEF	1940 - 30/11/1943	By 3/5/1940, E-i-C was responsible for the Chief Engineer (Civil), CME (Railways), Chief Engineer (Buses & Coaches), Chief Engineer (Trams & Trolleybuses), Chief Electrical Engineer. The E-i-C title was abolished 1/12/1943

CHIEF MECHANICAL ENGINEER	1970 - 1978	<p>In 1970, Road and Rail engineering functions merged and became the responsibility of the Chief Mechanical Engineer. On 20/9/1971, the Mechanical Engineer, Running, responsible for mechanical engineering in garages, transferred from the Chief Mechanical Engineer to Bus Operating although the engineering staff continued to report through the CME's organisation. In late 1971, Research transferred from the CME to the Director of Research & Development but Scientific Services transferred to the CME on the appointment of the DG of R&D as the new CME. The Running division transferred to the Railway Operating dept. on 20/9/1971 and Lifts & Escalators division transferred to the Railway Operating dept. on 10/9/1973. In 1979, Scientific Services transferred to the Engineering Directorate (Railways). The organisation in 1976 under the CME, was: <i>Asst. CME (Workshops)</i> to whom reported the Plant Engineer, Works Managers for Aldenham, Chiswick, Acton, Effra Road; <i>Asst. CME (Road Services)</i> to whom reported Electrical Engineer (Road), Mechanical Engineer (Road Services, Buses) to whom reported Divisional Engineers, A,B,C; <i>Mechanical Engineer (Design)</i> to whom reported the Deputy Mech. Engr. (Design and the Asst.Mech. Engr. (Design)); <i>Mech. Engr. (Project Management)</i>; <i>Personnel Officer (CME)</i>; <i>Scientific Adviser</i>.</p>
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<u>Department Name or Title</u>	<u>Dates</u>	<u>Responsibilities & Notes</u>
LT RAILWAY OPERATING (to 1978)		
OPERATING	1/7/1933 - 1978	<p>On 1/7/1933, the Operating Manager (Railways) reported to the GM(R) and was responsible for the operation of the railways, control of stations, yards & sidings, preparation & issue of timetables, service & duty schedules, control and issue of tickets, recruitment & training of operating staff and control of the training schools, protection of railway premises from fire. The organisation was split into 2 divisions, 1) the former Underground group lines and 2) the Met, Hammersmith & City and East London Lines. By 1934, each division was split into 2 districts. On 1/5/1938 the organisation became A division (Met, Bakerloo, District & Piccadilly), and B division (Central, Northern. Northern City (Finsbury Pk-Moorgate). The GM(R) post was abolished by 1/1939 when the OM(R) reported to the General Manager (Operation). By 24/11/1943 the OM(R) reported to the General Manager and from 20/10/1945, direct to the Chairman. On 1/10/1950, control of the Morden station car park and garage transferred to Railway Operating. On 30/3/1952 the 2 divisions, each with 2 districts became 4 divisions: A (Met & Bakerloo), B (Northern – later to include Victoria), C (District & Piccadilly), D (Central).</p> <p>The following organisation existed on 1/7/1963: Reporting to the OM (Railways): Superintendent (New Works) and the Planning & New Works sections; Superintendent (Police) [dotted line responsibility] responsible for the Police and the Travelling Ticket Inspectors; Asst. OM (Railways) to whom reported: Superintendent (Traffic) – Fire Inspector, Time Tables, Train Working, Rules & Regulations, Ticket Machines, General Office & Registry, HQ Control Office; Divisional Superintendents (A-Baker St, B-Leicester Square, C-Earls Court, D-Oxford Circus) each to whom reported Asst Divisional Superintendent, Traffic Section, Staff & Training Section, Operating Assistant, Divisional Inspector; General Supt (Staff & Training) to whom reported Superintendent (Staff) responsible for Staff General, Staff Movements, Staff Relations, Train Duty Sheets, Station Duty Sheets and the Training Assistant responsible for the Training School & outside training.</p> <p>In 1968, Stationmen/women became Railmen/women and included the Porter & Ticket Collector grades which were abolished. Divisional ‘letter’ were phased out in 1970 and divisions became known by line names instead. On 20/7/1971 the Rolling Stock Engineer (the railway running division of the CME) transferred to the Railway Operating department in 2 divisions: A (Piccadilly, Victoria, Northern, Central) and B (District, Met & Bakerloo). The dept. head became Chief Operating Manager on 20/9/1971 and Operations Director on 4/11/1978. In January 1972, the dept. was reorganised with, inter alia, Divisional</p>

		Superintendents becoming Divisional Managers. On 1/5/1972, the RSE report centre at Neasden closed: responsibility for calling out breakdown gangs devolved to the HQ Controller (breakdown vehicles were stationed at Neasden. Ealing Common and Hainault depots). On 10/9/1973, the Lifts & Escalators division of the Chief Mechanical Engineer transferred to the Railway Operating department. In 1979 this department became the Operations directorate of the Rail business.
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LT RAILWAY ENGINEERING (to 1978)

CHIEF MECHANICAL ENGINEER		<i>(see LT Bus/Train, Operating/Engineering to 1978)</i>
CHIEF ENGINEER	1/7/1933 - 1939	On 1/7/1933, the Chief Engineer was responsible for plans, estimates & specs. and designs for railway works & buildings and their equipment; preparation of schemes for the improvement, betterment & extension of the railways; approval & supervision of contracts & orders for new works rolling stock, lifts & escalators and other equipment; design & construction of new garages, bus & coach stations, stands etc and new works in connection with the tramways and supervision of contracts. The Civil Engineer was part of the GM(R) dept. but the Civil Engineer's responsibilities were discharged by the Chief Engineer. Consulting Engineers & Architects reported to the Chief Engineer. The Chief Engineer's post had ceased to exist by 1/1939.
ELECTRICAL ENGINEERING	1/7/1933 - 1978	On 1/7/1933, the two Electrical Engineers (one for the Underground, one for the Metropolitan) headed depts N4 & N5 respectively – the final organisation had not yet, at this time, been determined. By 12/1933, the Chief Electrical Engineer had been appointed, responsible for the generation and distribution of electric power up to & including the low-tension switchboards in substations; control, supervision, operation and maintenance of the power houses (Neasden, Lots Rd, Greenwich), substations, HT cables and equipment; planning, design, improvement, specs., & estimates for electric power supply equipment; approval and supervision of contracts for the foregoing; contracts for the supply of electricity from outside sources. By 23/2/1936, the CEE was also responsible for the tramway & trolleybus conduit & overhead wiring and the maintenance & renewal of the tramway & trolleybus telephone system (formerly the responsibility of the GM (Tramways)). By 3/5/1940, the CEE reported to the Engineer-in-Chief. The E-i-C post was abolished 1/12/1943 and, by 24/11/1943, the CEE reported to the General Manager. On 20/10/1945, the Chief Engineer (formerly Chief Engineer (Civil)) took over responsibility for Electrical Engineering. The dept. head from 1945-1953 was the Electrical Engineer . On 22/6/1953 the Electrical Engineer's dept. separated from the Chief Engineer and the dept. head became the Chief Electrical Engineer . In 1966, the organisation under the CEE was: Asst CEE to whom reported Electrical Engr. (Generation), Substation Engr, Mains Engr. In 8/1976, the Cable & Lighting Engineer's section transferred from the CSE to the CEE and its manager was renamed Electrical Engineer (Utilisation). In 9/1976, the organisation under the CEE was: Deputy CEE to whom reported Electrical Engineers for Generation, Distribution, New Works and Utilisation. The EE (Substations) reported to the EE (Distribution).

<p>MECHANICAL ENGINEERING</p>	<p>1/7/1933 - 1978</p>	<p>On 1/7/1933, the Chief Mechanical Engineer reported to the GM(R) and was responsible for the design of rolling stock & equipment, maintenance, renewal and cleaning of rolling stock, lifts & escalators, supervision & control of the central overhaul works, depots & shops, the organisation for dealing with breakdowns of rolling stock on the railway. The GM(R) post was abolished by 1/1939 and the dept head became known as the CME (Railways). By 3/5/1940, the CME(R) reported to the Engineer-in-Chief. The E-i-C post was abolished 1/12/1943 and, by 24/11/1943, the CME (Railways) reported to the General Manager and, from 20/10/1945 to the Chairman. In 1966, the organisation under the CME (Railways) was: Deputy CME (Railways), to whom reported: Mechanical Engineers for Development, Lifts & Escalators, Works, Running (with Divisional Engineers, A & B reporting to the latter). In 1970, Road and Rail engineering functions merged and became the responsibility of the Chief Mechanical Engineer (<i>see LT Bus/Train, Operating/Engineering to 1979</i>).</p>
<p>CIVIL ENGINEERING</p>	<p>1/7/1933 - 1978</p>	<p>On 1/7/1933, the Civil Engineer was part of the GM(R)'s dept. but his responsibilities were discharged by the Civil Engineer. The Civil Engineer was responsible for the renewal of railways, bridges, tunnels, permanent way, current rails, maintenance & renewal of signalling, telephones, clocks, signs, lighting and other equipment, maintenance & renewal of buildings other than those on surplus property, maintenance of drainage & ventilation plant. By 12/1933, the Building Dept. and its shops & depots was stated as being the Civil Engineer's responsibility. The Building Dept. was conducted as a subsidiary business to undertake renewals & repairs and, in competition with outside firms, to undertake new construction works. Also, by this time, the Signal Engineer appeared to be part of the GM(R)'s dept on the same basis as the Civil Engineer. By 7/7/1937, the Civil Engineer was responsible for carrying out for the Chief Engineer (Trams & Trolleybuses) all tramway permanent way work. By 1/1939, the Civil Engineer, no longer reporting through the Chief Engineer, was known as the Chief Engineer (Civil) and was responsible for civil engineering work on the railway, the building dept., Air Raid Precautions, permanent way (railways & tramways), signal engineering and the architect. By 3/5/1940, the Chief Engineer (Civil), responsible also for the Building Dept., New Works, Permanent Way (Railways & Trams), Signal Engineer and Architect, reported to the Engineer-in-Chief. The E-i-C post was abolished 1/12/1943 and, by 24/11/1943, the Chief Engineer (Civil) reported to the General Manager. On 20/10/1945 the Chief Engineer (Civil) was retitled Chief Engineer and became responsible additionally for Electrical Engineering. Works & Building sub offices in 1/1949 were as follows: 1 Aldwych (moved later to Gray's Inn Road); 2 Wembley Park, 3 Chalk Farm (moved 3/1961 to Junction Road), 4 Angel, 5 Stockwell (moved 4/5/1964 to Oval), 6 Chiswick Park, outer areas were covered from Parsons Green. On 22/6/1953 the Architect's and the Electrical Engineer's depts. separated from the Chief Engineer</p>

		<p>who thereupon became the Chief Civil Engineer. On 16/11/1951, the Signal Dept. Low Tension cable section was reorganised into depots at Earl's Court, Whitechapel, Baker Street, Golders Green and Acton Town, and the depot at Richmond was closed. In 1962, the Signal Engineer's dept. split away from the CCE to become a separate dept. In 1965, Works & Buildings' organisation was: Area Offices: South at Gray's Inn Road, East at Western House, West at Chiswick Park Station; Divisional Offices: 1 Gray's Inn Road, 2 Neasden, 3 Junction Road, 4 Bow, 5 Oval, 6 Chiswick Park Station, 7 Chiswick Works, 8 (Nights) Gray's Inn Road, 9 (Plumbers) Hammersmith (Butterwick). In 1966, the organisation, under the CCE was: Deputy CCE to whom reported Civil Engineer (Maintenance) to whom reported Works & Building Engineer, Permanent Way Engineer; Civil Engineer (General) – responsible for bridges, structures, ventilation, car park construction, contracts, statistics; New Works Engineers (General) (Victoria Line). In 1976, the organisation under the CCE was: Personnel Officer (CCE); Civil Engineer (Works) to whom reported Design & Construction Engr, Design Engr. (Civil Engineering), Heating & Ventilation Engr., Planning Engineer (Civil Engineering); Civil Engineer (Maintenance) to whom reported Permanent Way Manager, Works & Building Manager, Methods Engr. (Civil Engineering). Before 1976, station cleaning was undertaken locally. In 1976, Cleaning Services was set up to clean public areas of stations and roadside premises. In 5/1978, the Works & Building dept (known unofficially as 'Works & Bricks') handed over responsibility for the washing down of stations by contractors to the Cleaning Services Manager.</p>
SIGNAL ENGINEERING	1962 - 1978	<p>In 1962, the Signal Engineer's dept. split away from the CCE to become a separate dept under Chief Signal Engineer. In 1973, there were area installation depots at Wembley Park, Earl's Court & Whitechapel. In 8/1976, the Cable & Lighting Engineer's section transferred from the CSE to the CEE. In 9/1976, the organisation, under the CSE, was: Deputy CSE to whom reported Maintenance Engr. (Signalling), New Works Engr. (Signalling), Design Engr. (Signalling); AFC Engineer; Personnel Officer (CSE); Development Eng. (Signalling).</p>
ARCHITECT		<p>The Architect's dept was part of the Chief Engineer's dept. until 22/6/1953 when it became a separate dept. (see LT Central Departments).</p>
POLICE	c1934-1958	<p>The LPTB Police Force was created in about 1934. From at least 1949-1958, the head was known as The Chief of Police. In 1958, the LT Police became a division of the BTC Police (BT Police from 1963).</p>

LT ROAD OPERATING (to 1978)

OPERATING MANAGER, (CENTRAL BUSES) / (CENTRAL ROAD SERVICES)	1/7/1933 - 1978	<p>On 1/7/1933, The Operating Manager reported to GM Omnibuses (Central) and was responsible for the operation, supervision & control of (Central) buses; preparation of timetables, service & duty schedules and bus allocation; supply, control & issue of tickets and ticket punches etc.; private hire; supervision & control of stands and stopping places, negotiations for the use of roads, stands and stopping places etc.; development of new routes & services; recruitment & training of operating staff including control of the training school. Also reporting to the OM were the Schedules Supt. & the Staff Supt. The dept. head was retitled OM (Central Buses) by 8/4/1935. Between 23/2/1936-1944, Road Schedules and Development were the responsibility of the General Manager (Road Transport). In 1936 there were 3 divisions: A (sections 1-7), B (sections 8-14), C (sections 15-21), and Central (sections 22-24). In 1938, the Divisions were A (at Warner Road), B (at Kingsland Road), C (at Dollis Hill). By 23/2/1936, the OM (Central Buses) reported to the General Manager (Road Transport) and by 1/1939 to the GM (Operation). By 24/11/1943 the OM (Central Buses) reported to the General Manager. In 1944, Development passed to the Commercial Manager. From 20/10/1945, the OM (Central Buses) reported to the General Manager (Road Services). On 12/7/1950, bus & tram operations merged under the OM (Central Road Services) - the 3 bus divisions and 2 tram divisions were merged to form 4 new divisions: SE (at Warner Road), SW (at Vauxhall), NE (at Manor House) and NW (at Dollis Hill) – these divisions were subdivided into 28 districts. In October 1960, the SE and SW divisions were merged into the South division (at Warner Road). The NW and NE divisions were renamed West and East respectively.</p> <p>On 8/5/1962, with the running of the last trolleybus, the dept. name changed from Central Road Services to Central Buses: a corresponding change in job titles occurred on 2/7/1962. On 2/7/1962, Traffic Development (Buses) transferred from Chief Commercial & PR to Central Bus Operating. Responsibility for the review of Central Area road services and the control of loading reporters and analysis staff became the responsibility of the new Traffic Officer in Central Buses; private hire, excursion and tour operating booking and sales arrangements in the Central Area became the responsibility of the Operating Manager. In 1963, the Central division was formed (based at Mansion House) from the former Bus Running Control section (formed 1958) – it had no responsibility for garages. The dept. head was retitled Chief Operating Manager (Central Buses) in 1966. On 10/4/1967 there was a major reorganisation: Divisional Superintendents were renamed Divisional Operating Managers and the districts (reduced in number from the original 28 in the mid 1960's, were further reduced to 14 areas,</p>
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		within the 4 divisions. (Areas: W1,2,3 E1,2,3,4 S1,2,3,4 C1,2,3) On 20/9/1971, the Mechanical Engineer, Running, responsible for mechanical engineering in garages, transferred from the Chief Mechanical Engineer to Bus Operating although the engineering staff continued to report through the CME's organisation.
OPERATING (COUNTRY BUSES & COACHES)	1/7/1933 – 31/12/1969	On 1/7/1933, the Operating Supt. was responsible to the General Manager Omnibuses (Country) & Coaches with similar responsibilities, for Country Buses & Coaches, as the OM Omnibuses (Central). By 8/4/1935, the dept. head had been retitled General Manager (Country Buses & Coaches) and, by 23/2/1936, reported to the General Manager (Road Transport) and, in 1/1939, to the GM (Operation). Between 23/2/1936-1944, Road Schedules were the responsibility of the General Manager (Road Transport). By 1938, the CB&C area was divided into 8 districts based on Amersham, Watford, Hertford, Romford, Windsor, Reigate and Northfleet. By 24/1/1943 the GM (Country Buses & Coaches) reported to the General Manager. From 20/10/1945, the GM (CB&C) reported to the General Manager (Road Services). In 1946, the dept. head was retitled Operating Manager . Although the incumbent of the post became a Chief Officer on 20/12/1955, the title of his job remained unchanged. By 1948, there were 2 divisions, North (at St Albans) and South (at Reigate) with Green Line Coaches managed from Western House. On 2/7/1962, responsibility for the review of CB&C road services and for private hire, excursion and tour operating booking and sales arrangements in the CB&C area moved from the Traffic Development Officer (in the Chief Commercial & PR dept) to the OM (CB&C). Just prior to CB&C and its staff being transferred to the National Bus Company as London Country Bus Services Ltd on 1/1/1970, the operating function was reorganised into the following districts: SE, SW, NW, NE and Central (Coaches).
OPERATING SUPT. (T&T)	12/1933 - 1950	Reported to the GM (Tramways) via the General Supt. By 23/2/1936, the dept. head had been retitled OM (T&T) and reported to the GM (Road Transport) and, by 1/1939, to the GM (Operation). Between 23/2/1936-1944, Road Schedules were the responsibility of the General Manager (Road Transport). By 24/11/1943 the OM (T&T) reported to the General Manager. From 20/10/1945, the OM (T&T) reported to the General Manager (Road Services). On 12/7/1950 bus & tram operation came under the OM (Central Road Services).

<u>LT ROAD ENGINEERING (to 79)</u>		
THE ENGINEER (OMNIBUSES, CENTRAL)	1/7/1933 - 1936	On 1/7/1933 the Engineer reported to GM (Omnibuses (Central) and was responsible (Central Buses) for the design & construction of buses & miscellaneous vehicles, renewal & maintenance of buses & misc. vehicles, supervision & control of the central overhaul depots and coach factories; licensing of buses; supervision & control of garages; control of engineering stores at garages; inspection, cleaning, oiling and adjustment of buses; engineering & fuel research; fire appliance provision & maintenance. By 8/4/1935, all bus & coach maintenance was the responsibility of the Chief Engineer (Buses & Coaches)
THE ENGINEER	1/7/1933 - 1936	On 1/7/1933, responsible to the General Manager Omnibuses (Country) & Coaches with similar responsibilities, for Country Buses & Coaches, as the Engineer, Omnibuses (Central). By 8/4/1935, all bus & coach maintenance was the responsibility of the Chief Engineer (Buses & Coaches).
CHIEF ENGINEER (BUSES & COACHES) / CME (ROAD SERVICES)	1935 – 31/12/1969	By 8/4/1935, the Chief Engineer (B&C) had been appointed and had similar responsibilities to The Engineer (see above) but for Central & for Country Buses & Coaches. By 25/2/1936 maintenance and overhaul of Central & Country bus fleets was centralised at Chiswick and Reigate works was closed. By 3/5/1940, the Chief Engineer (Buses & Coaches) reported to the Engineer-in-Chief. The E-i-C post was abolished 1/12/1943 and, by 24/11/1943, the Chief Engineer (Buses & Coaches) reported to the General Manager. On 20/10/1945, the dept head was retitled CME (Road Services) and reported to the General Manager (Road Services). By 1/11/1945, the CME (Road Services) was responsible for the RSE (Buses & Coaches) to whom reported Divisional Engineers (Central) A, B & C, Sub Divisional Engineers (Country) North & South, Equipment Engr (B&C), Asst RSE (B&C); RSE (Trams & Trolleybuses) to whom reported Asst. Engr (Plant & Maintenance) and Works & Divisional Engineer North (with responsibility for Fulwell works); Chief Chemist (Road Services); Asst Engr Development (B&C); Works Manager (B&C) to whom reported the Production Engr, Mech. Engr. (Production), Plant, Electrical & Progress Engr; Works Engr (T&T); Technical Officer (T&T).. On 1/1/1949 the Laboratory at Chiswick was transferred from the CME (RS) to the Chief Development & Research Officer. For the most part, the Central area engineering districts mirrored those in Central Bus operating. By 1950, there were 4 CB&C districts. In 10/1960, the three Central area districts were known as A (at Warner Road), B (at Manor House) and C (at Dollis Hill). On 2/7/1962, the Divisional Engineers (Central Road Services) were retitled Divisional Engineers (Central Buses). In 1965, the CME (Road Services) was responsible for the design and construction of buses, coaches etc and their equipment; the supervision and control of the central overhaul works and for the garages; physical control of engineering stores

		at garages and all material in process at the works; maintenance and renewal of all plant and equipment at works and garages; engineering development work related to vehicle design, construction and maintenance. These responsibilities were split amongst Works Manager - (Overhaul works at Chiswick [engines] & Aldenham [bodies] and Effra Road [ticket machine works]), plant & equipment at works & garages; Rolling Stock Engineer - garages, Central & Country and day to day vehicle maintenance; Engineering Superintendent – design, technical development and works inspection. On 1/1/970 CME (Road Services) staff working in Country Bus & Coach garages became part of London Country Bus Services Ltd when the CB&C operation became part of the NBC. Just before this, however, the BB&C engineering function was reorganised into 4 divisions, SE, SW, NW & NE . In 1970, Road and Rail engineering functions merged and became the responsibility of the Chief Mechanical Engineer (<i>see General section</i>).
CHIEF ENGINEER (CIVIL & MECHANICAL)	12/1933 - 1935	Responsible to the GM (Tramways) for rolling stock, the works at Charlton, Hendon, Fulwell, , permanent way and electrical engineering. By 23/2/1936, responsibility for rolling stock & permanent way had passed to the Chief Engineer (T&T) and responsibility for electrical matters to the CEE.
CHIEF ENGINEER (T&T)	1936 – c1945	By 23/2/1936, the Chief Engineer (T&T) was responsible for all engineering matters relating to trams & trolleybuses with the exception of tramway & trolleybus conduit & overhead wiring and the maintenance & renewal of the tramway & trolleybus telephone system which passed to the Chief Electrical Engineer. By 7/7/1937, the railway Civil Engineer was responsible for carrying out for the Chief Engineer (Trams & Trolleybuses) all tramway permanent way work. By 1/1939, the dept. head was known as the Engineer (T&T) . By 3/5/1940, the dept. head was again known as the Chief Engineer (T&T) and reported to the Engineer-in-Chief. The E-i-C post was abolished 1/12/1943 and, by 24/11/1943, the Chief Engineer (T&T) reported to the General Manager. By 1/11/1945, T&T Engineering was part of the CME (Road Services organisation).

LONDON BUS BUSINESS (1/1/1979-31/3/1985)

LONDON BUSES LIMITED (from 1/4/1985)

On 1/1/1979, the new Bus Board was established. NB. The suffix “(Buses)” was dropped from all job titles in 1984. On 1/10/1979, the MD’s direct reports were: Operations Director, Development Director, Engineering Director, Financial Controller, Personnel Director. On 1/11/1982, a General Manager and Deputy General Manager were both appointed. In 1983, both the Monopolies & Mergers Commission and an internal review investigated bus maintenance: in house services were found to be more expensive than buying-in this service.

On 2/1/1984 the Bus HQ function was split into Engineering, Operations & Personnel. In 1984, the MD’s direct reports were: **General Manager**, to whom reported: Operations Manager, Personnel Officer (Bus Operations), Engineering Manager (Bus Operations), Garage Premises & Services Manager – each district had a District Garage Manager, District Operating Manager and a District Engineering Manager; **Technical Director**, with responsibility for purchasing and Personnel (Bus Engineering) and the Works General Manager responsible for Chiswick, Aldenham & Effra Road works; **Development Director** responsible for schedules, development, planning; **Finance Director**, including responsibility for the management Accountants fro Bus Operations and Bus Engineering, **Personnel Director**, including responsibility for recruitment and labour relations.

London Buses became a registered company, London Buses Ltd (registered 29/3/1985), and started trading 1/4/1985. The Revenue Systems Group (Systech Solutions) which had the contract to service all the LBL ‘Wayfarer’ electronic ticketing machines was sold in 1/1992 to Meggitt Holdings plc. In 1/1990, the following reported to the MD: **Operations Director, Personnel Director, Finance Director** plus the 11 main subsidiaries, Stanwell Buses & London Coaches. On 7/10/1992 it was announced that LBL would be privatised in preparation for deregulation. On 11/1/1993, the Bus Privatisation Committee of the LT Board was formed. An LT Project Director was appointed to oversee the privatisation process. On 8/11/1993, the government announced that London’s buses would not be subject to the deregulation process, but that LT would remain responsible for dares, timetables, planning & infrastructure, with bus services sourced through competitively tendered net cost contracts.

GENERAL MANAGER	1/1/1979 - 1985	<p>On 1/10/1979, the existing divisions (4 operating and 3 engineering) were replaced by new districts, each responsible for between 7-10 garages and road operations in their areas with the result that operating and engineering were fully integrated. The new districts were:</p> <p>Abbey – logo, <i>Crown</i> (abolished 15/8/87 with consequential alterations to other district boundaries)</p> <p>Tower – logo, <i>Tower of London</i> (abolished 2/1/1984 with consequential alterations to other district boundaries)</p> <p>Selkent – logo, <i>Kentish hops & leaves</i></p> <p>Cardinal – logo, <i>Cardinal’s head</i>;</p> <p>Watling – logo, <i>Roman centurion’s head</i> (abolished 2/1/1984 with consequential alterations to other district boundaries)</p> <p>Leaside – logo, <i>Swan</i></p> <p>Forest – logo, <i>Squirrel</i></p> <p>In 1980 LT Commercial Advertising took over responsibility for (cleaning of?) stops stands &</p>
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		shelters from Bus Operating. The GM's direct reports in 1985 were: Operations Manager; Personnel Manager (Operations); Engineering Manager (Operations) to whom reported the Asst. Engineering Manager (Operations) and the Garage Premises & Services Manager (who moved to the Technical directorate in 1986).
OPERATIONS	1986 – 4/1994	<p>Dept head: Operations Director 1986, Operations & Marketing Director, 1992-4/1994.</p> <p>Group Systems was created in the Operations directorate out of a) Operations Systems (part of Operations directorate), b) Centrenet (created in LT mid-1980's and transferred to LBL on its creation in 1985, part of the Finance directorate and c) Ancillary Services (in the Technical directorate, Vehicle Engineering). On 17/11/1986, the Chiswick Bus Training Centre closed and training was devolved to the Districts. Abbey district became responsible for conductors' training and a pilot scheme commenced at Leaside for decentralised schedules offices. Parts of the former Abbey district became part of the new Central Traffic Division (CTD) which became operational on 15/8/1987. The Operations Director's direct reports in 1987 were: Operations Systems Manager; Network Services Manager. In 1987, Revenue Protection became Network Services. The Operations Director's direct reports in 1988 were: Operations Services Manager; Network Services Manager; GM Central Traffic Division; Schedules Manager; Engineering Services Manager (to whom reported Vehicle Engineering Manager, Quality Manager, Garage Premises & Services Manager). When the technical directorate was abolished in 1988, once the subsidiary companies had been formed, the residual technical responsibilities transferred to the Operations directorate. Remaining technical responsibilities including the Garage Premises & Services Manager and the Quality Manager passed to the Operations directorate. The Marketing directorate was abolished in 1990 and marketing functions (including PR, Commercial Operations, Development, Marketing & Public Relations transferred to Operations. In 1/1990, London Buses Limited (? directorate) took over responsibility from LT Passes & Permits for the administration of parking permits for staff car parking at bus garages. In 4/1990, responsibility for bus stops, stands and shelters was passed from LBL to LT Planning. In 6/1991, Centrenet (the Data Communications Network inherited from LT and used for resource allocation, ticket issue, route monitoring, timetable scheduling, spare part location, payroll, order processing and accounting) was sold to the French-owned Transpac Network Services whereupon it was leased back to LBL until 1994. In 7/1991, the Computer Services dept, was sold to Hoskyns plc. In 2/1992, the remainder of LBL's Computer Dept (Group Systems) was sold to Hoskyns in the last of several such sales. LBL Marketing & LBL Public Relations became part of the 'centre' c1992/1993. On 31/3/1992, LBL's Textile Store at Park Royal closed and the subsidiaries became responsible for buying their own staff uniforms. From 1/4/1993, certain CTD functions (e.g. supervision of bus routes in Central London) were devolved to the subsidiary companies and a large number of staff was made</p>

		<p>redundant. Night Bus supervision was transferred to CentreComm. Head Office responsibilities passed to a new Group Traffic Division. On 28/2/1994, the Network & Safety Services Manager had the following direct reports: Centrecomm Manager (Controllers, Senior Traffic Inspectors, Night Service Supervisors); Policies & Procedures; Special Investigations; GM Revenue Protection (Operating Security; Investigations & Prosecutions; Revenue Protection – Checking Squads, Plain Clothed Officials, Night Squad, Security Squad; Personnel & Administration Manager; Safety Manager.</p>
ENGINEERING	1/1/1979 - 1981	The Engineering directorate became the Technical directorate in 1981.
TECHNICAL	1981 - 1988	<p>The Technical directorate was formerly the Engineering directorate. Responsibility for specification transferred from this directorate c1983-1986 to the Finance directorate, before moving back to Vehicle Engineering in this directorate. The Supplies Officer (Revenue), part of LT Supplies, became the Purchasing Manager in the Technical directorate in 1982/3. In 1984/5 a new Materials & Contracts Manager (to whom reported the Purchasing Manager) replaced the Materials Manager. On 22/10/1984, responsibility for the works at Chiswick, Aldenham and Effra Road passed to the LT Director of Trading Services. Ancillary Services was part of Vehicle Engineering in the Technical directorate and transferred into Group Systems in the Operations directorate. Purchasing & Contracts merged into one dept within the Technical directorate (date uncertain). The Technical Director's direct reports in 1985 were: Vehicle Engineering Manager; Quality Manager; Works Systems Officer; Materials & Contracts Manager (to whom reported Textile Stores Manager, Purchasing Manager). In 1986 the Garage Premises & Services Manager moved from the Operations directorate to the Technical directorate. On 17/11/1986, Material & Contracts functions devolved to the Districts. The Technical Director's direct reports in 1987 were: Mechanical & Body Engineering Manager; Quality Manager; Garage Premises & Services Manager; Plant Contracts Manager; Materials & Contracts Manager (to whom reported Textile Stores Manager, Purchasing Officer). On 3/10/1988 the Technology & Networks Group transferred from LT Administration directorate to London Buses Ltd (this directorate???). The technical directorate was abolished once the subsidiary companies had been formed in 1988. Remaining technical responsibilities including the Garage Premises & Services Manager and the Quality Manager passed to the Operations directorate: the Plant Contracts manager and the Materials & Contracts Manager transferred to the Finance directorate.</p>

PERSONNEL	1/1/1979 - 1993	Dept. head was Personnel Director (Buses) (in 1979). On 17/11/1986, coinciding with the closure of the Chiswick Bus Training Centre, the personnel function was devolved into the centre (Operating & Engineering). Bus recruitment was decentralised c1989. In 1989-1990 year, recruitment was decentralised. A Development & Training Services dept. was launched on 2/4/1990 to integrate the Management Development Unit and the Camberwell Training Centre to support the LBL subsidiaries in improving employee performance in preparation for deregulation/privatisation. D&T Services was disbanded 3/1993. The Personnel directorate ceased to exist after 1993 and on 31/10/1994 LBL Personnel staff transferred to LT Buses.
FINANCE	1/1/1979 – 1994	Some Finance staff moved into the Operations directorate to form Group Systems. By 1/11/1982, the Finance Controller had become the Finance Director. For a short time from c1983-1986 responsibility for specification moved from the Technical directorate to Finance, before moving back there again. The Finance Director's direct reports in 1988 were: Financial Controller; Finance & Systems Manager; Chief Accountant; Internal Audit Manager; Plant Contracts Manager; Materials & Contracts Manager . On 26/5/1988 an LBL Audit Unit dept. was formed within the Finance directorate in 3 sections (Stores & Accounts, Revenue Systems, Finance). In 1988 the Plant Contracts Manager and the Materials & Contracts Manager transferred from the Technical directorate to the Finance directorate.
DEVELOPMENT	1/1/1979 – c1987	The Development Director's direct reports in 1985 were: Development Manager; Schedules Manager; Press & PR Officer; Strategic Planning Manager . On 17/1/1986, a pilot scheme commenced at Leaside for decentralised schedules offices. At the end of Summer 1980, the Head Office schedules Office was split into the new districts with Schedules staff continued to be based at Head Office. The Development Director's direct reports in 1987 were: Development Manager; Schedules Manager; Commercial Operations Manager . Schedules staff devolved to the new districts in 2/1987 and the remains of this directorate transferred to Marketing. In about 1987 Marketing & Development merged to form a new directorate.
MARKETING	1986 – c1987	In 1/1986, the Commercial Operations Unit (formerly Private Hire, then Tours & Charters) was established as a profit centre within the marketing directorate. The COU became London Coaches in 10or11/1986 In 1987, several Public Relations Managers reported to the Marketing Director. In about 1987 Marketing & Development merged to form a new directorate.
DEVELOPMENT & MARKETING	c1987 - 1990	In about 1987 Marketing & Development merged to form a new directorate. The Marketing & Development Director's direct reports in 1988 were: Development Manager, Commercial Operations Manager, PR Managers, Marketing Manager . In 1990 marketing functions (including PR, Commercial Operations, Development, Marketing & Public Relations were transferred to the Operations directorate.

RESTRUCTURING PRIOR TO PRIVATISATION (ORIGINAL UNIT NUMBER - EVENTUAL NAME):

The new LBL subsidiaries were formed by 14/9/1988 and were referred to by their 'unit' number. They were 'live' in 11/1988, and were registered as limited companies 14/12/1988. They starting trading on 1/4/1989 using their new names. On 3/12/1993, staff and vehicles of London Buses Ltd were formally transferred to the subsidiaries: LBL retained ownership of ticketing machines & radios.

	<u>Formerly part of LBL district</u>	<u>Logo</u>	<u>Other fleet names used</u>	<u>Sold to (date)</u>
1 – London Central Bus Company Ltd	Selkent	Clipper Ship	Camberwell Clipper	Go Ahead Group (10/1994)
2 – South East London & Kent Bus Co. Ltd	Selkent	Hop vine	Roundabout	Stagecoach (6/9/1994)
3 – South London Transport Ltd	Wandle	Tower Bdg	Connexions	Cowie Group (12/1994)
4 – London General Transport Services Ltd	Wandle	'Old bill' bus	Red Arrow, Clapham Omnibus, Central London Midibuses, Old Fashioned Omnibus, Streetline, Central Hoppa	Management buy out (2/11/1994)
5 – London United Busways Ltd	Cardinal	Coat of Arms	Harrier, Riverside Bus, Airbus	Management buy out (11/1994)
6 – Centrewest London Buses Ltd	Watling	Arrow (to left)	Gold Arrow, Uxbridge Buses a.k.a. U-Line, E-Line, Midilink, Golden Arrow, Southall Shuttle,	Management buy out (9/1994)
7 – Metroline Travel Ltd	Watling	'Metroline' in horizontal lines	Skipper	Management buy out (10/1994)
8 – London Northern Bus Company Ltd	Leaside	Big Ben & Houses of Parliament	Red Express, Midilink, Westminster Skyline	Merseyside Transport Ltd Holdings (11/1994)
9 – Leaside Bus Company Ltd	Leaside	Swan		Cowie Group (9/1994)
10 – London Forest Travel Ltd	Forest	Tree		Following proposed cuts in pay & conditions and a prolonged strike, London Forest ceased operations 22/11/1991 and was finally dissolved 29/8/1995.
11 – East London Bus & Coach Ltd	Forest	Sailing barge	East London Hoppa, Docklands Express	Stagecoach (6/9/1994)

The 'other fleet names' quoted exclude names such as Airbus, Carelink, The Shuttle, 607 Express etc. which were specific to certain routes or contracted operations.

Other statistics (as at 3/1991)					
Company	Garages	Staff	Buses	Passengers M p.a.	Turnover £M
1 – London Central Bus Company Ltd	BX, Q, NX, PM	1,766	436	90	40
2 – South East London & Kent Bus Co. Ltd	TB, TL, Orpington, AM	1,785	508	100	41
3 – South London Transport Ltd	BN, TC, N, AK, TH	1,721	468	122	44
4 – London General Transport Services Ltd	GM, Colliers Wd, Waterloo, AL, AF, SW, A	2,429	614	150	53
5 – London United Busways Ltd	FW, AV, NB, S, V	1,496	369	100	40
6 – Centrewest London Buses Ltd	ON, X, HL, Acton, UX	1,532	446	100	35
7 – Metroline Travel Ltd	W, EW, Harrow/Wembley, AC	1,214	354	75	26
8 – London Northern Bus Company Ltd	CF, FY, HT, PB	1,180	397	n/a	n/a
9 – Leaside Bus Company Ltd	E, AD, SF, AR, WN	1,530	416	110	41
10 – London Forest Travel Ltd	AG, CT, T, WW	1,320	350	105	37
11 – East London Bus & Coach Ltd	Bk, BW, NS, AP, U, WH	2,157	584	110	38½

OTHER BUS COMPANIES ESTABLISHED:

These were wholly owned subsidiaries of LBL but with pay and conditions more in line with the private sector (i.e. lower than in LBL!).

London (Stanwell Buses) Ltd	9/8/1986 – 20/1/1994	Registered 29/1/1986 t/a Westlink. Commenced operations 9/8/1986. In 3/1991 had Hounslow Heath & K garages, 240 staff, 105 buses & a turnover of £5m p.a. This company was sold in a management buy-out 20/1/1994. [Further history: This company was acquired by London United Busways Ltd in 1995.]
London (Orpington Buses) Ltd	16/8/1986 – 1/4/1989	Registered 29/1/1986 t/a Roundabout. Commenced operations 16/8/1986. When this company ceased trading on 1/4/1989, its routes were taken over by South East London & Kent Bus Co. Ltd, and the company remained dormant until it was dissolved 12/8/1995.
London Coaches Limited	10or11/1986 – 1/4/1992	London Coaches was formerly the Commercial Operations Unit of London Buses. It was registered as a limited company 14/12/1988 and was sold as a management buy out 1/4/1992. In 3/91 it had garages at WD & Northfleet, 130 staff, 128 coaches and a turnover of £6m p.a. This was the first LBL subsidiary to be sold. [Further history: On 30/12/1997 the name was changed to The Original Sightseeing Tour Ltd with a further name change on 9/3/1998 to The Original London Sightseeing Tour Limited.]
Harrow Buses Ltd	11/1987 - ?	Registered 30/9/1987. Commenced operations 11/1987. HBL didn't operate under its own name but under contract to LBL although some routes used the Harrow Hoppa fleet name and all buses carried the 'Spire' logo. Dissolved 25/7/1989.
Bexley Bus Ltd	1/1988 – 24/1/90	Registered 28/8/1987. In 9/1990, it was announced that Bexley Bus would lose all its routes in early 1991 as a result of unsuccessful tendering. Bexley Bus was absorbed into London Central 24/1/1990 and dissolved 24/4/1990.
Kingston Buses Ltd	By 3/1988 - ?	Registered 15/4/1987. This company was dissolved 19/9/1989. No further details.
PB Buses Ltd		Registered 7/7/1986. The PB is believed to have referred to 'Potters Bar'. The company did not trade and was dissolved 8/8/1989.
Sutton Bus	26/11/1988 - ?	Never registered as a company. No further details.
Wimbledon Buses Ltd		Registered 30/9/1987. The company did not trade and was dissolved 25/7/1989.

LT BUSES

LT Buses was established 1/1/1994 to maintain LT's statutory duty to provide bus services in London. By 4/3/1995, the transfer of former LBL staff and some LT Central Businesses & Services staff to LTB was complete. In 4/1994, the following reported to the MD: **Operating Services Director, Market Development Director, Finance Director, Procurement Director**. On 31/10/1994 LBL Personnel staff transferred to LT Buses. There was no separate Personnel Department in LTB. On 1/1/1995 VCS & the Unit for Disabled Passengers transferred from LT Trading to LT Buses (UDP served the whole LT group). In 3/1995, control of the Tramlink project passed from Group Planning to LT Buses. On 19/9/1999, LTB transferred to TLT.

**OPERATIONS/
OPERATING
SERVICES DIRECTOR
/OPERATIONS &
SERVICES DIRECTOR**

1994 – 18/9/1999

On 30 or 31/5/1994, LTB (Operations) became responsible for Countdown, BEST, Bus Passenger Infrastructure, Communications Systems. Centrecomm, the round-the-clock buses emergency communications centre for all bus operators in London became part of LTB and was managed by Operating Services. The Operations Manager, Revenue Manager and Infrastructure Development Manager were appointed in mid 1994. On 1/1/1995, BPI transferred from LT Trading to LTB. From 4/1995 to 2/3/1997, Operations was part of Market Development and from 18/9/1995, Operations became Operating Services.

The organisation in Operating Services in 5/1995, reporting to the Director (vacant post), was: **Operations Manager** (to whom reported the Centrecomm Manager, Deputy Operations Manager & Area Manager NW, Area Managers for Central, SE, NE, SW – responsible for cleaning, maintenance, repair, siting & publicity at bus stops/stations/stands/shelters, management of temporary diversions, major event planning, day to day traffic matters including liaison with police & utilities, 24/7 support and attendance at major incidents); **Infrastructure Development Manager** (to whom reported Development Manager (Premises) – management & development of bus stations/stands, Development Manager (Stops & Shelters) – management & development of stops/shelters, Infrastructure Support Manager – general administration); **Operations Systems Manager** (to whom reported Countdown Project Manager, General Manager Communications Systems, BEST Project Manager); **Revenue Manager** (to whom reported Ticketing Equipment Manager – development & maintenance of bus ticketing equipment, Revenue Support Manager – allocation of ticketing equipment, fares & ticketing procedures, recruitment & administration, Investigation & Prosecution Manager – including responsibilities for penalty fares administration, Revenue Protection Manager West – management of Revenue Protection Inspectors, Security Squad & covert operations, Revenue Protection Manager East – management of training of RPIs, Night Revenue Squad. Operating Services was divided into 5 areas, NW, NE, SE, SW & Central – each had responsibility for: bus stations, stops, stands and on-the-road support services for bus operators, mobile supervisors and bus station staff and liaison with bus operators and local utilities

		<p>regarding street works and diversions. The Premises Maintenance Manager in Infrastructure Development was responsible for keeping bus stands/stations safe & clean using external contractors. On 18/9/1995, the Revenue Section was renamed Revenue Services (responsible for revenue protection on LT Buses with in-house ticket inspectors, on-bus passenger security and the provision of ticketing equipment to bus operators.</p> <p>From 3/3/1997, the directorate separated from Market Development and became Operations & Services, responsible for planning, development & performance monitoring of bus services and the provision of off-the-road support to bus operators and customers. The Stops & Shelters Section, in Infrastructure Development was responsible, inter alia, for roadside timetables & publicity and managing the contract for posting this information. By 1998, the Emergency Ticket Pack Section had been outsourced to an outside agency under contract to LTB.</p>
<p>MARKET DEVELOPMENT</p>	<p>1994 – 3/1997</p>	<p>The following appointments were made in Summer 1994: Service Change Manager, Head of Bus Priority & Traffic Unit, Principal Engineer (also retaining duties with London Buses Ltd) and, on 17/10/1994, Communications Manager – responsible for press, PR & marketing). This directorate was responsible for bus service development, infrastructure development and strategic planning. On 30 or 31/5/1994, the Bus Service Planning dept (including Network Review Team, QSI Section & Local Licensing Section) transferred from LT Group Planning to LT Buses together with the Bus Priority team (from ?). Following transfer of these bus-related Planning activities to LT Buses, a revised structure was issued: the department was in 2 divisions, <i>Economic Planning & Development</i> (responsible for strategy & appraisal, information systems, market analysis) and <i>Transport Planning & Development</i> (responsible for light rail development, strategic studies, rail planning, policy land use and development). Marketing Development included Operations/Operating Services from 4/1995-2/3/1997. In 5/1995, the organisation under the Director was: <i>Head of Service Development</i> (to whom reported Area Planning Teams Manager – service planning for all areas except Central area, with planning teams for East & West, Central Area Planning & Support Manager – QSI monitoring, bus licensing, service change information, Service Development Manager – planning analysis, modelling, demand forecasting & passenger surveys; <i>Head of Bus Priority & Traffic Unit</i> (to whom reported Principal Traffic Engineer – bus priority networks, bus lanes, traffic signals, Principal Traffic Engineer – traffic policy & Red Routes [roads marked with red lines prohibiting any waiting]; <i>Communications Manager</i> (to whom reported Press & Passenger Services Manager – press relations, passengers’ charter, correspondence, bus consultation, Advertising & Publicity Manager – passenger information, advertising campaigns for capital projects, market research, print & production of publicity material, distribution of publicity material, administration), <i>Strategy & Policy Manager</i> – research & analysis into fares, tickets, off-bus revenue, concessionary fares, corporate planning, business case development,</p>

		AVL development, Principal Engineer - safety, environment, bus design, construction, legislation, vehicle maintenance standards. In 3/1997, Market Development became Planning & Development.
FINANCE	1994 – 18/9/1999	Included responsibility for IT. The Director was appointed in mid 1994. The organisation at 5/2/1995, under the Director, was Financial Controller (to whom reported Financial Accountant – general ledger, accounts payable & receivable, Management Accountant – management information, Financial Planning Manager – financial planning & project management, Performance Analyst), IT Manager (to whom reported External Systems Manager – provision of IT skills & knowledge, development & support of business systems and computers, defining standards & procedures for IT, capturing & reconciling data from bus operations, Data & Quality Manager – control & issue of emergency ticket packs, revenue reconciliation, lost mileage, stationery supply to bus operators); Contract Compliance Manager - verification of both receipts and ticket equipment, and the reconciliation of mileage operated and lost.
PLANNING & DEVELOPMENT	3/1997 – 12/7/1998	In 3/1997, Market Development became Planning & Development. In addition to the Marketing responsibilities this new dept. had a greater emphasis on the promotion of buses & bus priority through close co-operation with the boroughs, for working with LT Marketing and for developing long-term investment plans. On 13/7/1998, the Head of Bus Priority & Traffic Unit, and the Strategy & Policy Manager transferred to Strategy and the Principal Engineer and Infrastructure Development transferred to Procurement.
PROCUREMENT	1994 – 18/9/1999	This directorate was responsible for contracts and operator performance. In 4/1994 the Tendered Bus Division (formerly part of LT Trading) became the LT Buses Procurement dept. The Director was appointed mid 1994. The Operations section of the Procurement directorate was retitled Contract Performance in 4/1995 in order to avoid confusion with Operating Services. The organisation, under the Director, in 5/1995 was: Contract Commercial Manager , (to whom reported Contract Administration Manager – contract control for gross & net costs, Contract Tendering Manager – contract tendering for net & gross costs), Contract Performance & Monitoring Manager - responsible for ensuring services provided by bus operators met the standards laid down by LTB, the Dept. of Transport and the Passengers' Charter, (to whom reported Contract Performance Manager – with performance teams for North & South areas, Contract Monitoring Manager – monitoring service quality, vehicle cleanliness & staff attitude, Safety Monitoring manager – safety monitoring, accident data analysis, management of vehicle inspections).. Following the 3/1997 reorganisation, Procurement continued to be responsible for the commercial element of the bus service tendering process including the stimulation of competition. On 13/7/1998, the Principal Engineer and Infrastructure Development transferred from Planning & Development to Procurement.

STRATEGY (not a directorate)	13/7/1998 – 18/9/1999	This new group, reported to the Head of Strategy. On 13/7/1998, the Head of Bus Priority & Traffic Unit, and the Strategy & Policy Manager transferred from Planning & Development to Strategy.
CROYDON TRAMLINK	3/1995 – 18/9/1999	Transferred from LT Group Planning 3/1995. Construction started 1996 following the 99 year concession granted to TCL Ltd (Bombardier, Centrewest, Amey, Sir Robert McAlpine). The project was promoted by LT & Croydon Council.
UNIT FOR DISABLED PASSENGERS	1/1/1995 – 18/9/1999	In 1996, the UDP was responsible for co-ordinating initiatives to improve accessibility to buses and the Underground (and under contract, to DLR) for disabled passengers, also for managing the government's funding of the London Dial-a-Ride services. It reported to LT.
VICTORIA COACH STATION	1/1/1995 – 18/9/1999	VCS was transferred to LT from LT Trading on 1/1/1995. By this time VCS Travel (the travel agency run by VCS) was also known as VCS World Travel.

LT RAIL BUSINESS (1979 - 1985)

LONDON UNDERGROUND LIMITED (1985 - 1999)

On 1/1/1979 the new Rail Board was established and it included Rail Engineering. In 1984, the suffix “(Railways)” was dropped from all job titles. Also in 1984, the concept of ‘client’ and ‘internal contractor’ was developed to facilitate competitive tendering as required by the LRT Act. On 29/3/1985, London Underground Ltd was established as wholly owned business of LRT. On 1/4/1985, LUL started trading as a limited company. LUL was the official abbreviation but LU became increasingly used. In 1986, Personnel functions were progressively established in business units. In 1988, Operational Research transferred from LT Administration directorate to LU. In 1999, as part of the PPP (Public Private Partnership) process, LU was becoming known as the Operating Company (or ‘Opsco’). By 2/1999 ‘New LU’ was being used as an alternative name for ‘Opsco’ and use of the latter gradually ceased.

OPERATIONS/ PASSENGER SERVICES DIRECTORATE

1/1/1979 -
18/9/1999

This was formerly the Railway Operating Department. The dept. head was **Operations Director**, 1/1/1979; **Passenger Services Director**, 1/11/1988; **Director of Passenger Services**, 1991. On 29/1/1979 line grouping occurred: Metropolitan & Jubilee; Bakerloo & Central. The District & Piccadilly and Northern & Victoria line groupings remained unchanged. On 6/10/1980, the 4 Divisional Managers were retitled Divisional General Managers and, experimentally, the M&J DGM became responsible for operational & engineering matters. On 2/4/1984 the Lifts & Escalators division transferred to the Civil Engineer (New Works). In 1985, responsibility for the mechanical engineering depots transferred from Mechanical Engineering to the Operations directorate. In 1986, part of the Development directorate transferred to the Operations directorate. On 30/8/1988, Personnel work for Mechanical Engineering staff at Rolling Stock depots was combined with PSD’s Personnel work. Also on 30/10/1988, responsibility for the passenger security programme passed from the LU Marketing directorate to the Operations directorate. In 11/1988 the dept’s name changed to Passenger Services and responsibilities were devolved to ‘Line’ levels: the following were appointed in consequence - Line General Managers, Train Service Managers, Area Business Managers, Fleet Managers, Finance & Planning Managers, Personnel & IR Managers, Engineering Services Managers and Depot Managers. The new organisation was fully operational by 16/1/1989. Also from 1/11/1988 the Jubilee Line acted as Network Client Agent for station car parks before responsibility for these was transferred from LU Marketing to the Lines (PSD) on 31/3/1991. [Another source states that car parking was transferred from Marketing in 1989]. Costs Offices were devolved to the Lines 1/1990 and Revenue Protection, 3/1990. On 2/4/1990, the Service Performance Monitoring section transferred from PSD to Safety Services. Management of car parks was outsourced: to Meteor Parking in 1991/2 as a trial, then to Central Parking Systems & Granada Parking Services in 1993/4. In 6/1991, the PSD Materials Office was devolved to the

lines. On 9/1991 it was announced that the East London & Jubilee Lines would now be managed as one business unit. (Apparent rationale: They would have one shared station once the Jubilee Line extension opened!). On 30/4/1990, 50 UTS staff transferred to the Engineering directorate from the Development directorate. In 1991, Procurement was devolved from the Engineering directorate to the Lines. In c1/1992, responsibility for fire prevention passed to the Principal E&M Services Engineer (LU Engineering-PSG). On 6/4/1992, PSD took over the Engineering Works Controllers from the Engineering directorate. In 4/1992, 1,300 Engineering staff were transferred to the Lines (PSD). In 1992, responsibility for the maintenance of L&E assets devolved from CEG (Engineering directorate) to the lines. On 7/1992, it was announced that contractors would take over train cleaning at Northern Line depots. Between 1992 & 4/1993, responsibility for asset stewardship and engineering maintenance (signal& track, electrical equipment, comms, lifts & escalators, premises & structures and procurement was devolved from the Engineering directorate (Engineering Operations) to PSD Lines. On 31/1/1993, the HQ Controller's office became the core of the Network Control Centre. In 4/1993, responsibility for AFC, Pumps, and Station electrical & mechanical services devolved from the Engineering directorate to the PSD lines. On 11/11/1992, routine signalling maintenance work on the Central Line was devolved to the Central Line management team (this was the first such devolvement). With the closure of the Signalling Report Centre on 1/3/1993, such faults had to be reported to the Line Service Centres (the Central, Northern, District & Piccadilly lines already had LSCs before this date). Between 11/1991 and 2/1993, 400 Signal & Electrical Contractors' operational staff were devolved to the lines.

It was announced that track maintenance would be devolved from the Engineering directorate to the lines progressively between 4/21992 and 4/1993. In 4/1993, responsibility devolved to the PSD lines for track maintenance from CEG (LU-Engineering directorate) and for AFC, Pumps, and Station electrical & mechanical services from engineering Operations (LU-Engineering directorate). On 5/4/1993, 'train checking' (counting passengers on trains) was outsourced. In 10/1993, the Emergency Response Unit (ERU) (formerly the Rolling Stock breakdown crews and the Permanent Way emergency team) became operational in PSD. On 6/12/1993, IT was devolved from the Engineering directorate to PSD (and the Corporate directorates), leaving only the Business Systems Manager in the Engineering directorate. On 9/1/1994, the NCC took over responsibility as a reporting centre for UTS faults from the UTS Operations Command Centre. On 28/3/1994, Devolution Stage 2 occurred when responsibility for the maintenance of mechanical assets (gas, water, tunnel ventilation, fire protection/detection equipment) transferred from the E&M Services Manager (PSG) to the lines. In 4/1994, responsibility for UTS gate maintenance, mechanical services, tunnel ventilation, fire prevention/protection equipment, pumps & drainage and arranging for building work was passed from the LU Engineering

directorate (PSG) to PSD. In 1994, the Line Engineering System of working meant that the engineering assets were owned by the Chief Engineer's Group with the Line Engineers in PSD acting as stewards. On 30/4/1994 60 staff of the B&C division (LU-Engineering, PSG) were devolved to PSD line management. On 3/4/1995, the Critical Resource Agency (responsible for co-ordinating all engineering work on the railway) became 'live'. From 1995, the internal audit of ticket office was taken over by PSD's Revenue Control staff. In 1/1995, the Traffic Accounting and Revenue Information Systems of PSD transferred to the Financial Controller (LU Finance & Business Planning directorate). By 1/1995, the Safety Case Manager had moved to from the S&Q directorate to PSD. In 1995, Off Track Services (formerly the Vegetation Control Section) was devolved from the Engineering directorate (Track & Transplant) to the Lines. In 5/1995, IT support for PSD was outsourced to ICL Business Systems and by mid-1995, the IT staff remaining at 55, Broadway were considered to be part of BSS and, on 21/8/1995 they were transferred to PSD. In 6/1995, the NCC moved to its new location in 55 Broadway (Wing over Station) and on 7/12/1995, a new joint NCC/BT Police Management Information & Communications Centre opened in WoS. On 28/8/1995, Network Services' Loss Control Monitoring Unit took over responsibility from the LU S&Q directorate for recording & monitoring LU incidents. On 26/11/1995, train maintenance at Northern Line depots was outsourced to GEC-Alstom. On 31/3/1996, the management of the Metropolitan, Circle & Hammersmith & City lines was combined and was known as 'Metropolitan & Circle'. On 1/6/1996 Revenue Support was retitled Revenue Services. In 7/1996, the Energy Team in SDG (Engineering directorate) moved to PSD and became the Network Commercial Office. By 9/1996, the Clothing Unit was known as the clothing Stores. On 11/11/1996 responsibility for track protection transferred from the Engineering Track Team to PSD, incorporated into the Critical Resource Agency. In 11/1996, on the District Line, the first Line Customer Services dept. was formed, amalgamating the line's revenue control, business support, customer relations, local-issue marketing and customer service standards groups. On 7/4/1997, Revenue Services (part of Network Services) was abolished: Network Operations and part of the ERU became Operational Support Services and other duties of Revenue Services were distributed amongst other PSD sections. On 19/5/1997 the Underground Rules Team was renamed Operational Standards. In 7/1997, the Central / Waterloo & City lines' Civil & Track Asset teams merged to form Civil Infrastructure. In 1997, PSD's Critical Resource Agency's ERU training centre at Acton was renamed N-TEC (Network Track Education Centre). On 9/2/1998 staff responsible for IT procurement transferred from Business Systems to the IT Procurement Group within the LU Development directorate. On 11/10/1998, some staff in the IT Section of the AFC unit were outsourced to EDS (TranSys) as part of the PRESTIGE project. On 18/12/1998 PSD's ticket administration office closed: staff's free ATOC tickets were dealt with thereafter by Staff

		<p>Travel (LT HR directorate). On 15/2/1999 ticketing assets (ticket office machines, passenger operated machines, station control units, ticket gates & UTS keys) were transferred to TranSys who took over responsibility for this equipment. In 4/1999 some staff in UTS Maintenance Contract Unit were transferred to Cubic Traffic Systems (CTS), a UK subsidiary of the Cubic Corporation, a TransSys shareholder. On 5 or 15/2/1999 all ticketing assets (ticket office machines, passenger operated machines, station control units, ticket gates & UTS keys) were transferred to TranSys who also took over responsibility for handling all UTS equipment faults through their help desk. In 5/1999 the Timetable & Duty Schedules Office was renamed Scheduling Services. In 7/1999, it was announced that PSD's IS/IT would shortly be transferring to the IS directorate. On 19/9/1999 the Agreements Development Team (part of PSD Network Services) transferred to the new LU Contract Services.</p>
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<p>PERSONNEL/HR DIRECTORATE</p>	<p>1979 - 5/2/1995</p>	<p>Dept head's title: Personnel Director (Railways), 1979; Personnel Director, 1984; (acting) Head of Personnel Services, 24/7/1992; HR Director, 29/3/1993. In 1984, the directorate had the following Officers: Industrial Relations Officer, Personnel Officer, Productivity Projects Manager. The Safety Officer transferred from LU Project Management to LU Personnel in 1985 and LU Personnel was responsible for Safety in LU until 31/12/1988 after which LU Safety Services became responsible). Within LU Personnel, Management Recruitment transferred from Selection Services to Organisation Development on 26/9/1988. On 6/1988, LU Recreational Unit was established to include a Special Value Holiday section. The following activities were transferred from Group Personnel to LU Personnel as follows: 1988 LT Equal Opportunities Unit, 1/4/1989 LT Recreational Services; 12/1988 management of Flagstaff House. In 9/1988, the directorate had the following Officers: Industrial Relations Manager, Personnel Manager, Training & Development Manager. On 5/12/1988 the transfer of Railway Personnel functions from LT to HR was complete and the following reported to the Director: IR Manager to whom reported the Employee Relations Manager (negotiation with TUs), Remuneration Manager (job evaluation, salaries, pay & benefits), Policy & Communications Manager (policy and procedures, employee comms, industrial tribunal advice, LU Suggestion Scheme), Productivity Manager (resource evaluation); Personnel Services Manager (also responsible for Facilities from 1/4/1989); Employment Manager (training). At this time the department was responsible for HR, organisation & succession planning, personnel policy, staff training, facilities management, recruitment industrial relations support, remuneration, productivity, pay and performance appraisal systems. On 1/4/1989 responsibility for furniture procurement was passed from Management Services (LU Finance, IT dept.) to LU HR (Facilities). In 10/1989, LT Welfare Dept (Personnel Welfare Advisory Services) transferred from Pensions to LU Personnel and was renamed, 5/9/1991, LT Counselling & Advisory Services. In about 1989, the Manpower Planning Unit was formed (and after, c11/1991, was known as HR Planning). Following the introduction of the 'Company Plan' in 11/1991, this Unit became known as HR Planning. In 1993 it was responsible for optimising staff numbers, better understanding the organisation structure, managing wastage rates, improving Company image, Equal Opportunities, comparison of policies & strategies. In 5/1992, Engineering Training transferred from LU Engineering to LU Personnel under the Technical Training Manager, DG Harris who became responsible for training centres at: Acton (Engineering [formerly, Apprentice] Training Centre & Fleet [depot rolling stock] training), Neasden (Permanent Way), Griffith House (lifts & escalators), Lillie bridge (signals & electrical). From 1993, training & recruitment activities could be outsourced outside LU Personnel as part of the company's 'make or buy' strategy. On 22/3/1993 C Tully (formerly</p>
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		<p>LRT Catering) transferred to LU Personnel and was responsible for managing LU Catering contracts and for undertaking safety/hygiene inspections of all LU, LRT & LBL canteens. Catering & Facilities were combined under the Facilities & Catering Manger, on 1/6/1993. On 11/3/1994 responsibility for placing contracts for agency staff passed from Central Counselling & Support Unit to the Business Management Division of Professional Services Group (PSG) in LU Engineering who had previously been responsible only for placing such contracts within PSG & within Project Management Services in LU Engineering. In 6/1994, Health & Recreation and the Counselling & Advisory Service merged within LU HR to become Employee Assistance. On 30/4/1994, the LU S&Q directorate reported to LU HR. On 6/2/1995 LU HR merged with LT Central Personnel to become LT HR.</p>
<p>MARKETING DIRECTORATE</p>	<p>7/1986 - 2/1992</p>	<p>The Marketing & Development Director was appointed in 7/1986. The dept. head was known as the Marketing Director from 1989. On 1/10/1988, the Publicity Services Unit was established, initially in LT Marketing, and was responsible for signs and fixed information throughout the Underground. The last section to make up this new unit was the Signal & Electrical Signs Unit (transferred from the Engineering directorate) on 6/2/1989. In c1988, Advertising & Publicity transferred from LT Marketing to LU Marketing. In 9/1988, the organisation under the director, was: Marketing & Services Development Manager (including design responsibility); Development Officer; Strategic Planning Manager; Communications Strategy Manager. On 30/10/1988, responsibility for the passenger security programme passed to the Operations directorate. On 1/11/1988 LU Marketing became responsible for the Station Car Park Unit (retitled Car Park Support Unit, 7/5/1990); this unit was closed 31/3/1991 when station car parks became the Lines' responsibility (PSD). [Another source states that car parking was transferred to PSD in 1989].</p> <p>In 1989, some LU Development directorate staff transferred to LU Marketing. In 1990, the directorate was responsible for Marketing, Publicity, Property Development (but not that which was the responsibility of the Director of Property), Design. The organisation, under the director was then: Head of Advertising & Publicity; Property Development Manager; Customer Programmes Manager; Design Manager. From 1984 the Press & PR dept. (q.v.) appears to have reported to the LU Marketing directorate until 7/1991, when it was transferred to the Corporate Programmes directorate. It may have returned to LU Marketing in 11/1991 before becoming part of the Communications directorate in 2/1992. In 1991, Design, Marketing & Advertising transferred to LU Communications directorate from LU Marketing. In 2/1992, the remainder of LU Marketing, including Corporate Affairs, transferred to LU Communications directorate. This was a result of the Company Plan.</p>

<p>PRESS & PR/ CORPORATE AFFAIRS DEPT.</p>	<p>1984 – 2/1992</p>	<p>The dept head was titled: Press & Public Relations Officer, 1984; Head of Public Relations, 1989; Head of Corporate Affairs, 12/1991. In 1985, a separate LU Press & PR dept. was established. The dept. was retitled Public Relations & External Affairs 11/1988; and Corporate Affairs (with the addition of responsibility for employee communications) in 12/1991. From 1984 to 7/1991, this dept. appears to have been part of the LU Marketing directorate. Between 8/7/1991& 26/11/1991, the PR dept. was part of the Corporate Programmes directorate. In 2/1992, Corporate Affairs, transferred to LU Comms.</p>
<p>COMMUNICATIONS DIRECTORATE</p>	<p>2/1992 - 8/5/1995</p>	<p>The dept head was titled: Communications Director, 2/1992; Head of Communications, 2/4/1993. In 1991, LU Design, Marketing & Advertising transferred to LU Communications from LU Marketing. In 2/1992, the remainder of LU Marketing, including Corporate Affairs, transferred to LU Communications directorate. In 1992, ‘Internal Publicity’ was retitled ‘Wayfinding & Internal Publicity’. Also in 1992/3, Design transferred from LU Comms to the LU Development directorate. By 1993, responsibility for administering the LU Stationery contract had been devolved from LU Engineering (Procurement) to the LU Communications directorate. In c8/1994 the LU Press Cuttings service was outsourced. In 4/1994, Corporate Affairs became part of LT Trading. In 8/5/1995 LU Communications transferred to LT Marketing, inter alia, bringing LU & LT Design under the control of LT Marketing.</p>
<p>CORPORATE PROGRAMMES DIRECTORATE</p>	<p>8/7/1991 - 26/11/1991</p>	<p>For its short existence, this directorate was responsible for strategic planning & investment planning (previously reporting direct to the MD of LU). It also directed major programmes for corporate management and commercial change. Safety Services and PR (formerly part of LU Marketing directorate) were part of this directorate. This directorate was dissolved 26/11/1991 as a result of the Company Plan.</p>

<p>DEVELOPMENT DIRECTORATE</p>	<p>1979 – 14/6/1998</p>	<p>In 1986, part of the Development directorate transferred to the Operations directorate. In 1/1989, the directorate’s responsibilities were: development of schemes for major enhancements to the network and services including new lines, rolling stock fleet requirement planning, interchange and access development, and was also responsible for the Cleaning & Premises Manager. On 30/4/1990, 50 UTS staff transferred to the Engineering directorate from the Development directorate. In 1993, the Commercial Operations Team of the LU Development Director took over responsibility for vending machines although these were still consolidated in LT Property. In 1989, some Development directorate staff transferred to LU Marketing. On 3/4/1990, the UTS Team transferred to the Engineering directorate (Client Engineering). As a result of the Company Plan, responsibility for planning new rail lines transferred to the Railway Extensions directorate on 2/12/1991 but, on the Railway Extension Director’s retirement on 31/3/1995, transferred back to the Development directorate. In 11/1991, the responsibility for acting as client for capital projects was taken over by the Development directorate from the Engineering directorate.</p> <p>In 1992/3, LU Design transferred from the LU Communications directorate to the LU Development directorate. In 1993, the Commercial Operations Team in the Development directorate took over responsibility for station vending machines although these were still consolidated in LT Property and, on 19/9/1999, this responsibility appears to have passed to new LU Marketing & Planning directorate. In 4/1995, Engineering procurement transferred from the Engineering directorate to the LU Development directorate (to bring the ‘Make or Buy’ and PFIs under a single director) and in 11/1995, this joined with Development’s Commercial Opportunities to form the Commercial Group within the Development directorate. In 4/1995, Procurement (LU Engineering) became part of the Development directorate. In 5/1995, responsibility for LU Design was transferred to LT Marketing. On 21/8/1995, the Rapid Response section of Procurement transferred from the LU Development directorate to LT HR directorate. On 1/4/1996, responsibility for sourcing and appointment of Management Consultants in LU was passed to Project Management Services (LU Engineering directorate). On 26/10/1996, responsibility for Crossrail transferred from the Engineering directorate to the Development directorate. On 9/2/1998 staff responsible for IT procurement transferred from Business Systems (PSD) and from Engineering directorate (SDG) to the IT Procurement Group within the Commercial Group (Development directorate). On 15/6/1998, the Development directorate merged into the Commercial directorate (q.v.).</p>
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COMMERCIAL DIRECTORATE	15/6/1998 - 24/7/1999	<p>The Commercial directorate brought together the Development directorate, the Jubilee Line Extension project, LT Property, LU IT, LT Marketing. On 25/7/1999, on the retirement of the Commercial Director, the directorate's responsibilities were split, having regard to the forthcoming changes which would come about on 19/9/1999, as follows:</p> <p>To D Smith (LU MD) – Investment Planning, Market Planning, LT Property, Information Services.</p> <p>To ML Swiggs (Director of Administration) – Customer Services, Advertising & Publicity, Customer Information, LT Museum, Public Affairs, Media Relations, Fares Office.</p> <p>To Richard Smith: Design & Network Development.</p> <p>To Jon Smith – Commercial Group, LT PRESTIGE project, Private Finance Initiatives (PFIs), Market Project Management.</p> <p>On 19/9/1999 Crossrail Safeguarding Team transferred to the new LU Marketing & Planning directorate.</p>
RAILWAY EXTENSIONS DIRECTORATE	2/12/1991 - 31/3/1995	<p>As a result of the Company Plan, responsibility for planning new rail lines transferred from the Development directorate to the Railway Extensions directorate on 2/12/1991. This directorate acted as client for new lines or extensions to existing lines. In 3/1995, International & European Affairs transferred from LU Railway Extensions directorate to LT and was part of LT Planning 6/1995. On the Director's retirement on 31/3/1995, this directorate merged again with the Development directorate.</p>
FINANCE DIRECTORATE	1979 - 5/4/1995	<p>Dept head's title was: Financial Controller (Railways), 1979; Finance Director (Railways), 1981; Director of Finance & Business Planning, 11/2/1991.</p> <p>On 25/4/1988 an IT group was formed in LU Finance directorate and it passed to the Engineering directorate on 26/11/1991. By 1987, an LU Audit dept. was in existence. In 1988, LT Payrolls (which also covered LU), transferred from LT Finance to LU Finance. On 1/4/1989 responsibility for furniture procurement was passed from Management Services (LU Finance, IT dept.) to LU HR (Facilities). In 1991, Business Planning transferred from (?) to LU Finance & Business Planning. (Business Planning was responsible for: strategic planning, market analysis research including fares policy, management of the business planning process including IFR discussions with government and budget development, establishing investment appraisal criteria and monitoring investment appraisals prepared by the Development directorate, investment control including maintaining the Underground Investment Plan). In 2/1993, as a result of confusion which had arisen, it was agreed that LT Audit would work with LU Audit or, at the least, that LT Audit's scope would be agreed in advance with LU Audit – the Central Line renewal and JLE projects were excluded from this agreement. In 4/1994, LU Audit merged into LT Audit and some (unspecified functions) transferred to LT Marketing. On</p>

		4/7/1994 the GL:M (General Ledger Millennium) and Systems Accounts were merged to form Corporate Finance Systems Support within the F&BP directorate. In 1/1995, the Traffic Accounting and Revenue Information Systems of PSD transferred to the Financial Controller (LU F&BP directorate). On 6/4/1995, LT & LU Finance merged as part of LU Finance.
SAFETY SERVICES / SAFETY & QUALITY DIRECTORATE	1/1/1989 - 1995	LU Personnel was responsible for Safety in LU until 1988. LU Safety Services was founded in 1/1/1989. Dept head was Chief Safety Adviser 1/1/1989, Head of Safety Services 1989, S&Q Director 11/1991. On 2/4/1990, the Service Performance Monitoring section transferred from PSD to Safety Services. From 8/7/1991 – 26/11/1991 Safety Services reported to the Corporate Programmes directorate. In 11/1991, as a result of the Company Plan, Safety Services assumed responsibility for Quality and became the Safety & Quality directorate . The S&Q Library opened in 12/1992 and in 2/1995, it transferred to LT Safety Development becoming known as LT Information Services. On 30/4/1994, the LU S&Q directorate reported to LU HR. By 1/1995, the Safety Case Manager had moved to from the S&Q directorate to PSD In 3/1995, part of the Safety element of the former LU Safety & Quality directorate combined with Safety Audit (formerly part of LT Solicitor) to form LT Safety Development directorate. The ‘Quality’ part of the directorate merged with LT HR shortly afterwards. On 28/8/1995, Network Services’ Loss Control Monitoring Unit (PSD) took over responsibility from the LU S&Q directorate for recording & monitoring LU incidents.
PPP PROJECT	6/5/1999 - 18/9/1999	A Project Director was appointed to head the team through the bid preparation, evaluation and negotiation phases and into the implementation of the PPP process.
<u>ENGINEERING DIRECTORATE</u>	1/1/1979 - 18/9/1999	The Engineering directorate was established on 1/1/1979. In 1979, D&R transferred from the Chief Mechanical Engineer to the Engineering Directorate (Railways) (Mechanical Engineer-Scientific Adviser?). Engineering Operations was outside the Engineering directorate until 12/1991. In 1983, Engineering Works Controller’s post & organisation was created to coincide with the introduction of the Line Safe procedure. It transferred to PSD on 6/4/1992. In 1984, the Director’s main reports were: Director of Signal & Electrical Engineering, Director of Civil Engineering, Director of Mechanical Engineering, Purchasing Officer (Railways), Engineering Systems Officer (Railways), Scientific Adviser . In early 1989 the Engineering Director’s responsibilities were described thus: asset & infrastructure safety, integrity & work requirement planning, specification of engineering maintenance, renewals & new works standards, application of technology, arranging & controlling required maintenance/works on a contact basis, provision of professional services. In 3/1989, the Engineering directorate was reorganised with client engineers appointed to support the Lines (PSD) and specify asset maintenance, replacement and renewal needs. Professional Services Group (PSG) was responsible for specifying, designing and managing

		<p>work programmes and projects. In 4/1992, 1,300 Engineering staff were transferred to the Lines (PSD). On 6/4/1992, PSD took over the Engineering Works Controllers from the Engineering directorate. In 2/1993, a Technical Training department was formed in the Engineering directorate to provide training in the Fleet, Signal & Electrical, Track (P/Way) and lift and escalator disciplines. In 5/1992, Engineering Training transferred from LU Engineering to LU Personnel. Work was in hand between 1992-1994 on the systems-based Engineering Refocus project. By autumn 1994, Refocus was complete with PSG split into the new Engineering Services groups of</p> <ul style="list-style-type: none"> • Trains Delivery Group – Rolling Stock, Signals (part of Signalling & Control Systems) • Stations Delivery Group – Civil Engineering, Building & Construction (remainder), Support Services, Communications (part of S&CS), Electrical & Mechanical. Other groups in Engineering Services were: • Engineering Operations • Infrastructure – civil engineering, track. <p>Project Management Services would have a high level co-ordination function interfacing with the Development directorate. By 6/1998, top management changes were made to facilitate the design phase of the PPP project.</p>
<p>CIVIL ENGINEERING (Engineering directorate)</p>	<p>1979 - 1989</p>	<p>The directorate head was known as: Chief Civil Engineer, 1979; Director of Civil Engineering, 10/1980; Principal Civil Engineer, 1984. For a short time, pending the appointment of an Engineering Director in 1979, Civil Engineering reported to the MD (Railways). By 1980, 47 sites were being cleaner by Cleaning Services, using their own staff and some contracted labour. On 24/5/1982 the Architecture & Design department took over some H&V work from the CEE's Heating & Ventilation section. Works & Building Dept. became LRT (a.k.a. LT) Builders 3/1984 and it transferred to LT Trading in the Autumn of 1984 – it was disbanded in 11/1987). In 1984, Cleaning Services offices were at King's Cross, Victoria, Bow, White City, with the HQ at 28-30 Grosvenor Gardens. Cleaning Services HQ moved to 30 Wood Lane (2/1987), 2, King's Cross Bridge (25/6/1987) and the Old Recruitment Office, Chiswick (9/1987)..In c1984, the Removal of Asbestos Control Unit (RACU) was established in Civil Engineering to co-ordinate all asbestos related activities. On 2/4/1984 the Lifts & Escalators division transferred from the Operations directorate to the Civil Engineer (New Works). From 8/1986, some stations were cleaned by contractors managed by the Premises & structures Engineer. In 1987 Structural Engineering passed to the CCE and the Field Surveyors passed to the CCE's Permanent Way dept. The Architects' Site Representatives passed to the CCE later. In 2/1987, the North East division of the Permanent Way dept moved from Manor House to Ashfield House. In 3/1987, Permanent Way split into client and contractor arms (the latter in Engineering Operations directorate). The Lifts & Escalators and</p>

		Cleaning Services depts. similarly split by 4/1988. On 3/4/1989, client Civil Engineering (responsible for standards & assets) transferred to Client Engineering and Civil Engineering design teams transferred to PSG. From at least 1981 -1988 Cleaning Services was part of this directorate. Services (i.e. Heating & Ventilation) passed to the Lifts & Escalators department. (probably in Client Engineering in 1989?)
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CHIEF SIGNAL ENGINEER	1979-1982	For a short time, pending the appointment of an Engineering Director in 1979, Signal Engineering reported to the MD (Railways). Dept head's title changed to Director of Signal Engineering, 1980.
CHIEF ELECTRICAL ENGINEER	1979 – 1982	For a short time, pending the appointment of an Engineering Director in 1979, Electrical Engineering reported to the MD (Railways).
SIGNAL & ELECTRICAL ENGINEERING (Engineering directorate)	1982 -1989	In 1982, the Signal Engineering & Electrical Engineering directorates were combined. Dept head was: Director of Signalling & Electrical Engineering 1982, Principal Signalling & Electrical Engineer 1984. On 1/4/1988, the department had split into client and contractor arms (the latter in the Engineering Operations directorate). The Signal & Electrical Signs Unit (Engineering directorate) transferred to LU Marketing on 6/2/1989. On 3/4/1989 engineering staff (responsible for standards & assets) transferred to Client Engineering and design staff to PSG.
MECHANICAL ENGINEERING (Engineering directorate)	1979-1989	For a short time, pending the appointment of an Engineering Director in 1979, Mechanical Engineering reported to the MD (Railways). Dept head's title: Chief Mechanical Engineer 1979, Director of Mechanical Engineering 1982, Principal Mechanical Engineer 1985. In 1984, the Scientific Adviser & Purchasing transferred to Project Management. In 1985, responsibility for the mechanical engineering depots transferred from Mechanical Engineering to the Operations directorate. In 1986, the Train Modification Unit (TMU) was formed at Acton. On 1/4/1988, the department was reorganised into client and contractor, the latter becoming part of the Engineering Operations directorate. On 30/8/1988, Personnel work for Mechanical Engineering staff at Rolling Stock depots was combined with PSD's Personnel work. On 3/4/1989, 'client' staff (responsible for standards & assets) transferred to Client Engineering and design staff transferred to PSG.
PROJECT MANAGEMENT (Engineering directorate)	1984 – 18/9/1999	Dept head was as follows: Principal Project Manager , 1984; GM Project Management Services , 1992; Head of Project Management Services 6/1996. In 1984, Project Management was established to improve the way capital projects were managed. At this time it was also responsible for Purchasing and Scientific Services (both transferred from Mechanical Engineering in 1984). It became responsible for the Safety Officer (formerly in LT Group Personnel) but in 1985, the Safety Officer transferred to LU Personnel. The Energy Unit was established in Scientific Services' laboratory in 1985 and it transferred to Electrical Engineering (? dept) on 1/2/1990. On 3/4/1989, Project Management and Scientific Services became separate divisions of PSG and the Purchasing Office became the Procurement department within the Engineering directorate. Project Management was in PSG from 3/4/1989 - 1/1992 when it again became a separate dept reporting directly to the Engineering Director. On 2/11/1993, responsibility for PSG project quality & safety transferred from Systems Integrity (in Support

		Services division, PSG) to PMS. On 1/4/1996, responsibility for sourcing and appointment of Management Consultants in LU was passed from the Development directorate to Project Management Services (LU Engineering directorate). In 10/1997, PMS acquired responsibility for the Major Projects Team and on 18/5/1998, the Major Projects Team transferred to TDG.
ENGINEERING OPERATIONS DIRECTOR (Engineering directorate from 12/1991)	1984 – 30/5/1994	Engineering Operations was originally established as a separate directorate and was outside the Engineering directorate until 12/1991. By the dates shown it had absorbed the ‘blue collar’ contracting engineering staff and their associated workshops: Permanent Way (in 3/1987); Signals, Lifts & Escalators, Mechanical Engineers (Acton), Cleaning Services (by 4/1988), Lillie Bridge Workshops (from 1989). In 4/1987, the Signalling Report Centre moved from 270/320 Bollo Lane to Griffith House. On 13/5/1988 the S&E Stores at Lillie Bridge were closed and reopened on 16/5/1988 at 10a Wood Lane. This directorate operated at ‘arm’s length’ under contracts let increasingly under competitive tender. In 6/1988, Cleaning Services HQ moved from the old Recruitment Office, Chiswick, to 2, King’s Cross Bridge and in 1/1990, to 28-30, Grosvenor Gardens. By 9/1988, EO had the following depts: Civil Engineer (Contractors), Signalling & Electrical (Contractors), Mechanical Engineering, Permanent Way Manager, Cleaning Services Manager. On 1/11/1988 the Engineering Operations Director’s responsibilities were defined as management of the direct labour business on a contract basis for workshops, field maintenance and major works activities. By 12/1988, the Permanent Way Contractors’ unit had been split into 2 districts, A – Metropolitan, Jubilee, Northern & Victoria lines, B – District, Piccadilly, Central & Bakerloo lines. On 1/4/1989 responsibility for Distribution Services passed from LRT (in LT Trading Services until 1988) to Engineering Operations: the Distribution Services Manager continued to have responsibility for the Lost Property Office, for which he reported to the LRT Commercial Director (Basil Hooper). By 1990, the Permanent Way Vegetation Control Section was known as ‘Off Track’ services. In 7/1991, Cleaning Services won a contract to clean 18,000 bus stop flags in addition to their existing contract for bus shelter cleaning for LT Advertising. By 11/1991, 65% of station cleaning had been contracted out. In 9/1990, the Signalling Maintenance Report Centre was relocated to the Griffin Rooms. Between 11/1991 – 2/1993, 400 S&E Contractors’ operational staff were devolved to the lines and 300 took voluntary severance. At 12/1991, EO had the following reports: GM Track, Lifts & Escalators Manager, GM Signal & Electrical Contractor, Cleaning Services Manager, Signal Overhaul Manager, Equipment Overhaul Workshops Manager, Track Manager, Depot Engineering Support Unit Manager, Distribution Services Manager, Personnel Manager, Finance Manager, Transplant Manager. In 6/4/1992 the GM (Workshops) was appointed, bringing all LU Workshops under unified control. On 14/6/1992, all Victoria Line station cleaning was outsourced. On 3/7/1992, the roadside cleaning contract was outsourced. All station cleaning was outsourced by 2/1993 and

		<p>the Cleaning Services team disbanded by 3/1993. In 1992, at least, the S&E Contractors were responsible for signalling on the DLR. On 7/11/1992, the S&E Contractors' depot at Baker Street was closed. On 11/11/1992, S&E Contractors' routine maintenance work on the Central Line was devolved to the Central Line management. This was the first such devolvement. Between 1992 & 4/1993, responsibility for asset stewardship and engineering maintenance (signal& track, electrical equipment, comms, lifts & escalators, premises & structures and procurement) was devolved from Engineering Operations to PSD. Refuse collection, ventilation shaft cleaning and station invert cleaning at 'wet' sites was retained in house with staff transferred to the Road Transport & Distribution Unit (Engineering Support group) and the P/W Contractor respectively. On 2/2/1993, the Track area was ready to take the first steps towards an organisation which would deliver Refocus objectives: Track Design (PSG), Track Contractor (GM Track), Track Workshops, Materials (Track) and Transplant would form the Track Delivery Team as part of Engineering Services. The Track Engineer would remain part of the Chief Engineer's Group. On 1/3/1993, the Signalling Report Centre was closed. Faults were thereafter reported to the appropriate Line Service Centre (the Central, Northern, District & Piccadilly lines had Line Service Centres before this date). In 3/1993, the Signal Overhaul Shop (SOS) and the Equipment Overhaul Works (at Acton) were amalgamated on the Acton site and renamed (5/1993) the Railway Engineering Workshop (REW). In 4/1993, responsibility for AFC, Pumps, and Station electrical & mechanical services devolved to the PSD lines. In 10/1993, the Rolling Stock & Permanent Way emergency team transferred into PSD to become part of the Emergency Response Unit. On 5/5/1993, Track Contractors and Transplant were integrated under the General Manager, Track Contractors although each unit retained its own identity. On 31/5/1994 as part of Engineering refocus, Engineering Operations was amalgamated into Engineering Services within the Engineering directorate. By 1994, 6 workshops had been reduced to 3.</p>
<p>ARCHITECTURAL SERVICES GROUP (Engineering directorate)</p>	<p>1/10/1988-3/1989</p>	<p>On 1/10/1988 the ASG dept. became part of LUL and on 3/1989 moved into LU Engineering directorate's Professional Services Group as two separate departments, Architecture and Quantity Surveying.</p>

<p>PROCUREMENT (Engineering directorate)</p>	<p>3/4/1989 – 4/1995</p>	<p>On 3/4/1989, the Procurement dept was formed from the Purchasing Office of Project Management and initially reported to the LU Company Secretary, then to the Engineering Director. Dept. head's title: Head of Procurement. In 11/1991, Line Procurement was devolved from the Engineering directorate to PSD. The Engineering directorate ceased to be the client for capital projects and this responsibility was taken over by the Development Directorate. Procurement devolved within the Engineering directorate by 4/1992, leaving a core team for planning, analysing and ensuring compliance with legal requirements and establishing company purchasing rules. The dept. head was the GM in c1/1992. In 1992, some staff transferred to the new Support Services division of PSG. On 1/6/1992, the Rapid Response Unit was formed in Purchasing to deal quickly with orders under £1,000 which could no longer be placed locally by individual departments. By 1993, responsibility for administering the LU Stationery contract had been devolved to the LU Communications directorate. In 4/1993, responsibility for procuring management consultants for LU passed from Procurement to the Business Manager (PSG). This responsibility passed back again (from Business Management, Finance & Administration, LU Engineering) on 5/9/1994. In 4/1995, Procurement was transferred from the Engineering directorate to the Development directorate (to bring the 'Make or Buy' and PFIs under a single director).</p>
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IT (Engineering directorate)	26/11/1991 - 14/6/1998	The IT group transferred from LU Finance directorate to the Engineering directorate on 26/11/1991 and the dept. head was the GM. In summer 1993, the IT office to which faults were reported, for action by outsourced contractors was itself outsourced. It was agreed that, where appropriate, direct IT services should be provided externally by 3/1994. On 6/12/1993, IT was devolved from the Engineering directorate to PSD and the Corporate directorates, leaving only the Business Systems Manager in the Engineering directorate. On 3/1/1995, most IT staff based at 55, Broadway were outsourced to ICL. By mid-1995, the staff remaining at 55, Broadway were considered to be part of BSS and, on 21/8/1995 they were transferred to PSD. On 15/6/1998 LU IT became part of the LU Commercial directorate and, from 25/7/1999 it became the LU MD's responsibility.
BUSINESS SYSTEMS (Engineering directorate)	6/12/1993 - 30/5/1994	Reported direct to the Engineering Director.
PROGRAMMES MANAGER (Engineering directorate)	1989 – 26/3/1993	Reported direct to the Engineering Director.
ENGINEERING STRATEGY CO-ORDINATOR (Engineering directorate)	1993	Reported direct to the Engineering Director.
FINANCE MANAGER (Engineering directorate)	1988 – 1/1992	Reported direct to the Engineering Director.
FINANCE & ADMINISTRATION / BUSINESS SUPPORT SERVICES (Engineering directorate)	1992 – 18/9/1999	The A&F group was formed in the Engineering directorate in 1992 as a result of the Company Plan and the dept. head was the GM. On 6/4/1991, Projects Accounts transferred from Business Management (PSG) to the Finance Manager (Engineering). In 1993, Safety Support was added. On 2/11/1993, the PSG Engineering Services Finance Office transferred to the GM (F&A) in Engineering Services. On 1/4/1994 the Business Management division of PSG transferred to the General Manager, Finance & Administration. On 31/5/1994, as a result of Engineering Refocus, Business Management and a remnant of IT joined A&F and the dept was renamed F&A. Responsibility for the procurement of management consultants for LUL passed back to the Procurement dept (LU Engineering directorate) on 5/9/1994. Also on 5/9/1994, the Central Information Services Unit (CISU) was retitled Engineering Information Services (EIS) – it encompassed a new Engineering Technical Library (run by an outside firm, Instant Library) which included much of the stock of former engineering departmental technical libraries especially the Architect's & Rolling Stock Engineer's; also Document Management, Computer Aided Design (CAD) Co-ordination Services and an Information Services facility. In 1/1995,

		F&A became Business Support Services (BSS). In late 195, the Business Management Systems team was outsourced to Hoskyns. On 19/6/1995, the Energy Management team transferred from BSS to SDG. On 24/7/1995, System Integrity transferred from SDG to BSS and a Safety, Quality & Environmental Services Manager was appointed. Project Accounts consisted (1997) of Assets & Allocation, Projects Ledger, Invoice & Cash management, Engineering Services (not the Engineering Services Group) – financial accountancy. Business Management Systems consisted (1997) of Agency Staff Procurement, Data management Centre, Consultants Procurement, Management accounting, Computer Support (outsourced under CapGemini, formerly known as Hoskyns). On 9/2/1998 the Consultants' Procurement team transferred from Business Support Services to SDG. By 10/1998, Business Systems was known as Business Systems Engineering. From 1/10/1998, the Jubilee Line Extension Project's (JLEP) Facilities Team reported to BSS although the staff remained on the Project's books until 4/1999. In 12/1998 a new section, Applications Development, was established within EIS. On 19/9/1999, Business Systems, PROCON, EIS (Reprographics, CAD, Document Management) transferred to new LU; the Head of Information Systems, Data Controllers, PROCON Data Management were split between the three Infracos and the core BMS team transferred to the Head of IS and the JLEP Facilities team transferred back to the project.
HUMAN RESOURCES (Engineering directorate)	18/6/1990– 18/9/1999	Dept head known as Personnel Manager and from 1994, HR Manager . On 14/9/1992, Personnel Support in BMD (PSG) was transferred to the Personnel Manager (Engineering). On 16/1/1995 the S/TDG Personnel teams attached to these groups were devolved to these groups from HR Engineering. On 23/1/1995, a Training & Development Team was established. In 6/1995, Unit Personnel Offices in the Engineering directorate devolved their responsibility for obtaining BR leisure and business rail tickets, bearer passes and BR travel warrants to business units. In 1/1998, the Unit Personnel Offices of BSS, CEG and PMS were expanded and reorganised so that each of the three groups had a dedicated HR manager & team. On 1/4/1998, responsibility for apprentice training passed from LT HR to LU Engineering HR dept. On 14/9/1992, Personnel Support transferred from Business Management (PSG) to the Personnel Manager (Engineering).
CENTRAL LINE PROJECT MANAGER (Engineering directorate)	3/4/1989 - 1995	The Central Line (modernisation) project was nominally part of PSG from 1989 until early 1992 when it became independent. This project, which was drawing to a close in 1995 was merged with the Northern Line (modernisation) project at this point to become the Major Projects Team.
NORTHERN LINE PROJECT MANAGER (Engineering directorate)	1994 – 1995	This project was combined with the Central Line project in 1995 to form the major Projects Team.

MAJOR PROJECTS MANAGER (Engineering directorate)	1995 – 10/1997	This team was the amalgamation of the Central Line & Northern Line modernisation projects. Work on the Northern Line Modernisation Project was outsourced to GEC-Alsthom on 26/11/1995. In 10/1997, with the resignation of the Director of the Major Projects Team, responsibility for the management of this group passed to the Head of PMS.
JUBILEE LINE EXTENSION PROJECT (Engineering directorate to 4/1995)	8/5/1990 – 18/9/1999	The Jubilee Line Extension project was nominally part of PSG from 8/5/1990 until early 1992 when it became independent. In 4/1995, the Jubilee Line ceased to be part of the Engineering directorate and reported to the LUL MD. At the end of 5/1998, the Jubilee Line Extension Project's PR & Press Office transferred from the JLE Project Team to LT Marketing. From 15/6/1998 - 25/7/1999 the JLEP was part of the LU Commercial directorate.
CROSSRAIL PROJECT DIRECTOR (Engineering directorate to 4/1995)	1992 – 25/10/1996	In 4/1995, the Crossrail project ceased to be part of the Engineering directorate and reported to the MD of LUL. On 26/10/1996, responsibility for Crossrail transferred from the Engineering directorate to the Development directorate.
PROFESSIONAL SERVICES GROUP (Engineering directorate):	3/4/1989 - 30/5/1994	On 3/4/1989, all engineering disciplines, except Engineering Operations, were split into PSG (engineering design) and Client Engineering. The Head of PSG was the General Manager . The dept, heads' titles were mainly prefixed 'Principal' to differentiate them from other similar titles. The Central Line Project was part of PSG from 1989 and the Jubilee Line Extension project was part of PSG from 8/5/1990 (both nominally only) until early 1992 when they became independent. By 1/1992, PSG had the following reports: Business Manager, Prin. Civil Engineer Prin. E&M Services Engr), Prin. Rolling Stock Engr, Prin. Signalling & Control Systems Engr, Prin. Scientific Adviser, Prin. Building & Construction Engineer. On 2/11/1993, the PSG Engineering Services Finance Office transferred to the GM (F&A) in Engineering Services. IT Procurement had been transferred to PSG earlier (date uncertain) and was responsible for IT project management: it was scheduled to transfer to Project Management by 9/10/1993. On 31/5/1994 most of PSG became part of Engineering Services.
• Business Management (Engineering directorate - PSG)	1989-1994	In 3/1990, the BM division consisted of Business Support, Personnel Support (transferred to Personnel Manager (Engineering) on 14/9/1992, Projects Accounts (transferred to Finance Manager (Engineering) on 6/4/1991), Maintenance Accounts, S&E Costs Office (to 3/1990), Mechanical Costs Office (to 16/6/1990). On 14/9/1992, Personnel Support in the BM division was transferred to the Personnel Manager (Engineering). In 4/1993, the BM division assumed responsibility for the procurement of engineering, technical and (from the Procurement dept.) management consultants and for procurement and payment of agency staff for the whole of LUL and Maintenance Accounts was renamed Engineering Services Finance. On 11/3/1994 responsibility for placing contracts for agency staff passed from Central Counselling & Support Unit (LU HR) to the Business Management Division of Professional Services Group (PSG) in LU Engineering who had previously been responsible only for placing

		such contracts within PSG & within Project Management Services in LU Engineering. On 1/4/1994 the Business Management division of PSG transferred to the General Manager, Finance & Administration.
<ul style="list-style-type: none"> • Principal Architect (Engineering directorate - PSG) 	1989 - 1992	Formerly part of LU Architectural Services Group. In 11/1991 it was announced that no further architectural work would be undertaken in house. On 15/1/1992, voluntary severance letters were sent to all architectural staff. In Spring 1992, Architects' Site Representatives and some architectural staff transferred to the Environmental Control Section (created within Architectural Services in 1990) which thereupon moved to the Building & Construction division of PSG. The remaining architectural staff moved to a new Support Services division in PSG.
<ul style="list-style-type: none"> • Principal Quantity Surveyor (Engineering directorate - PSG) 	1989 - 1991	Formerly part of LU Architectural Services Group. This dept. became part of Support Services (PSG) in 1992.
<ul style="list-style-type: none"> • Project Management Services (Engineering directorate - PSG) 	1989 – 1/1992	Project Management (q.v.) was in PSG only from 1989 until 1/1992 when it became a separate dept.
<ul style="list-style-type: none"> • Principal Civil Engineer (Engineering directorate - PSG) 	1989 - 1994	In 1/1992, responsibility for track design passed to PSG from Client Engineering. In 1993, the main depts in Civil Engineering division were: Commercial Manager, 2x Major Projects Engineers, Structural Engineer, Track Design Engineer, Quality Safety & Training. Also responsible for proactively protecting the railway from the activity of third parties – this responsibility passed to the Stations Delivery Group on 31/5/1994.
<ul style="list-style-type: none"> • Principal Building & Construction Engineer (Engineering directorate - PSG) 	1/1992 - 1994	The B&C division was formed in 1/1992 to include part of the Civil Engineering division. The Environmental Control Section and the Architect's Site Representatives moved from the Architectural division of PSG to the Building & Construction division of PSG and responsibility for bridge inspection transferred to PSG from Client Engineering. On 30/4/1994 60 staff of the B&C division were devolved to PSD line management.
<ul style="list-style-type: none"> • Principal Mechanical & Electrical Engineer (Engineering directorate - PSG) 	1989 - 1994	In 4/1989, M&E Services was formed from part of the former Building Services Engineer's & Electrical Engineer's depts. In 1991, M&E became E&M (reason unknown, perhaps a slip which became perpetuated). In 1/1992, responsibility passed to PSG for L&E projects (from Client Engineering) and for fire prevention (from PSD). From 22/11/1993, one half of PSG's L&E inspection team transferred to the Chief Engineer's Group. On 28/9/1993, the Fire Safety Team in E&M Services (PSG) transferred to CEG: responsibility for the firemen at Moorgate (inspection & fire-safety training) remained with PSG. On 28/3/1994, Devolution Stage 2 occurred when responsibility for the maintenance of mechanical assets (gas, water, tunnel ventilation, fire protection/detection equipment) transferred from the E&M Services Manager (PSG) to the lines.

<ul style="list-style-type: none"> • Quality Manager (Engineering directorate - PSG) 	1989 - 1991	In 1992 Quality transferred to the new Support Services division.
<ul style="list-style-type: none"> • Principal Rolling Stock Engineer (Engineering directorate - PSG) 	1989 - 1994	
<ul style="list-style-type: none"> • Principal Scientific Adviser (Engineering directorate - PSG) 	1989 - 1994	On 3/4/1989, Scientific Services left Project Management and became a division of PSG. In 30/5/1994, Scientific Services was transferred to Engineering Operations.
<ul style="list-style-type: none"> • Principal Signalling & Control Systems Engineer (Engineering directorate - PSG) 	1989 - 1994	
<ul style="list-style-type: none"> • Support Services Manager (Engineering directorate - PSG) 	1992 - 1994	The Architectural Services, Quantity Surveyors and Quality divisions combined into the new Support Services division in 1992 together with some procurement staff from the Head of Procurement. On 2/11/1993, responsibility for PSG project quality & safety transferred to PMS. On 2/11/1993, responsibility for PSG project quality & safety transferred from Systems Integrity (in Support Services division, PSG) to PMS.
CLIENT ENGINEERING (Engineering directorate)	3/4/1989 - 1991	<p>Client Engineering was formed on 3/4/1989 as a separate unit within the Engineering directorate to specify standards. Titles were generally suffixed (Client Engineering) initially to prevent confusion with other similar titles in the directorate. Services (i.e. Heating & Ventilation) passed from Civil Engineering to the Lifts & Escalators department (probably in Client Engineering in 1989?). On 3/4/1990, the UTS team transferred to Client Engineering from the Development directorate. By 1/1992, responsibility for track design, L&E projects, and bridge inspection had been passed to PSG. From 22/11/1993, one half of PSG's L&E inspection team transferred to the Chief Engineer's Group. By mid 1990, the Lighting Maintenance division of the Power & Electrical Engineer was responsible for the maintenance of the 630v DC traction and non-traction supplies, lighting on all LU premises (excl a few head office buildings), and 415/240v AC (and lower voltages) power supplies throughout LU. Depts within Client Engineering were: <i>Civil Engineering, Lifts & Escalators, Electrical & Mechanical Engineering, Signalling & Control Systems, Rolling Stock.</i></p> <p>Heads of the various Client Engineering disciplines reported direct to the Engineering Director until late 1991 when the Chief Engineer was appointed. Thereafter, they reported to him and the dept. became The Chief Engineer's Group. (For the different elements of Client Engineering, see the note after the entry for The Chief Engineer.)</p>

<p>THE CHIEF ENGINEER (Engineering directorate)</p>	<p>c1/1991 – 30/5/1994</p>	<p>In c1/1991, this group was created to co-ordinate all the client engineering departments hitherto reporting direct to the Engineering Director. Direct reports at that time were: The Rolling Stock Engineer, The Track Engineer (formerly the Permanent Way Engineer, The Lift & Escalator Engineer, The Civil Engineer, The Electrical & Mechanical Engineer, The Generation Engineer, The UTS Engineer, The Signalling & Control Systems Engineer. (Titles of The Chief Engineer and his direct reports were always prefixed with the definite article to differentiate them from the similar titles held by others within the Engineering directorate. In 1992, responsibility for the maintenance of L&E assets devolved from CEG to the lines and responsibility for L&E projects became the responsibility of PSG. In 4/1993, responsibility for track maintenance devolved from the CEG to the lines. On 28/9/1993, the Fire Safety Team in E&M Services (PSG) transferred to CEG: responsibility for the firemen at Moorgate (inspection & fire-safety training) remained with PSG. On 31/5/1994 as part of Engineering Refocus, most of CEG was combined with PSG to form Engineering Services. The remainder of CEG became the new CEG.</p>
<p>The following were part of Client Engineering to 1991: they reported to the Chief Engineer from 1991.</p>		
<p>• The Ticketing Systems/The AFC Engineer (Engineering directorate – Chief Engineer)</p>	<p>1990 – 5/1994</p>	<p>The dept. head was the Ticketing Systems Engineer 1990-1991; AFC Engineer 1992 – 5/1994. On 30/4/1990, 50 UTS staff transferred to the Engineering directorate from the Development directorate. On 9/1/1994, the NCC took over responsibility as a reporting centre for UTS faults from the UTS Operations Command Centre. In 4/1994, responsibility for maintenance of UTS gates, mechanical services, tunnel ventilation & fire protection/detection equipment, pumps & drainage was devolved from PSG to the lines.</p>
<p>• The Civil Engineer (Engineering directorate – Chief Engineer)</p>	<p>1989-1994</p>	
<p>• The Lift & Escalator Engineer (Engineering directorate – Chief Engineer)</p>	<p>1989-1994</p>	
<p>• The Power & Electrical Engineer/ The Electrical & Mechanical Engineer (Engineering directorate – Chief Engineer)</p>	<p>1989-1994</p>	<p>Power & Electrical (1989-1992); Electrical & Mechanical (1992-1994)</p>
<p>• The Rolling Stock Engineer (Engineering directorate – Chief Engineer)</p>	<p>1989-1994</p>	
<p>• The Signalling & Control Systems Eng'r</p>	<p>1989-5/1994</p>	

<p>(Engineering directorate – Chief Eng'r)</p> <p>CHIEF ENGINEER'S GROUP (Engineering directorate)</p>	<p>31/5/1994-18/9/1999</p>	<p>This group was not part of Engineering Services. As part of Engineering refocus, this group was formed from the core of the former Chief Engineer's Group to concentrate on setting technical standards for engineering assets, and undertake research and development and inspection. In 1994, the Line Engineering System of working meant that the engineering assets were owned by the Chief Engineer's Group with the Line Engineers in PSD acting as stewards. On the closure of LUL Technology (formerly Scientific) Services on 31/3/1997, Technology Services was established in CEG to give professional advice. In 11/1994, the Chief Engineer had the following reports:</p> <ul style="list-style-type: none"> • The Systems Engineer (Infrastructure) to whom reported Track Manager, Power Engr, Civil Engineer • The Systems Engineer (Trains) to whom reported S&CS Engr, Rolling Stock Engr • The Systems Engineer (Stations) to whom reported the L&E Engr, Premises Engr, Comms. Systems Engr, Fire Safety Engr, E&M Services Engr, AFC Engr • The Compliance Engineer • Standards & Audit Engineer • Engineering Information Manager • Business Manager • Operations Engineer • Technology Strategies('Techstrats'). • Change Manager
<p>ENGINEERING SERVICES (Engineering directorate)</p>	<p>31/5/1994 - 18/9/1999</p>	<p>On 31/5/1994 as part of Engineering refocus, the Professional Services Group, Engineering Operations and part of the Chief Engineer's Group were amalgamated into Engineering Services within the Engineering directorate. The Trains & Stations Delivery Groups were responsible for providing the design expertise. In 5/1995, the Engineering Services GM was appointed Engineering Director and the former post was left unfilled. Thereafter, Engineering Services reported direct to the Engineering Director. In 9/1995, Track Contractors, Transplant and Lillie Bridge Workshops amalgamated as the Track Delivery Team. On 13/1/1995, a GM Specialist Contractors was appointed and was responsible for Track, Transplant, Technology, S&E Contractors, AFC Maintenance, Distribution Services, Lifts Escalators Pumps & Drainage, Lillie Bridge Workshops, Power Supply. Also on this date, the REW, TMU & DESU became the responsibility of the REW Manager. In 1996, Engineering Services was stated to be LU's own in house resource for the provision of consultancy services and, as a contractor, for undertaking the installation, renewal, refurbishment and major maintenance of specified assets. In 1996, the specialist contractors were:</p> <ul style="list-style-type: none"> • Track team – track installation, renewals and heavy maintenance & related support (e.g. rail

		<p>distribution, rail borne plant & equipment</p> <ul style="list-style-type: none"> • S&E Contractors – installation, commissioning & maintenance of signalling and associated systems, LV electrical & traction distribution systems, communications systems & LU ticketing systems • Lift, Escalator & Pump Contractor – refurbishment & maintenance of lifts, escalators, pumps & drains • REW – overhaul, repair and modification of equipment and components for railway rolling stock, signalling and depot plant • DESU – vehicle repairs, train modifications & maintenance of depot plant • Distribution Services - road distribution and haulage services, road vehicle hire and environmental waste management services • Technology Services – technology consultancy & materials testing • Power Supply Engineering – consultancy service and generation & distribution of traction supplies. <p>By 1/1998, the specialist contractors had their own dedicated Personnel Office. In 9/1995, approval was given to pursue a sale of the Railway Engineering Workshop and of DESU’s Train Modification Unit and to outsource the work of the Lillie Bridge Production Shop, ideally to one supplier. In 6/1996, REW (Acton) Ltd and TMU (Acton) Ltd were established as limited companies (wholly owned subsidiaries of LU).</p>
<ul style="list-style-type: none"> • Lifts, Escalators, Pumps & Drainage (Engineering directorate – Eng. Sers.) 	31/5/1994 – 18/9/1999	On 17/9/1995 the LE & Pump Team and the Track Contractors’ Drainage Team amalgamated in LEPD. On 6/10/1996, the S&EC despatch centre transferred to LEPD.
<ul style="list-style-type: none"> • Trains Delivery (Engineering directorate – Eng. Sers.) 	31/5/1994 – 18/9/1999	On 16/1/1995 the TDG Personnel teams attached to these groups were devolved to these groups from HR Engineering. TDG provided engineering consultancy services within the systems engineering framework. By the end of 1996, TDG was split into Signalling, Rolling Stock, Power. On 10/1/1997 T/SDG both came under the control of a single General Manager (D Crawley). On 31/3/1997, the Auto Visual Inspection and Noise & Vibration team (formerly from LU Technology) were transferred to TDG. On 18/5/1998, the Major Projects Team transferred from Project Management to TDG. In 1999, TDG consisted of Rolling Stock Consultancy, Control & Information Systems Consultancy.
<ul style="list-style-type: none"> • Stations Delivery (Engineering directorate – Eng. Sers.) 	31/5/1994 – 18/9/1999	SDG provided engineering consultancy services within the systems engineering framework From 31/5/1994, the Facilities Protection Group of SDG, acting as an agent of the Chief Engineer’s Group, took over responsibility for proactively protecting the railway from the activities of third parties. On 16/1/1995 the SDG Personnel teams attached to these groups were devolved to these groups from HR Engineering. On 19/6/1995, Energy Management transferred from Business Support to SDG. On 24/7/1995, System Integrity transferred from

		<p>SDG to Business Support services. At the beginning of 1996, SDG consisted of Station Services – CCTV/PA, Radio, APIE, Resources, Procurement, Major Projects, Minor Works, Telephone Services, OPO, Fire Protection, Commercial, Electrical & Mechanical; Lifts & Escalators - Standards & Design, New Works, AFC, Environmental Control, Architect, Facilities Protection, RACU (Railway Asbestos Control Unit), Civil Engineer (Development), Support Services (Quantity Surveyors, Procurement) [known as Procurement & Quantity Surveying by 11/1996], Energy Management, Civil & Track Services (station design, infrastructure design, construction, track design), Civil & Track Consultancy. Telephone Services was responsible (1996) for all telephone services, including mobile phones and pagers, in LT. In 7/1996, the Energy Team in SDG moved to PSD and became the Network Commercial Office. On 10/1/1997 T/SDG both came under the control of a single General Manager (D Crawley). In early 1997, Infrastructure Consultancy Services, a Civil & Track Consultancy business, offering a unique service to LU, was established. By 4/1997, the Building Control Group had been established, comprising RACU, Technical Services, Architects, Environmental Control Services. On 19/9/1997, Track Consultancy was launched. On 9/2/1998 staff responsible for IT procurement in Engineering directorate transferred from SDG to the IT Procurement Group within the Commercial Group (Development directorate), and the Consultants' Procurement team transferred from Business Support Services to SDG. On 11/10/1998, 10 staff in the IT section of the AFC unit transferred to Transys (outsourced) and on 16/2/1999, a further 58 UTS Maintenance Contract Unit staff transferred to Cubic Transportation Systems, a UK subsidiary of the Cubic Corporation. In 1999, the main SDG groupings were: Station Systems Consultancy – professional engineering expertise (from inception to completion) in M&E installations, L&E installations, Communications & Telephone Services, Fire Protection Systems and Building Control; Infrastructure Consultancy Services – Civil Engineering, Track Consultancy, Infrastructure Intelligence. The AFC group moved temporarily into LU Revenue Services on 19/9/1999 whilst its long term future was decided.</p>
<p>• Power (Engineering directorate – Eng. Sers.)</p>	<p>31/5/1994 – 16/8/1998</p>	<p>In 1996, this section contained the following groups: Power Projects, Power Systems, Business Management, Operations, Generation (subdivided into HV cables, plant, protection systems, SCADA systems, support), Greenwich site. In 13/8/1998, a contract was awarded to Seeboard Powerlink to operate, maintain, finance & renew LU's high voltage power distribution network. 300 LU Power Engineering staff transferred 3 days later.</p>
<p>• Tack & Transplant (TrackForce) (Engineering directorate – Eng. Sers.)</p>	<p>31/5/1994 – 18/9/1999</p>	<p>Transplant was the internal contractor responsible for providing rail-mounted specialist plant and rail distribution services. In 1995, Off Track Services (formerly the Vegetation Control Section) was devolved from the Engineering directorate (Track & Transplant) to the Lines (PSD). On 17/9/1995 the Track Contractors' Drainage Team amalgamated with the L, E &</p>

		<p>Pump Team in LEPD. By the Summer of 1996, the Track Team comprised: TrackForce – installation section, site welders; Transplant – infrastructure support vehicle supply, Plant Services Section (responsible for hiring track equipment), Track Asset Data Group[by 1996 this was known as Infrastructure Track Data services] (formed 1995 by the amalgamation of Ultrasonics, track recording and track marking), Lillie Bridge Workshops (machine shop, plant shop, carpenters’ shop, crossing makers, site services). On 11/11/1996 responsibility for track protection transferred from the Engineering Track Team to PSD, incorporated into the Critical Resource Agency. In 4/1997, the GM Track team post, vacant since 1/1996, was abolished and Transplant reported direct to the GM Specialist Contractors as did the TrackForce manager (to whom reported the Track Workshops Manager. In mid 1997, the machine shop at Lillie Bridge closed after almost 60 years. Track Workshops was part of TrackForce and included the Lillie Bridge carpenters’ and the points & crossings shops, long welded rail depot (Ruislip), DESU (plant maintenance and installation unit with mobile response to depots & sites) and the instrument calibration unit at Lillie Bridge. In mid 1998 the Corporate Track Alliancing Project was established to share out track renewal work amongst private contractors and TrackForce.</p>
<p>• Workshops (Engineering directorate – Eng. Sers.)</p>	31/5/1994 – 1996	<p>This group included REW, DESU (Acton, including TMU, & Ealing Common sites). In 1996, DESU passed progressively to Track Workshops and in 6/1996 REW and TMU became limited companies (q.v.).</p>
<p>• Distribution Services (Engineering directorate – Eng. Sers.)</p>	31/5/1994 – 18/9/1999	<p>DS was responsible for road haulage, road vehicle fleet management, waste operations (removal & disposal) and allied consultancy. The 1995 ‘Make or Buy’ process determined that DS should remain in house.</p>
<p>• Signal & Electrical Contractors (Engineering directorate – Eng. Sers.)</p>	31/5/1994 – 18/9/1999	<p>On 6/10/1996, the S&EC despatch centre transferred to LEPD. S&EC a.k.a Signalling, Electrical & Communication Services was, in 1999, responsible for signalling installation, modification and maintenance, failure management, installation support and maintenance of LU electrical supply systems, installation & maintenance of communications equipment.</p>
<p>• Scientific Services (Technology Services) (Engineering directorate – Eng. Sers.)</p>	31/5/1994 – 31/3/1997	<p>In 5/1994, Scientific Services was transferred to Engineering Operations. In 5/1995, Scientific Services was renamed LUL Technology and had the following sections: Environmental, Fire Test & Paint Materials, General Engineering, General Materials, Materials Fire Safety, Mechanical Engineering, Noise & Vibration, Occupational Hygiene, Textiles, Track Condition Monitoring. LUL Technology closed on 31/3/1997 and Technology Services was established in CEG to give professional advice. On 31/3/1997, the AVI and Noise & Vibration team from LU Technology were transferred to TDG. Other services e.g. laboratory & site tests, technology investigations etc were contracted out.</p>

<u>Company Name</u>	<u>Dates</u>	<u>Responsibilities & Notes</u>
<u>OTHER COMPANIES</u>		
LONDON AIRCRAFT PRODUCTION	7/1940 – 4/1945	Not registered as a separate company. Established 7/1940 in association between LT, Chrysler Motors, Duple Motor Bodies, Express Motor Bodies and Park Royal Vehicles to build Halifax heavy bombers. LT acted as the co-ordinator and was the main contractor, carrying out 60% of the work. Handley Page was the parent company. The first aircraft was delivered 11/1941 and the last of the 710 aircraft delivered 4/1945. The headquarters was at Chiswick Works with other work undertaken (1944) at Aldenham, Leavesden Aerodrome, White City, Park Royal, Hendon (Duple), Enfield (Express), Kew (Chrysler).
REW (ACTON) LTD	6/1996 – 18/9/1999	REW = Railway Engineering Workshop. Registered 7/6/1996 as a subsidiary company of LUL. It was planned that this subsidiary would be sold to Adtranz in the first half of 1997. Following a strike, the sale was halted on the personal intervention of the Deputy Prime Minister (John Prescott). On 19/9/1999, this company remained a subsidiary of LUL but was under the day to day control of Infracore SSL.
TMU (ACTON) LTD	6/1996 – 18/9/1999	TMU = Train Modification Unit. Registered 7/6/1996 as a subsidiary company of LUL. On 19/9/1999, this company remained a subsidiary of LUL but was under the day to day control of Infracore BCV.
LTA ADVERTISING LTD	5/12/1993- 14/8/1994	Formerly LT Advertising, part of LT Trading. LTA was transferred to LTAA Ltd on 5/12/1993. LTAA Ltd was sold 15/8/1994 to LDI Ltd (which was owned equally by Transportation Displays Inc. & Hambros Group Investments Ltd). Subsequent to privatisation, the company's name was changed to TDI Advertising Ltd on 5/4/1995; the company was bought by Infinity Media (US) for £200m in 4/1996, and the name was changed again, to Viacom Outdoor on 1/7/2001. On 1/1/2007, the name was again changed, to CBS Outdoor.
DOCKLANDS LIGHT RAILWAY LIMITED	1/4/1986 –	On 7/10/1982, the government gave approval to construction of the DLR which was funded jointly by LRT & the London Docklands Development (LDDC). On 29/6/1984, the DLR's client role passed from the GLC to LRT. The company was registered on 4/9/1986. The line first opened to the public 31/8/1987. On 1/4/1992, LRT's role passed to the LDDC. In 1996, a 24½ concession to build, own and maintain the Lewisham extension was let by DLR to a private consortium, City Greenwich Lewisham Rail Link plc, registered 7/3/1996). In 4/1997, the operation and maintenance of the railway was franchised to Docklands Railway Management Limited (name changed to Serco Docklands Ltd 9/6/2000). Originally DRM Ltd was owned 50/50 by Serco Group plc and DLR but by 1999, was fully controlled by Serco. By 10/1999, DLR was owned by the Department of the Environment, Transport and the Regions.

DATA NETWORKS PLC		Registered 21/3/1986 with head office at 58 Newman Street, W1. LRT owned about 30% of the equity capital. In 5/1987 LRT's interest was sold to CAP Group plc. In 7/5/1990 the company's name was changed to Sema Group Facilities Management plc; on 16/3/1995 to Sema Group Outsourcing plc and on 9/1/2001 to Sema Outsourcing plc. By 2006 the company appears to have been in liquidation.
LONDON RIVER SERVICES LTD	18/12/1987 – 18/9/1999	Registered 18/12/1997 and established to provide, or secure, a network of attractive and reliable river boat passenger services and supporting infrastructure and to promote and co-ordinate these with land-based transport. On 1/4/1999 LRS Ltd took over responsibility from the Port of London Authority for the following Thames Piers (Embankment, Festival, Greenwich, Westminster, Temple, Tower (Autumn 1999), and from London Borough of Southwark, Bankside. On 19/9/1999, LRSL passed from LRT to TLT.
LONDON ELECTRICAL TRANSPORT FINANCE CORPORATION LTD	10/7/1935 -	Registered 10/7/1935. This company was created to raise funds through the sale of transport bonds. Money was to be used for the 1935-1940 New Works Programme (railways) and for the conversion of the tramways in South London to trolleybuses. Thought to have been dissolved after creation of the BTC (1948) but no trace of this, or indeed of this company, in Companies House records.
LRT BUS ENGINEERING LTD	29/3/1985	Part of LT Trading Services. LRT BEL was registered on 29/3/1985 and consisted of the bus workshops (Chiswick, Aldenham, Effra Road). It started trading 1/4/1985. Aldenham Works closed 15/11/1985 and the Chiswick site was sold 2/4/1989. In 1/1988 LRT BEL was sold to Frontsource and on 31/3/1988 the name was changed to Belmanton. By 11/1992 the company, having been sold on again was in receivership and Belmanton was dissolved 21/8/1993.
LONDON TRANSPORT INTERNATIONAL SERVICES LTD	24/8/1976 – 10/1991	In 1975, Passenger Liaison and Consultancy (part of Transportation Planning) became a separate dept, LT International Consultancy Services, shortly afterwards becoming a wholly owned subsidiary of LT as London Transport International Services Ltd (registered 24/8/1976) t/a LTI. LTI became part of LT Trading 1990 but ceased trading in 10/1991 and was wound up 31/3/1992, being formally dissolved 15/10/1996. On 1/11/1982 it was reorganised on a geographical basis and in 1988 a Training & Visits section was established. In the Autumn on 1989, LTI was reorganised into Bus, Rail & Support. When LTI ceased trading in 10/1991, responsibility for overseas travel arrangements were taken over by VCS and requests for assistance from transport undertakings overseas were handled by LT Public Affairs.
LT INTERNATIONAL CONSULTANTS INC (DELAWARE)	c1990-1991	This was LTI's USA arm. It was operational at least in 1990-1991.

VICTORIA COACH STATION LIMITED	31/10/1988 – 18/9/1999	VCS Ltd was registered 30/4/1925. It was acquired 31/10/1988 by LRT from the National Bus Company (whose subsidiary, National Travel South East Ltd, had taken it over from London Coastal Coaches Ltd in 1970). The purpose of the company (1988) was to run the coach station (built 1932) and to operate a registered travel centre t/a as VCS World Travel. In 1990, VCS Ltd became part of LT Trading. In 1995, control of VCS Ltd passed to LT Buses and on 19/9/1999, VCS passed to TLT. When LTI ceased trading in 10/1991, responsibility for overseas travel arrangements were taken over by VCS.
LONDON DIAL-A-RIDE LTD		Established 8/3/1990 – registered 17/4/1991.
WATERLOO & CITY (AND UNDERGROUND EXTENSIONS RAILWAYS LTD		Registered 18/3/1994. The company was transferred from ? to LT in 4/1994 and was dissolved 22/10/1996.
LTM ENTERPRISES LTD		Registered 18/10/1988 as Austbase Ltd. Established 9/5/1991 as the trading arm of the LT Museum but not trading. Dissolved 29/8/1995.
LT MEDICAL SERVICES LTD		Registered 22/4/1988. Dissolved 9/8/1995.
METROPOWER LTD		Registered 13/11/1990 with registered office 55, Lots Road. The company appears to have been formed with a view to re-equip and enlarge Greenwich Power Station. This was later found to be economically non-viable and the company was dissolved 11/6/1996.
EPPING-ONGAR RAILWAY LTD		Registered 22/1/1998. Still an active company in 2006.
THE LONDON TRANSPORT MUSEUM		Registered 12/12/1988. The museum was set up as a private company under LT Trading with a view to the operation being passed to a trust which would then become separate to LT. When the decision was taken to retain the museum within LT, the Research Trust was established. The trust fund provided money for professional researchers to carry out historical research on LT and its predecessors. Name of the company was changed 3/5/1991 to Transport History Research Trust, registered at the National Railway Museum, York..
LONDON REGIONAL TRANSPORT PENSION FUND TRUSTEE CO LTD	24/1/1989 – 18/9/1999	Incorporated 24/1/1989.

ROUTEMASTER REINSURANCE LTD	1/7/1994 – 10/1/1995	Registered in Dublin, Eire 14/3/1994. This company was an off-shore reinsurance company which started trading 1/7/1994 to make third party insurance available to the then 10 privatised former LBL companies. . In 1994 it was sold to the then 10 main LBL subsidiaries. LT's interest in this company ended on 10/1/1995 after all the LBL subsidiaries had been sold.
LT INSURANCE (GUERNSEY) LTD	1/4/1995 – 18/9/1999	This company was registered in St Peter Port, Guernsey, CI on 2/4/1995. It was a subsidiary of LRT and started trading on 1/4/1995 as a 'captive' company to supply insurance cover solely to LT. It took on LT's general liability business, providing £100m – worth of cover, except for fidelity guarantee, property damage, professional indemnity and cover for directors and officers which remained in the commercial insurance market. (LT was the first public sector company outside the nuclear industry allowed to set up such a company)