

The LT Group
Organisational Details
All Other Departments
1933-1978
&
Central Departments
1979 - Present

(Part of the LT Archive Catalogue Notes)

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All Other Departments 1933-1978 and Central Departments From 1979

- 3.00 General Organisation LT/LUL
- 3.01 Solicitor (including LT Safety Audit)
- 3.02 Secretary
- 3.03 Staff/Welfare/Establishments (inc O&M from 1972)
- 3.04 Labour/Industrial Relations (to 1981)
- 3.05 Group Personnel/Human Resources (from 1979)
- 3.06 Pensions & Employee Services
- 3.07 Finance/Group Finance
- 3.08 Financial Controls
- 3.09 Internal Audit
- 3.10 Estates/Property
- 3.11 Commercial Advertising/LT Advertising
- 3.12 Claims & Insurance/Risk Management
- 3.13 Medical
- 3.14 Architecture
- 3.15 Public Relations/Public Affairs (including Commercial Office and Operational Research to 1965)
- 3.16 Catering
- 3.17 Supplies & Technical Planning
- 3.18A Transport Planning (to 1979)
- 3.18B Business Planning (to 1980) (including Operational Research from 1970)
- 3.19 Group/Corporate Planning (from 1984)
- 3.20 Marketing (to 1989)
- 3.21 Marketing (new from 1995)
- 3.22 Data Processing/Group Management Services (including Operational Research 1965-1970 and O&M to 1972)
- 3.23 Design
- 3.24 Productivity
- 3.25 Administration
- 3.26 LT Trading
 - .01 LT Builders
 - .02 Distribution Services
 - .03 Unit for Disabled Passengers
 - .04 Bus Passenger Infrastructure Unit
 - .01 Bus Passenger Infrastructure Management Meetings
 - .05 Pass Agents Sales Service
 - .06 LT Museum
 - .01 London Transport Museum Board
 - .02 London Transport Museum Advisory Committee
 - .03 London Transport Museum Advisory Panel
 - .04 The Friends of the London Transport Museum
 - .05 Management Meetings
 - .06 London Transport Museum Safety Committee
 - .07 Local Joint Consultative Committee
 - .07 Tendered Bus Division

For the following see Company Notes 2.00 (these are subsidiary Companies which were administered by LT Trading prior to closure or sale by the LT Group):-
Bus Engineering Ltd LT International Victoria Coach Station Ltd

3.27 Development & Research

3.28 LT Safety Development

3.29 London Transport Buses

.01 General

.02 Operations (Operating Services from 18/09/1995) – part of
Market Development from 00/04/1995-02/03/1997

.03 Market Development (including Operations 00/04/1995 until
02/03/1997)/Planning & Development

.04 Finance

.05 Procurement

.01 LT Buses Procurement Service Planning
Management Meeting

.06 Strategy

.07 Croydon Tramlink

.08 Unit for Disabled Passengers

For details of Victoria Coach Station see 2.00 Victoria Coach Station Ltd

3.00 General Organisation LT/LUL

Historical Notes

In Organisation Circular No. 1, it was stated that the following undertakings would vest in LPTB on 01/07/1933:

Railways

- Metropolitan District Railway Company
- London Electric Railway Company
- City & South London Railway Company
- Central London Railway Company
- Metropolitan Railway Company

Omnibuses (Central)

- London General Omnibus Company Ltd
- Tramways (MET) Omnibus Company Ltd
- Tilling and BAT Ltd (London Omnibuses)
- Overground Ltd

Omnibuses (Country) & Coaches (Green Line)

- London General Country Services Ltd
- Green Line Coaches Ltd
- Acme Pullman Services Ltd
- Bucks Expresses (Watford) Ltd
- Skylark Motor Coach Company Ltd

Tramways (Central, Southern & Eastern)

- London County Council
- Borough of Barking
- Bexley UDC
- County Borough of Croydon
- City of London
- Dartford UDC
- Borough of East Ham
- Erith UDC
- Borough of Ilford
- Borough of Leyton
- Borough of Walthamstow
- Country Borough of West Ham

Tramways (Northern & Western)

- Middlesex County Council
- Hertfordshire County Council
- Metropolitan Electric Tramways Ltd
- London United Tramways Ltd
- South Metropolitan Tramways Ltd

On 01/07/1933, the London Passenger Transport Board (LPTB) came into existence, established under Section 1 of the London Passenger Transport Act 1933. Maidstone and District Motor Services surrendered local bus routes in Dartford and Gravesend plus the garage in Priory Road, Dartford and the old tram depot in Old Dover Road, Gravesend to LPTB. Within the "special area", no other undertaking was allowed to operate any stage or express bus services.

LPTB was the largest urban passenger transport undertaking in the world, operating within a 30 mile radius of Charing Cross, and serving a population of 9 million. This area covered the territories of 10 County Councils, 182 Local Authorities, 154 Highway Authorities, 39 Water Authorities and 137 Sewerage Authorities. LPTB owned 3,000 railway cars, working over 220 route miles of line; 4,800 buses operating over 2,000 miles of road; 2,660 tramcars and trolleybuses working over 237 miles of road. Coach routes covered 700 miles of road. LPTB owned 226 stations and 131 depots and garages. Its staff totalled 71,900. In the year prior to the formation of LPTB, the 11,430 vehicles owned by its constituents ran 485M miles and carried 10M passengers per day.

On 01/09/1933, Eastern National surrendered routes in the western half of Grays to LPTB. On 01/10/1933 LPTB took over Amersham and District.

By mid-September 1933, it was decided that the undertaking should be known, for practical purposes, as "London Transport".

The following Joint Committees were formed in 1933:

- Standing Joint Committee (LPTB/Main Line Railways)
- London & Home Counties Traffic Advisory Committee (LPTB/MoT/Railway Companies/Local Authorities)
- Metropolitan & Great Central Joint Committee and Metropolitan & LNER Railways (Watford Joint Railway Committee (LT/LNER)
- East London Railway Joint Committee (LT/SR/LNER)
- Hammersmith & City Railway Joint Committee (LT/GWR)
- Whitechapel & Bow Railway Company & Joint Committee (LT/LMS)

By 00/10/1933, LPTB was known as "London Transport" except for formal and legal purposes. The names "Underground", "Railways", "General Omnibuses", "Green Line Coaches", "Tramways and Trolleybuses" continued in use.

On 01/10/1933 Thomas Tilling, with headquarters at Bull Yard, Peckham, was transferred to LPTB. It was then the oldest bus operator in London, having been formed in 1847.

From 00/12/1933 and for the next four years, the departments were as follows:

Department:

- A Secretary & Treasurer; Secretary & Chief Legal Adviser from 00/07/1937
- B Comptroller & Accountant
- C General Manager (Railways)
- D General Manager (Central Omnibuses; Operating Manager (Central Buses) from 08/04/1935; General Manager (Road Transport) from 23/02/1936
- E General Manager (Country Omnibuses); General Manager (Country Buses) from 08/04/1935; Chief Inspecting Officer* from 23/02/1936; abolished before 07/07/1937; Chief Commercial Officer from 00/07/1937
- F General Manager (Tramways); Chief Engineer from 23/02/1936
- G Chief Engineer; Chief Engineer (Buses & Coaches) from 23/02/1936
- H Chief Electrical Engineer; Chief Engineer (Buses & Coaches) from 08/04/1935; Chief Engineer (Trams & Trolleybuses) from 23/02/1936
- I Commercial Manager; Chief Electrical Engineer from 08/04/1935
- J Publicity Manager; Commercial Manager from 08/04/1935
- K Chief Staff Officer; Public Relations & Publicity from 08/04/1935

L Chief Stores Superintendent
M Chief Staff Officer from 08/04/1935
N Extra-departmental Officers
 N1 Parliamentary Officer*; Medical Officer from 00/07/1937
 N2 Claims Agent
 N3 Estate Agents

* - reported to the Vice Chairman

In 1940 the letters were dropped and departments were:

Secretary & Legal Adviser
Comptroller (including Accountant and Chief Financial Officer)
Chief Commercial Manager
General Manager, Operation
Engineer-in-Chief
Executive Officer for Staff & Welfare

Until at least 1944, all departments reported to the Vice Chairman. By 1948, departments were reporting through specific Executive Members.

By 00/01/1934 the LPTB motto, "Strong for Service" was in use.

By 00/06/1934, LPTB had taken over 5 railway companies, 11 municipal tramways, 3 company tramways and 61 bus companies. By 00/09/1934 the Chocolate Express Omnibus Company Ltd (one of the last post-war independents, founded 1922) had been acquired.

By 00/01/1935 the last omnibus companies to be taken over by LPTB had been acquired, making a total of 172 companies vested in LPTB.

In 1938 or 1939, Berkhamstead & District Motor Services Ltd was purchased by LPTB for £4,000.

In 1939, after 6 years' experience, the Board reorganised the undertaking into five groups: Corporate, Engineering, Operation, Commercial and Staff.

On 01/09/1939, the Ministry of Transport took control of LPTB and altered the financial year from July-June, to January-December. There was an 19 month "year" from 00/07/1939 to 00/12/1940. Also in 1939, Frank Pick was appointed Evacuation Officer to devise and consolidate evacuation transport. In 00/05/1940, he was succeeded in this task by T E Thomas. Six principal departments were created:

- Secretary & Chief Legal Adviser
- Comptroller
- Chief Commercial Manager
- General Manager (Operations)
- Commercial
- Staff & Welfare.

On 30/09/1939 West Kent Motor Services Ltd was purchased by LPTB for £5,200. West Kent's services outside the LPTB area were transferred to Maidstone & District.

On 01/01/1940, the London Transport Pooling Scheme was established under the London Transport Passenger Act 1933, and the existing pooling agreement with the main line railways was suspended.

In 00/04/1940, 90 LNER staff on the High Barnet branch were transferred to LPTB.

At the request of various Government departments the Board temporarily released from their duties with the Board the undermentioned officers, whose special qualifications enabled them to undertake important work in connection with the War effort:

Name	Designation with the Board	Designation in Government Service
Bruce, M J H	Works Engineer	Director of Ordnance Services (Engineering)
Durrant, A A M	Chief Engineer (Buses and Coaches)	Director of Tank Design
Fraser, Ivor	Principal Officer (Special Duties)	Director of Public Relations (Ministry of Information)
Graff-Baker, W S	Chief Mechanical Engineer (Railways)	Director of Tank Production
Heaps, S A	Architect	Director of Construction (Aircraft Factories)

In addition, certain technical officers and assistants were released for special duties in the Government service.

A new organisation came into effect on 03/05/1940. Amongst other changes, the Chief Executive Officer and department were abolished and responsibilities passed to the respective departments.

With the approval of the Minister of War Transport, a revised Scheme of Organisation was brought into operation on 01/12/1943, under which Mr T E Thomas, General Manager (Operation), was appointed General Manager, and the Operating, Engineering, Commercial and Supplies Departments were placed under his supervision. The posts of General Manager (Operation), Engineer-in-Chief, Chief Commercial Manager and Principal Officer (Special Duties) were abolished.

The chief Executive Officers of the Board were then:

General Manager	Mr T E Thomas
Secretary and Chief Legal Adviser	Mr C G Page
Comptroller	Mr L C Hawkins
Executive Officer for Staff & Staff Welfare	Mr John Cliff
Chief Solicitor (Common Law)	Mr R McDonald

In consequence of these changes, Mr V A M Robertson, Engineer-in-Chief, terminated his services with the Board on 30/11/1943, and Mr Ivor Fraser, Principal Officer (Special Duties), Acting Chief Commercial Manager, retired from the Board's service.

On 06/08/1947, the Transport Act 1947, establishing the British Transport Commission (BTC), became law. On 31/12/1947 LPTB was relieved of the duty laid upon it by Parliament. On 01/01/1948, in accordance with the provisions of this Act, LPTB was vested in the BTC, who delegated the management of the undertaking to the London Transport Executive (LTE). LTE become responsible for 3,932 railway cars operating over 239 route miles (including LT Trains over BR tracks); 7,032 buses and coaches operating over 2,622 miles; 864 trams and 1,746 trolleybuses operating over 357 miles; and a total of approximately 97,000 staff. The following rail lines were transferred to LTE:

- Harrow to Chesham, Watford & Aylesbury (south junction)
- Whitechapel to Campbell Road (junction)
- Shoreditch to New Cross & New Cross Gate (but excluding the latter two stations)
- Hammersmith to Westbourne Park (excluding the latter)
- East Finchley to Mill Hill East and High Barnet
- Leyton (junction) to Woodford, Loughton and Grange Hill loop
- White City to Ealing Broadway (excluding the latter)
- North Acton (junction) to Greenford (excluding the latter)
- Ravenscourt Park to Turnham Green.

From 01/01/1948, functional responsibilities were:

Chairman

- Secretarial, Estates and Rating
- Technical Planning
- Development and Research
- Public Relations and Publicity
- Commercial Advertising

John Cliff

- Staff and Welfare
- Medical

A H Grainger

- Civil Engineering and Signalling
- Electrical Engineering
- Supplies
- Legal and Claims

L C Hawkins

- Finance
- Accounts and Audit

A B B Valentine

- Operations
- Mechanical Engineering
- Commercial.

On 25/09/1949, LT took over the line from Loughton to Ongar from the Railway Executive (Eastern Region).

On 17/06/1950, responsibility for maintenance of permanent way, works, bridges, and signalling from near Aylesbury south junction to Mantles Wood (28½ mile post) was transferred from the Railway Executive to LTE.

On 14/09/1951, the City Coach Company was taken over by the LTE and the Tilling Group. In 00/09/1951, the remaining Eastern National buses in Grays, and the Eastern National garage, were transferred to the LTE. Cross-Grays bus routes were reinstated on 01/01/1952.

By 1952, the British Transport Commission was still based at 55 Broadway.

In June 1954, the following reported to the Deputy Chairman, John Cliff:

- Anthony Bull, Chief Staff & Welfare Officer
 - ER Drake, Staff Officer
 - RJ Hitchcock, Establishment Officer
 - HS Gordon, Welfare Officer
 - EC Gezzele, Canteen Superintendent
 - KR Thomas, Recruitment, Training & Education Officer
- FH Spratling, Staff Administration Officer
 - FJ Lloyd, Assistant Staff Administration Officer
- Dr LG Norman, Chief Medical Officer
 - Dr PAB Raffle, Senior Medical Officer
 - Dr JL Fyfe, Senior Medical Officer

The Establishment Committee on 10/10/1956 referred to the growing practice of describing the organisation internally as 'The LTE'. Michael Robbins reminded the meeting that an instruction had been issued that London Transport should be used wherever practicable, with 'London Transport Executive' used only for formal purposes.

In 1960, LTE took over responsibility for the maintenance of the newly segregated LT tracks between Campbell Road (junction) and Upminster (12½ miles). In 1969 the line was transferred completely to LT.

On 01/01/1963, the BTC was abolished and the London Transport Board (LTB) was established under the Transport Act 1962. LTB became responsible to the Ministry of Transport for the operation and assets of the former LTE.

On 13/11/1967, management of the stations at Greenford, South Ruislip, Ruislip Gardens and West Ruislip passed from BR to LT, and some BR staff were transferred to LT.

On 01/01/1969, responsibility for the Upminster Line (except for Barking and Upminster stations) transferred from BR to LT.

On 01/01/1970, the London Transport Executive (LTE) was established as a public authority under the London Transport (London) Act 1969, with its members appointed by the Greater London Council (GLC). LTE was established with no money, but with no debt either. The defunct LTB's debt of £269.8M was written off. Staff employed wholly on Country Bus and Coach work, including some stores and catering staff, a total of 5,463, were transferred, without break in service, to London Country Bus Services Ltd, established as a subsidiary of the National Bus Company (NBC).

Also on 01/01/1970, the Paddington to Westbourne Park section of the Hammersmith and City Line was transferred from BR to LT ownership. (This was the last stretch of the Hammersmith and City Line not in LTE ownership.)

LT Meeting Structure (early 1970s)

Executive (top level corporate meeting)

Investment Committee (to which the more expensive capital projects were submitted after consideration by Bus/Rail/Engineering Meetings)

Chairman's Management Meeting (for routine corporate business)

Design Committee

Bus Management Meeting

Engineering Management Meeting

Railway Management Meeting (R M Robbins issued a note to attendees entitled "Purer English in Railway Management (PERM)" which stressed the need for memoranda to be written in correct English. Those guilty of faults such as split infinitives, using "anticipate" instead of "expect", etc. were required to contribute 50p to a charity box on the meeting room table!)

The first meeting of the London Transport Passengers' Committee (set up by the GLC) was held 12/02/1970.

In mid-1970, the forthcoming integration of Road and Rail Engineering activities was announced.

In 00/09/1976, the organisation was as follows:-

- Chairman (Kenneth Robinson)
 - Chief Secretary
 - Chief Solicitor
 - Chief Public Relations Officer
 - Chief Medical Officer

- Deputy Chairman & Chief Executive (Ralph Bennett)
 - Chief Operating Manager (Buses)
 - Consultancy Services Manager (LTI)

- Managing Director (Railway) (RM Robbins)
 - Chief Operating Manager (Railways)
 - Railway Development Officer

- J G Glendinning
 - Chief Financial Officer
 - Chief Estate Manager
 - Chief Supplies Officer
 - Data Processing Manager
 - Claims & Insurance Manager
 - Internal Audit Controller

- W W Maxwell
 - Chief Civil Engineer
 - Chief Mechanical Engineer
 - Chief Signal Engineer
 - Chief Electrical Engineer
 - Chief Architect

- Dr D A Quarmby
 - Chief Transport Planning Officer
 - Chief Business Planning Officer
 - Commercial Advertisement Officer

- J C F Cameron
 - Chief Establishment Officer
 - Chief Industrial Relations Officer
 - Catering Services Manager

Part time Board Members:- Sir Peter Masefield, S J Barton, R Graef.

By 00/03/1978 it had been recognised that, although for nearly 50 years, LT had been regarded as a forward-looking and efficient public transport undertaking, a pioneer and an example to the world, its image had, in the years leading up to 1978, become clouded by a marked increase in costs, and an observed deterioration in the quantity and quality of its service. Some of the reasons were, of course, beyond the Executive's direct control: road

congestion, the national economy and shortage of housing for staff. Efforts had been made in recent years to overcome problems but these had not equalled the imaginative or bold approach of the Thirties which had given LT its original lead. It had, therefore, been decided that from 01/04/1978, Ralph Bennett would take over as Chairman, John Stansby as Deputy Chairman, with Michael Robbins and Dr David Quarmby appointed as Managing Director (Railways) and (Buses) respectively.

During 1978, Review Teams of senior LT staff under a Steering Group chaired by John Stansby, undertook studies of the organisation. These showed that attempts made to raise the performance of LT recently had been frustrated by the organisation's slow response to new ideas for change. This, coupled with the necessity of many departments to become involved in some quite minor projects had weakened individual responsibility for the total performance of the undertaking. The main problem appeared to be that there was a tendency to concentrate on departmental contributions to a problem than to devote attention to the integrated end result. Although co-operation had generally been good, the absence of a clear unified strategy had added to the delays which complex relationships engendered. Even the Executive's structure had led to shared responsibilities overriding individual accountability because at no point below Board level, had there been a focus of responsibility in respect of either Buses or Railways.

Early in 00/09/1978 the Review Team reported their findings to the Executive which decided to adopt a new organisation to run London's buses and trains. The Review Team was restructured under John Ingleton and on 02/11/1978 it was announced that Michael Robbins would hand over the Managing Directorship of LT Railways to W W Maxwell on 01/01/1979 but would continue as a part time member of the Executive. The need was acknowledged for a single Marketing Department. Staff were advised that, where as a result of the forthcoming reorganisation, jobs were changed, new posts would be filled through the normal promotional machinery: staff holding posts which would "disappear" would be considered for redeployment and thought would given to the introduction of Voluntary Severance should the need arise. Central functions were being examined as to the extent of corporate support to the Executive which should continue to be supplied centrally.

On 01/01/1979, new Bus and Rail Boards were established in the biggest restructuring since 1933. The Bus and Rail businesses were each given responsibility for both operating and engineering (and, in the case of buses, the overhaul works were included in the business' responsibility).

At the initiative of the then Conservative controlled Greater London Council, Leslie Chapman was appointed part time Board Member 01/01/1979 for two years to look into the scope for economies. He declined to take a salary and most of the expenses to which he would have been entitled. In 00/07/1979, he submitted his report to LT. It was not well received. Later in the year, in the face of mounting public and GLC criticism, the Board established the Central Productivity Unit¹ under John Ingleton, to improve efficiency and cut out waste.

Early in 1980, LT asked its auditors, Deloitte, Haskins and Sells, to undertake an investigation of the organisation. In 00/04/1980, a report "The Organisation of the

¹ CPU was a high-level cost cutting unit established in 00/10/1979. John Ingleton managed the CPU until 1981.

Executive Board” was published by the PA International Group. At first, LT refused to publish the contents of this report. In the same month, the CPU issued a report indicating that 15% savings could be made by switching from direct labour to contract cleaning. The outcome of the growing friction between LT and the GLC was that, on 25/07/1980, Ralph Bennett, the Chairman, was summarily dismissed by the GLC². In September, Sir Peter Masefield, part time Board Member, was appointed Chairman. His appointment as Chairman and Chief Executive was confirmed on 28/10/1980. Leslie Chapman declined Sir Peter’s offer of Chairmanship of the Productivity Committee. Chapman’s term of office expired 31/12/1980 and was not extended by the GLC.

On 01/09/1980, LT was restructured by its new Chairman, under a revised Executive, to which reported:

The Rail Board with Managing Director Dr Tony M Ridley (replacing WW (Bill) Maxwell who, however, remained a full time Executive member).

The Bus Board, with Managing Director Dr David Quarmby.

A Property Board was created (Managing Director, Patrick Elliott).

Management Boards were also created for: Commercial Advertising, Catering, Museum and London Transport International.

Group and Central Departments were placed under Ian Phillips or John Cameron. By the end of the year, it had been agreed that the Bus and Rail businesses should each have their own building and maintenance staffs. The Works & Building Department became part of the Rail business.

In 1981, the Central Productivity Unit was re-established to investigate the efficiency of all LT functions. Working Parties were introduced and a special section was formed to co-ordinate future developments.

By 00/08/1981, it was announced that the major reorganisation started in 1978 was nearing completion.

In 1982, an Executive Committee was formed of the Executive Members plus Basil S Hooper (Commercial Director), Patrick Elliott (Managing Director, Property) and, from 01/01/1983, Mrs Rosemary Day (Director of Administration).

In 00/02/1983, it was announced that the Executive Committee was now the principal management body for LT as a whole and was not simply a replacement for the former Chairman’s Monday Meeting which had been held, under one name or another, usually weekly, for some years. In 00/06/1983, the Executive produced the first three year plan seeking to chart the way ahead for LT in an ever changing political climate.

1983 saw the Golden Jubilee of London Transport. All staff received a circular red badge bearing a “50” motif. The “London Transport Golden Jubilee 1933-1983” book was published. A Gala Concert was held in 00/03/1983 at the Royal Festival Hall in the presence of HRH Prince Michael of Kent at which the Overture, “Variants on a Bus Route” specially commissioned from Carl Davis, received its first performance. On Anniversary Day, 01/07/1983, a Service of Thanksgiving was held at St Martin’s in the Fields Church. In the Autumn, a well attended International Transport Conference was held at London University.

² Ralph Bennett was later awarded compensation.

On 13/07/1983, the Chairman announced the following changes proposed for LT's non-operational activities:

- Professional support services (other than Engineering) would be grouped together and operate on a fee basis (profit centre). These services would be obtained externally, rather than internally, where this resulted in the required quality at lower costs. Under this heading would be: Legal, Medical, Architecture and Design, Risk Management.
- Minimum staff levels would be identified for fulfilling of corporate duties (Corporate staff).
- Support services which could most effectively operate from within LT would be identified (Central Staff).
- Works & Building would be established as a separate business unit and operate as a private contractor.
- Responsibilities for some of the ancillary businesses would be redistributed.

In 1984, the London Regional Passengers' Committee was established.

In 00/02/1984 it was announced that LT would consider leasing capital items, rather than purchasing them outright.

On 26/06/1984, the London Regional Transport Act received Royal Assent. On 29/06/1984, the LTE, under GLC control, ceased to exist and London Regional Transport, reporting to the Department of Transport, was formed with the following full time members:

Dr Keith Bright, Chairman and Chief Executive

D Hardy, Deputy Chairman

Dr Tony M Ridley, Managing Director (Railways)

John Telford Beasley, Managing Director (Buses) [appointed 00/10/1984].

Barry Dale, Member for Finance [appointed 00/02/1985]

It was also announced in 00/06/1984 that 6,000 jobs would be lost within three years.

Legislation also required that the Financial Year terminate 31 March rather than 31 December. The transition "year" consisted of 15 months and ran from 01/01/1984 to 31/03/1985.

By 31/03/1985, tenders had been sought for Stores Management and Market Research. A proposal had also been made that LT should cease generating its own electricity by 1990 (following consultants' reports). Catering, Building Services (Works & Building), Computing, Architects and Medical Services were restructured as "profit" centres. LRT policy was to retain activities in house where viability could be achieved within a reasonable timescale. On 29/03/1985, London Buses Ltd, London Underground Ltd and Bus Engineering Ltd (LRT) [known as BEL] were established as wholly owned subsidiaries of LRT. They started trading on 01/04/1985.

In the Summer of 1985, LRT published a three year strategy statement outlining policies for the period to 30/03/1988.

In 00/08/1985, it was announced that the cost of voluntary severance in the previous fifteen month period had been £19M. (By 00/03/1987, this figure had risen to £42M, mostly made up of severance payments.)

Keith Bright resigned on 10/11/1988, immediately before the publication of the "Fennell" report into the Kings Cross disaster. On 16/11/1988 consequent upon the appointment of Sir Neil Shields as the new Chairman, the following organisation was announced:

Sir Neil Shields

Executive Committee
Property Board (R Luff, Deputy Chairman)

J Telford Beasley

London Buses Limited
London Transport International Services Limited
LT Medical Services Limited
Fares Structure Group

also:

Commercial Director
Design Director
Group Personnel Director
Director of Press & Public Relations
Secretary & Solicitor

Michael Marsh

London Underground Limited
Victoria Coach Station Limited
Market and Investment Review Group

also:

Director of Audit
Director of Estates and Valuations
Director, Finance Investment and Administration
Director of Pensions and Employee Services
Director of Planning

Miss P Steel

Docklands Light Railway Limited

K Brown

Audit Committee
Disabled Passengers' Unit

Mrs Helen Robinson

Design Policy Committee

Oscar Roith

LRT Safety Audit Committee (Members: Sir Neil Shields, Miss P Steel, Maurice Vogel)

P Rogers

Remuneration Committee

Basil Hooper

LT Advertising Board
LT Catering Board
LT Museum Board

David Bayliss

LRT Tendered Bus Unit Board.

In 00/07/1989, the LRT Structure (excluding LUL) was:

Wilfrid Newton, Chairman

Secretary & Solicitor
Safety Audit Committee
Director of Public Affairs
Director of Property

Michael Marsh, Board Member for Finance and Planning

Director of Finance, Investment and Administration
Director of Pensions and Employee Services
Director of Audit
LT Advertising
Catering
LT Medical Service Company Ltd
Victoria Coach Station Ltd
Director of Planning and, responsible to him:
Tendered Bus Unit
Unit for Disabled Passengers
Commercial

J Telford Beasley

Docklands Light Railway
Personnel
Director of Design
London Transport International Ltd
LT Museum
Managing Director, London Buses Ltd and responsible to him:
Operations Director
Development and Marketing Director
Personnel Director
Finance Director
Subsidiary Companies, including London Coaches and WestLink.

From 00/11/1989, LT (instead of LRT) was used as a trading name, i.e. except in legal documents.

In 00/01/1990, the LRT structure (i.e. excluding LBL and LUL) was as follows:

Wilfrid Newton, Chairman

Ian King, Secretary and Solicitor
Robin Goodfellow, Director of Public Affairs

Geoffrey Sullivan, Director of Property
Oscar Roith, Safety Audit Committee

Michael Marsh, Board Member for Finance and Planning

David Bayliss, Director of Planning (with responsibility for the Commercial Office)
Colin Coles, Director of Pensions and Employee Services
Malcolm Rose, Director of Audit
Ian Smith, Director of Finance Investment and Administration

J Telford Beasley, Deputy Chief Executive LRT

Kenneth Fergusson, Managing Director DLR
Dr Patricia Diamond, Director of Medical Services
Michael L Swiggs, Central Personnel Manager
Jeremy Rewse-Davies, Director of Design
Ian Harkness, Director of LT Trading

On 01/11/1990, Michael Marsh, Board Member for Finance and Planning, ceased full time duties immediately by “mutual arrangement” following the October cash crisis in LUL. He nevertheless continued as a non-Executive Director of LBL, the LT Property Board and Chairman of LT Pensions Board.

Later in 00/11/1990, the LT organisation (excluding LBL and LUL) reporting to the Chairman was:

Robin Goodfellow, Director of Public Affairs
Ian King, Secretary and Solicitor
David Bayliss, Director of Planning
Geoffrey Sullivan, Director of Property
Oscar Roith, Safety Audit Committee
Anthony Sheppeck, Board Member for Finance, who was responsible for:
 Ian Smith, Director of Finance and Administration
 Malcolm Rose, Director of Audit
 Colin Coles, Director of Pensions.

On 09/05/1991, LRT issued a new Standing Order No. 1. The main features were:

- LTM Enterprises was established but was not yet trading.
- London Dial-A-Ride, established by Standing Order No. 1, dated 08/03/1990, had still not started to trade.
- A corporate strategy group was established to consider matters of policy affecting more than one LT group.

In 00/06/1991, after months of pressure from LT and, finally swayed by the contents of the Monopolies and Mergers Commission’s Report on LUL, the Government agreed to increase LT’s grant by £53M, to £722M, partly to offset the downturn in LT’s property receipts.

In 00/06/1991, the Chairman announced that the Executive would conduct a review of central services to ensure cost-effectiveness and appropriateness. KPMG Management Consulting were to assist in this review. A Steering Group headed by A J Sheppeck and consisting of R Clarke, I Harkness, I Smith and M L Swiggs would oversee the process. The review would cover these areas:

Chairman

Group Planning, Press and Public Affairs, Commercial Office, Safety Audit, Passenger Liaison, Travel Information, LRT Board (N.B. Legal Services was excluded).

J Telford Beasley

Personnel, Medical, Design, Pool cars, Lost Property, Telephones, Typing, Reprographic, Office Accommodation, Televenture.

A J Sheppeck

Director, Financial Accounting and Administration, Audit, Pensions, Group Management Accountant, Group Revenue Control, VCS Chief Accountant, Group Financial Accountant and Tax, Director LT Financial Controls and Non-Departmental Accounts.

This review was due to start 00/07/1991 and take 3 months.

John Telford Beasley retired at the end of 00/03/1992. On 01/10/1992, Dr Alan Watkins joined LT as Vice Chairman and Chief Executive. Reporting to him were the Managing Directors of LBL and LUL as well as the Director of LT Trading. Sir Neil Shields remained as Deputy Chairman and Chairman of the Property Board. Still reporting direct to the Chairman, Wilfrid Newton were:

A J Sheppeck, Board Member for Finance
I E King, Secretary and Solicitor
R Goodfellow, Director of Public Affairs
D Bayliss, Director of Planning

LRT Board Committees (from 15/05/1991) ("LT" from 01/10/1992) (with meeting frequency)

Executive Committee (4-weekly)
Executive Group (weekly except when Executive Committee held)
Audit Committee (on request)
Safety Audit Committee (4-weekly)
Design Policy Committee (on request)
Fares Revenue Committee (on request)
Remuneration Committee (on request)
Corporate Strategy Group (on request)
Bus Privatisation Committee (on request) (from 01/10/1992) (established before this date as the Privatisation Committee)

Other constituent parts of LT (01/10/1992)

London Underground Limited
London Buses Limited
Victoria Coach Station Limited
LT International Services Ltd (t/a LTI) - (existing contracts being assigned)
LRT Medical Services Ltd (non-trading)
LTM Enterprises Ltd (non-trading)
London Dial-A-Ride Ltd (non-trading)

LT Management Boards for Corporate Businesses (at 01/10/1992)

LT Advertising Board
LT Property Board
LT Tendered Bus Division Board
LT Museum Board
PASS Board

From 00/09/1992, John Fawkner was seconded to the UITP in Brussels to represent LT's interests there.

In 00/10/1992, LT Non-Executive Board Members were:

Sir Alan Bailey
K Brown
J K Davies
Dr D Glaister
Mrs Helen Robinson
Oscar Roith
R D Thomas (resigned 17/04/1993)
D A Thompson (resigned 01/02/1991)

In 00/04/1993, changes were made designed to strengthen links between the LT Board and the Boards of the major subsidiary companies:

Executive Members

Sir Wilfrid Newton, Chairman
Alan Watkins, Deputy Chairman and Chief Executive
Tony Sheppeck, Finance

Non-Executive Members

David Thompson, Vice Chairman
Sir Alan Bailey
Keith Brown
Keith Davies
Rosemary Day (from 18/04/1993)
Robert Dorey
Stephen Glaister
Helen Robinson
Oscar Roith.

Reporting to Sir Wilfrid Newton were:

Sir Neil Shields, Chairman Property Board
David Thompson, Vice Chairman
Alan Watkins
Robin Goodfellow, Public Affairs
Tony Sheppeck
Ian King, Secretary and Solicitor (including Safety Audit Group)
David Bayliss, Planning.

Reporting to Alan Watkins were:

Dr Diamond, Medical Services
Michael Swiggs, Central Personnel
Denis Tunncliffe, MD LUL
Clive Hodson, MD LBL and Project Director, Bus Privatisation
Ian Harkness, Director of Trading.

Reporting to Tony Sheppeck were

Director of Internal Audit
Director, Financial Accounting and Administration
Director, Financial Controls
Director of Pensions.

On 01/04/1993, new LT Standing Order No. 1 was issued. The main changes were: LT Board's additional responsibility to approve proposals for the disposal of subsidiary companies or of part of the undertaking; the LT Executive Committee was renamed the Chairman's Committee; the LT Advertising Board was abolished; the non-trading companies - LRT Medical Services Ltd, LTM Enterprises Ltd, and London Dial-A-Ride were to be wound up.

Chairmen of the top level LT Committees from 01/04/1993 were:

Chairman's Committee - Sir Wilfrid Newton)	
Executive Group - Dr A Watkins)	
Audit Committee - K Brown)	
Safety Audit Committee - O Roith)	
Design Policy Committee - Sir Wilfrid Newton)	LT Committees

Fares Revenue Committee - David Bayliss)	
Remuneration Committee - P Rogers)	
Corporate Strategy Group - Sir Wilfrid Newton)	
Bus Privatisation Committee - Dr A Watkins)	
VCS Ltd Board - I J Harkness)	Subsidiary Companies*
LRT International Services Ltd (non-trading))	
- I J Harkness)	
LT Property Board - Sir Neil Shields)	
LT Tendered Bus Division Board - I J Harkness)	Management
LT Museum Board - B D Goodfellow)	Boards
PASS Board - I J Harkness)	
* excluding LUL and LBL		

For the year 1992/3, the Chairman's basic salary was £111,030, with total earnings £166,038.

In the 1990s, that part of LT apart from LBL, LUL and VCS was known as "Corporation".

In 00/06/1993, LT formed a new body, the London Travel Information Group (L-TIGR), with the aim of improving the quality and quantity of travel related information. This group comprised representatives of 15 bodies including Airports, Motorists' organisations, Police, London Tourist Board and bus and rail operators.

When he joined LT as Chairman in 1989, Sir Wilfrid Newton had been "appalled and shaken rigid" by the decades of neglect on the Underground which attracted daily public criticism. Safety and reliability were improved over the next two years but only at the expense of employing an additional 2,000 staff. As a result of soaring costs, therefore, a value analysis exercise, introduced by Denis Tunncliffe, identified huge scope for improvements in productivity and operating methods. Just before his retirement he said: "LT is very fortunate in having a large number of very good people. If they're well led they can achieve wonders."

Sir Wilfrid Newton was due to retire on 12/03/1994 and it was planned that Dr Alan Watkins would succeed him. However, John McGregor, Transport Secretary, blocked this following Dr Watkins' criticism of Government funding cuts. Dr Watkins thereupon resigned and Sir Wilfrid stayed on as Chairman until Peter Ford (P&O chairman for 8 years to 1993) took over in 00/09/1994. The latter's appointment was not without criticism however: it was alleged in the Daily Mirror on 21/07/1994 that his appointment was by way of reward (P&O had given £700,000 to Conservative Party funds since 1987). Peter Ford's salary was £150,000p.a., a 34% increase compared to Sir Wilfrid Newton.

In 1993/4, LT made an operating profit of £5M. This was the first profit since LRT was established in 1984.

The first General Notice (No. 3278) signed by Peter Ford (new LT Chairman) and issued at the end of 00/08/1994, referred to an article about P&O and the Zebrugge disaster in "Private Eye" Magazine. (Peter Ford had earlier worked for P&O.) Peter Ford claimed that the article was "inaccurate" and contained "wild allegations".

On 24/11/1994 it was announced that, from 01/01/1995, LT would be restructured as follows:

- An LUL Marketing group would embrace Marketing, Publicity, PR and Design for LT and LUL.
- LT and LUL Finance would be merged under LUL and include LT Legal, Secretarial and some LT central administration.
- Combination under LUL of LT Safety Audit and LUL Safety.
- LT Buses would include the Unit for Disabled Passengers which would continue to work for all LT (including LUL).
- LT Trading activities would be split -
 - VCS and Unit for Disabled Passengers to LT Buses
 - PASS to new Marketing department
 - Medical Services - future under review
- LT Property to remain as a whole reporting to the Chairman.

From 00/01/1995, the Committee structure was as follows:

LT Board (met every eight weeks)

P J Ford	Chairman
D A Thompson	Vice Chairman (Non-Executive)
A J Sheppeck	Board Member for Finance
D Tunnicliffe	Member
(with Non-Executive Members Sir Alan Bailey, J K Davies, R Day, R F Dorey, M J Lawrence, H Robinson, O Roith)	

Chairman's Committee (met four weekly)

P J Ford*	Chairman
D Tunnicliffe	MD LUL
C Hodson*	MD LT Buses
A J Sheppeck*	Board Member for Finance
D Bayliss	Planning
I E King	Legal
C H Smith	Property
(* - also met once between Chairman's Committee Meetings)	

LT Planning Group (met three monthly)

P J Ford	Chairman
D Bayliss	Director responsible
D Tunnicliffe	MD LUL
C Hodson	MD LT Buses
A J Sheppeck	Board Member for Finance
(vacancy)	LT Marketing
Sir Alan Bailey	Non-Executive
R Day	Non-Executive

Audit Committee (met three monthly)

M J Lawrence	Chairman
R Day	Non-Executive
D A Thompson	Non-Executive
A J Sheppeck	Board Member for Finance

D Bennetts Audit (in attendance)

Safety Audit Committee (met two monthly)

O Roith	Chairman
J K Davies	Non-Executive
D A Thompson	Non-Executive
D Tunncliffe	MD LUL
C Hodson	MD LT Buses
(vacancy)	Head of Safety Development (in attendance)

In addition there were also LUL Board, LT Buses Board, JLE Board/Executive Committee and LT Property Board.

In 00/03/1995 the following companies were in existence but not trading:

- London Buses Ltd
- LT International Services Ltd
- LRT Medical Services Ltd
- LTM Enterprises Ltd
- London Dial-A-Ride Ltd.

In 00/03/1995, reporting lines in LT were:

To Chairman

- LT Board Member for Finance
- MD London Underground Ltd
- MD LT Buses
- Director of Planning
- MD LT Property

To Board Member for Finance

- Secretary and Legal Director
- LT Director, Group Financial Accounting
- LT Director, Group Financial Control and Planning
- Director of Audit
- Director of Pensions
- Special Projects and Investigations Accountant

To D Tunncliffe

- LT Marketing Director
- LT Director of Human Resources
- Head of LT Safety Development.

From 00/03/1995, John E Fawkner, LT European Affairs Manager, transferred from LUL Railway Extensions Directorate to LT (not reporting through any Directorate). By 00/06/1995 he was part of LT Planning.

In 1996, the LRT Act received Royal Assent and extended LT's powers, allowing it to take full advantage of opportunities available under the Government's Private Finance initiative.

By at least 00/11/1996, the following were known collectively as LT Group Services (although the abbreviation "LGS" was often used as the financial computer programme could only cope with three descriptive letters):

LT Board:

- Safety
- Human Resources
- Marketing

Financial:

- Special Projects and Investigations,
- Pensions,
- Group Financial Planning and Control,
- Group Financial Accounting,
- Audit,
- Secretary and Legal.

On 25/02/1997, and after much speculation, the conservative Government finally announced their intention to sell off LUL if re-elected in 1997.

With the election of a Labour Government in 1997 it was thought that there would be no more thought of privatising LUL. Things are not always what they appear at first sight, however. Not long after their election victory, the new Government proposed the establishment of a new Greater London Authority, with future funding options for the Underground.

The Chairman's General Notice 0587 (30/06/1997) stated that two study teams would look at the implications of these matters. David Bayliss' team would consider future options for the role, structure and financing of LT and the company's future relationship with the Greater London Authority (GLA). This team was to become known as the LT Review Team. The second team, under Denis Tunnicliffe, would define and evaluate options to meet the long term funding requirements of LUL, including alternative forms of long term private sector involvement. On 02/07/1997 it was announced that the second team would, in fact, be led by Hugh Sumner from 07/07/1997. The review would also embrace the main Engineering issues, a 15 year business plan and other business issues on which project teams were currently working. The second team's activities were known as the LUL Corporate Review. It was expected that a first stage report would be available by the end of July 1997, with a final report available by the end of October 1997.

On 29/07/1997, the Government published its Consultation (Green) Paper with proposals for the GLA, which included the creation of a London Transport Authority (LTA) to deliver the GLA's transport strategy.

The LU Corporate Review Update No 2 (30/07/1997) drew attention to funding problems and possible solutions, which included borrowing outside the Public Sector Borrowing Requirement (as did the BBC, Housing Associations and the Crown Agents), or Public/Private Partnership. Wholesale privatisation had been rejected by the Government.

On 09/10/1997 it was announced that LT's glossy booklet "New Leadership for London", giving LT's views on Government proposals for a new GLA, had been published. LT considered, inter alia, that the LTA's remit should include all forms of public transport

including overground rail and DLR and that the LTA should have overall control of public transport marketing, fares & ticketing and responsibility for the strategic road system.

LU Corporate Review Update No 4 dated 30/10/1997, set out the emerging priorities.

In February 1998, some possible financing scenarios which were thought to be possibilities were considered within LUL:

- LUL to remain in public ownership but with more PFI funding.
- 51% floatation of LUL (Gordon Brown's favourite)
- LUL Operations to remain public with:
 - infrastructure split into 3 companies
 - infrastructure maintained as one company.A split of Engineering into Engineering Intelligence and Engineering Services would be inevitable.

In anticipation of an imminent Government announcement, staff were advised on 19/03/1998, that a Telephone Information Line (43623) was being established with a recorded message which would be updated as necessary.

Finally, on 20/03/1998, the government announced its intentions:

- keeping Operations in the public sector
- one or more contracts to be awarded to maintain and modernise the infrastructure as a Public/Private Partnership, with the private sector raising the sums needed for investment. The new contractors would lease, not own the infrastructure.
- £1B to be invested in maintaining and upgrading the existing network over the next 2 years. Staff were assured, each in a personal letter from The Rt Hon John Prescott MP, Deputy PM, that existing staff could remain in the LT Pension Fund and enjoy existing travel concessions, pay and service conditions.

On 23/03/1998, the Managing Director wrote to all staff confirming what had already been announced and adding that an additional £365M was being made available in 1998/9 and 1999/2000.

On 25/03/1998, Organisation Notice No 3467, signed by the Chairman, assured staff that transfers between LT and Transport for London (the new title for the LTA) would be on existing terms and conditions with continuity of employment.

However, on 21/04/1998 it was announced that Peter Ford, the Chairman had been asked to resign immediately. Opinion was that he was not entirely behind the Government's plans. Brian Appleton was to act as part time non-Executive Chairman!

On 16/04/1998, the Director of Development's memorandum to senior staff directed that all approaches from outside parties regarding the shape of the organisation and business opportunities be logged with his office in order to provide an audit trail and ensure that future negotiations were not compromised.

Organisation Notice 3473 signed on 29/05/1998 by Sir Alan Bailey for Brian Appleton announced the appointment of Denis Tunnicliffe as Chief Executive of LT from 01/06/1998. Also on 29/05/1998 Denis Tunnicliffe issued Organisation Notice 3474 entitled a "Message

to All Staff” concerning his appointment. It was signed “Chief Executive”, several days early!

A strike by RMT staff from 1830hrs 14/06/1998 to 1829hrs 16/06/1998 in protest at a lack of assurances by LT as to post-privatisation terms and conditions (which LT could not give) restricted service to about 60% of normal, but only a handful of stations had to close. In mid June 1998 more organisational changes were announced, the main being that David Bailey would take responsibility for Commercial activities, not only his existing Development Directorate role, but also, Property and Marketing and responsibility for delivering the JLEP and major projects.

Ann Burfutt would be involved in the design of the new Operations Company (OpsCo) and the Employee Relations implications and would deliver an HR service.

David Hornby would be involved in the design of the new Infrastructure company (InfraCo) and be responsible for asset management, whilst continuing to deliver an Engineering service.

Hugh Sumner would also be involved in design of the new OpsCo whilst delivering a PSD service.

Paul Godier would design the Safety aspect into the new companies whilst delivering a Safety and Environmental Service.

Martin Callaghan would be responsible for the design of the “Institutions” needed: standing orders, policies and other statutory matters, to enable the new Companies to be legal entities in their own right.

No mention was made of overall responsibility for quality.

Constituent parts of the modules were:

Transition Management

- Policy
- Government (it’s relationship with)
- Advisers (use of)
- ER/IR
- Project Management
- Project office/secretariat

Design

- Institutions
- OpsCo
- InfraCo (one or more)
- TfL (Transport for London)
- Safety

Delivery

- PSD

- Engineering
- Finance
- HR
- Safety
- Legal
- Planning
- Commercial
 - Investment Planning
 - Commercial Group
 - Marketing
 - IT
 - Property
- Projects
 - JLEP
 - PFI
 - Y2000

The timetable for achievement was:

Design completed	- Summer 1998
Transition planning completed	- Autumn 1998
Transition to take place	- Winter 1998 to Spring 1999
Shadow running to commence	- April 1999
Full implementation	- April 2000

On 13/07/1998 Richard Smith (LT Buses) was seconded to Denis Tunnicliffe's Transition Team, co-ordinating TfL issues.

On 06/07/1998 it was announced that Initial Public Private Partnership (PPP) workstreams had been set up as part of the design phase of forming a PPP for London Underground by April 2000. Group work would take place over that week to identify the issues and a start would be made to specify work that was required in each stream:-

Structure of the work programme

The activity had been classified into seven interdependent streams with a team for each stream:

- The **performance specification** for InfraCo, and how payment should be linked to performance - co-ordinated by Alex Foulds.
- **Asset knowledge and investment programme** -information for bidders to estimate the costs InfraCo will face in delivering the required performance, including information about asset condition, the cost of maintaining and improving them over their lives, and LU's current investment plans- co-ordinated by Robin Steel.
- **Financial modelling** - using the cost and reward data to assess affordability and value for money - co-ordinated by Henry Snow.

- **Contract, regulation and legislation** - developing the detail of the contract, and ensuring OpsCo, TfL and any future regulator had the powers they needed either in the contract or through legislation - co-ordinated by Sarah Atkins.
- **Transaction management**, including market sounding and management of the bidding process - co-ordinated by Guy Stratford.
- The role of **property** in the new structure - co-ordinated by Colin Smith.
- **Operational** and practical interface issues which needed to be addressed in designing the contractual arrangements - co-ordinated by Harry Williams.

There were also two issues which extended beyond the contractual structure of the PPP which significantly affected design and implementation and teams would also look at these during the week. These were:

- The **safety** regime within which the new arrangement would operate (and the safety validation of the transition itself) - co-ordinated by Paul Godier.
- Organisational and people issues which needed to be resolved in setting up and '**shadow running**' the new entities - co-ordinated by Charles Horton.

It should be noted that the membership, structure and focus of all the transition groups changed throughout the Transition, to reflect progress through the transition phases and the various tasks and skills involved.

An Industry Conference was held on 16/07/1998 as a first step needed to help form a PPP for LUL. It was attended by 350, principally suppliers, funders and regulators.

The Conference objectives were to:

- give organisations potentially interested in PPP infrastructure concessions a general idea of the condition of the network that the successor organisations may be taking over by Spring of 2000.
- provide potential investors with a basic understanding of LU business.
- stress the participative nature of the PPP process, and to stimulate and encourage further dialogue between interested parties as the framework for the PPP was developed.

LT Chief Executive Denis Tunnicliffe chaired the event and speakers included Paymaster General Geoffrey Robinson MP and Tony Poulter of Price Waterhouse Coopers, who were advising LT and Government. Denis Tunnicliffe said: "I'm keen to develop quickly a process to involve potential investors in the design of the contracts for the PPP." At the conference Denis explained to a wide range of industry and financial institutions how we intended to develop our plans for the future of London Underground. "We want potential investors to understand the Underground's business better. This conference is a springboard for action. We want to stimulate and encourage further dialogue between interested parties to help develop the framework for the PPP." Denis Tunnicliffe said it was

vital to involve industry fully in the planning process. “We need a partnership that is practical, value for money, delivers the best possible service for passengers and will ensure the Tube plays an increasingly effective role in a fully integrated transport system for London.” he said.

Mr Tunncliffe warned that the time scales were very tight with only 89 weeks to go, but he reaffirmed his commitment to achieving the Government’s solution for the Underground. “The Tube has a great future and I want to work as closely as possible with our colleagues in industry, business and Government in making that exciting future a reality.”

Denis Tunncliffe also reinforced John Prescott’s commitment to staff transferring to the new infrastructure companies as outlined in the letter to all staff on the 20 March 1998. He emphasised the obligations to staff and to maintaining a safety case railway. Denis said that it would be the combination of the skills of London Underground’s staff and the skills of the new infrastructure companies that would make this partnership work.

Issue 1 of “Moving Through Transition” was published in July 1998 for the benefit of the Board and senior management. From issue 5 a ‘masthead’ with roundel appeared on the top of the newsletter.

In 00/07/1998 Bob Chaproniere was appointed Business Ethics Manager to, inter alia, identify areas where the organisation was most at risk of loss of critical knowledge.

On 12/13 July 1998 a further (24hr) strike was held by the RMT. Over 60% of trains ran and only a few stations (varying between 20 and 8 at any one time) were closed.

On 13/07/1998 Richard Smith (LT Buses) joined the Transition Team, co-ordinating TfL issues. Stan Hornagold (of Hornagold & Hills, QS Consultants) Project Manager and Mike Strzelecki, Policy Co-ordinator formed the project team under Denis Tunncliffe, Ann Burfutt, Martin Callaghan and Richard Smith.

On 16/07/1998 400 people representing railway contractors and suppliers, consultants, bankers and other potential investors attended the Industry Conference.

On 23/07/1998 the LT Board noted the “Principles Paper” which set out the principles to be followed in implementing the government’s PPP policy.

On 20/07/1998 it was announced that the PPP teams had identified a wide range of issues which fundamentally reinforced the inter-relationship and dependencies between most of these key elements. In consequence, a small single team was about to be formed to consolidate the scoping work and develop integrated proposals for the following areas, by 24 July 1998:-

- performance specification
- impact on risk transfer, price and hence contract structure of imperfect asset knowledge
- 1, 2, or 3 infrastructure contracts

Detailed work would also progress in parallel on legal issues, asset knowledge gathering, review of engineering standards and development of a financial modelling tool.

On 17/07/1998 it was announced that Freshfields had been appointed professional legal adviser for further PPP work for the next 2 years in a contract estimated at £4 to 5M.

On 24/07/1998, the Secretary of State gave consent for the Power contract to be awarded to Seaboard Powerlink. Staff transfers would be subject to TUPE and staff transferred would retain travel concessions; continue the right to remain in the LT Pension Fund and be subject to the LUL Contractual Redundancy Scheme.

By late July 1998 Ove Arup had been selected as Engineering Advisors and in 00/08/1998 Arthur Andersen Consultants had been appointed to provide business change and organisation design support to the Transition Group, working with Ann Burfutt, Charles Horton and the HR Development Team. Andersen's brief was to develop a programme which would ensure the creation of a customer led operating company and provide organisational development expertise to facilitate the setting up of the Private Public Partnership and the creation of successor organisations to LT/LUL.

In August 1998, 114 organisations and individuals, including T.U.s, requested the 'Market Sounding' paper and 48 written responses were received giving views on how the InfraCo(s) might best be set up. On 28 and 30 September 1998 1000 managers and staff heard presentations about progress on InfraCo design. It was hoped top level design on InfraCo(s) would be complete by 00/11/1998.

By 00/08/1998 working groups had been formed to work on the key PPP immediate deliverables:

- Performance Specification (and Payment Mechanism)
- Asset Knowledge (and standards)
- Financial Model (and costing)
- Contracts and Legislation
- Shadow Running (of OpsCo and InfraCo(s))
- Safety
- Property

A contract was awarded to TranSys for the provision of an enhanced ticketing and revenue collection system for LT services. The LT PRESTIGE contract would deliver new revenue and ticketing systems to enable London Transport to better meet its customers' needs. Formal signature was completed on 13th August 1998. The contract became effective on Sunday 16th August 1998. (TranSys is a UK company established to develop and deliver the LT PRESTIGE service to LT). A number of jobs and staff transferred to the TranSys consortium as part of the LT PRESTIGE contract. The following groups transferred 56 days after the contract became effective to Electronic Data Systems (EDS), one of the principal TranSys shareholders:

- 10 jobs in the IT section of the AFC Unit
- 61 jobs in LT PASS

26 weeks after the contract became effective 58 staff in the UTS Maintenance Contract Unit transferred to Cubic Transportation Systems (CTS), the UK subsidiary of Cubic Corporation, another of the principal TranSys shareholders.

A 30 year contract was awarded to SEEBOARD Powerlink (owned by Central and South West of America) to operate, maintain, finance and renew London Underground's high-voltage power distribution network under the terms of the Government's Private Finance Initiative. Formal signature was completed on 13th August 1998.

The contract would inject more than £100 million of investment over the next five years in London Underground's network of sub-stations and power distribution cables. SEEBOARD Powerlink would be responsible for distributing all high voltage electricity supplies to every Underground station and 400 km of track.

The majority of electricity to power the Underground was, in 1998, generated by London Underground's two power stations at Lots Road, Chelsea and at Greenwich. Lots Road would be closed within two years and Greenwich would be retained for emergency use only. London Underground's power requirements would then be purchased from electricity suppliers in the competitive market and delivered via the Power Network.

The terms of the contract saw SEEBOARD Powerlink invest private capital in the system, achieving performance levels to meet London Underground's strict requirements. Operational, investment and other risks were transferred to the contractor.

More than 300 London Underground power engineering staff transferred to SEEBOARD Powerlink, with effect from the 16th August 1998, under the Transfer of Undertakings, Protection of Employment, (TUPE) regulations.

On 23/07/1998 the LT Board agreed revisions to streamline the decision - making process:

- The LUL and LTB Boards had delegated authority to £25M (formerly the level reserved to the LT Board); with LT papers below £25M but of particular significance to be referred to Board level. The Chief Executive's Committee performed the same function for LT central departments.
- The Chief Executive's committee had a remit of "all matters not reserved to the LT, LUL or LTB boards".
- Subsidiary companies and boards complied with LT standing orders, consulted with LT and notified LT of any changes, rather than seek LT Board approval of their own Standing Orders.
- Agendas and minutes of the LT Board, LUL Board, the LTB Board and the Chief Executive's Committee were circulated to the executive directors of all the businesses.

In accordance with the Deputy Prime Minister's commitments, transferring staffs' current terms and conditions of service were honoured; they retained the staff pass and privilege ticket entitlements they held on the date of transfer (subject to the normal rules governing the issue and use of travel facilities) and also had the right to continue membership of the LRT Pension Fund. In addition, the contractual redundancy scheme for London Underground staff who transferred to companies under TUPE formed part of the terms and conditions of employment of those staff who transferred.

As part of defining the Public-Private Partnership, the "Market Sounding Paper" was on 17/08/98 issued to over one hundred external organisations who had made a submission or expressed an interest in the structured consultation process. This followed a notice in the Official Journal on the EC and the Industry Conference held on the 16th July 1998. The paper outlined current thinking of LT and the Government in a number of areas and posed key questions.

“Shadow Running” was the name used to describe the process of testing the Public Private Partnership (PPP) arrangements, to make sure that they worked properly, prior to implementation.

The high level steps to managing the transition to new structures were: Design, Plan, Implement and Test (Shadow Running, the process of testing the new arrangements to ensure that they worked properly together to achieve the aims of the PPP).

During the shadow running period, the performance contract between OpsCo and the InfraCo(s), the organisational structures, the safety regime, financial requirements and many other aspects of how the organisations will work together were tested and adjusted where necessary. Employees were helped to become used to the new arrangements. This helped to ensure we delivered better services to our customers to meet the performance levels necessary for the PPP.

There were four key transitions **::

Financial/Contractual

- Financial Analysis/Modelling
- Test Contracts
- Issue Contracts

Behavioural

- Awareness
- Understanding
- Buy in
- Evaluation
- Acceptance

Organisational

- Processes, Vision and Technology
- Structure
- Jobs
- Measurements
- Recognition and Rewards

Safety

- Design safety organisation
- Prepare Safety Case
- Design other safety arrangements
- Validate Safety Cases
- Finalise safety assurances

Each of the four key transitions** had to be underway by April 2000, but some were developed and finalised during shadow running.

By 00/09/1998, the PPP Working Groups had reviewed their workstreams and determined what needed to be in place by April 1999 for shadow running and what needed to be

developed later. They were adjusting transition plans to incorporate the findings of the review, making sure responsibilities were clear and that any gaps were closed.

On 08/10/1998, Denis Tunnicliffe wrote to LUL's top 450 suppliers enclosing the Business Ethics Policy and the new Conflict of Interests and Confidentiality Appendix. The letter contained a veiled threat that if they were perceived to poach LUL staff, they would not be considered as bidders for the new InfraCo(s). Because firms in receipt of such letters were nervous of employing any existing LUL staff in whatever capacity, some staff considered that this represented an unfair restriction on employment.

By 00/10/1998, the Government Office for London (GOL) had appointed a team leader, Ian Jordan who was preparing a work programme. GOL were working towards TfL starting shadow running in mid-1999.

On 20/10/1998 the PPP position paper was published.

By 00/12/1998 there were 1193 agency staff working for LT/LUL (excluding JLEP and a few Finance offices). A Survey by TSSA at 30 TSC showed that only one third of staff there were on the LUL payroll.

Early in 00/12/1998 the following line groupings (at least for Safety Case purposes) were given as:

Subsurface Lines - Metropolitan, Hammersmith & City, Circle, District, East London.

Tube 1 - Jubilee, Piccadilly, Northern.

Tube 2 - Central, Victoria, Bakerloo.

The Deputy Prime Minister announced on 14/12/1998 that the Public-Private Partnership (PPP) for London Underground would proceed to the next stage - inviting bids for the infrastructure contracts. He said that the PPP offered the prospect of real benefits for customers, but it would be implemented only if it represented best value for money for the public sector. The Government's own view was that a final decision on value for money could only be taken in the light of bids received. It had also concluded that, on balance, value for money was most likely to be achieved over the long term by having three infrastructure companies. On the PPP timetable, Mr Prescott said that no fixed end date would be set for the PPP competition because this would compromise value for money, but it was the Government's view that the process would extend beyond 00/05/2000. He said that expressions of interest would be sought from potential bidders for the InfraCos during the early part of 1999, but no other milestones were announced.

In the light of the Deputy Prime Minister's statement, LT announced that:

- London Underground would be restructured into a single OpsCo and three InfraCos in the first half of 1999.
- New project management arrangements for delivering the restructuring and the PPP transaction would be put in place in the New Year.

An ad hoc meeting with the Trade Unions was held on 16/12/1998, led by Denis Tunnicliffe. The Trade Unions were given an update on the work being undertaken to develop organisation structures for OpsCo and the InfraCos.

For OpsCo, three options were described:

- The first was based on a line structure, with even greater emphasis on delivering improved customer service through clearer identification of customer needs and effective implementation of customer service standards.
- The second was again based on a line concept, but proposed improved efficiency through grouping together activities into three operating divisions.
- The third option envisaged reorganising the company into
 - stations,
 - trains,
 - income and
 - marketing functions.

All three options were being developed in more detail and the benefits and disbenefits of each were assessed. In all cases, it was proposed that there would be Infrastructure Controller and liaison with InfraCos roles to ensure effective relationships between the new organisations and ongoing improvements to safety.

For the three InfraCos a single organisation design was described, based on five key roles which were:

- maintain assets,

- improve assets,
- technical capability,
- customer relationships and
- business planning.

This provisional basic structure was proposed to be applied to all three InfraCos once the appropriate line groupings were finalised.

The InfraCo and OpsCo design teams were working together to identify how the new organisations could work together most effectively and to decide on how support services such as Finance, HR, Legal etc. could be provided in an appropriate way in the future. All proposals would be safety-validated and subject to continued consultation with Trade Unions.

At a Communication Meeting on 18/12/1998 the draft Engineering organisation for each InfraCo was unveiled:-

- Head of InfraCo
 - Asset Maintenance
 - Stations
 - Track (with responsibility for train systems focus on one line)
 - Fleet (with responsibility for train systems focus on one line)
 - Signals (with responsibility for train systems focus on one line)
 - Asset Improvement
 - Project initiation and scoping
 - Portfolios, lines, themes
 - Project office and support
 - Technical Capability
 - Systems Integration
 - C&I and Software
 - Rolling Stock
 - Signals
 - Infrastructure
 - Stations
 - Safety, Standards and Quality
 - Customer Relationships
 - Business Planning
 - Strategic planning
 - Supplier innovation
 - Technology strategy
 - Central procurement
 - Finance
 - Company Secretary
 - HR

In late 00/12/1998, General Notice 0609 - 'Railtrack/LT Statement of Shared Objectives' was distributed together with a joint glossy leaflet dated 00/12/1998. Although closer working was emphasised a rider was added to the effect that arrangements had been put in place to ensure that Railtrack was no more nor (sic) less favourably treated than any other bidder in the PPP process.

By the beginning of 00/01/1999 it was clear that InfraCo “shadow running” would not start until the middle of 1999. At the same time, it was announced that LT would be wound up by 31/03/2000.

On 18/01/1999 staff were advised that London Transport would grant direct to each transferring employee the staff travel benefits they currently received for as long as they were employed by an InfraCo or successor contractor on London Underground work. This included the LT spouse pass (whether held at the date of transfer, or subsequently if a spouse ‘arrived’ later), and similarly, for those with a current entitlement, for privilege travel benefits for partners/children. Staff passes would continue to be administered by London Transport direct with the employee, to preserve the tax free status of this benefit for transferring employees. Pass availability was subject to any variations subsequently applying to staff in receipt of these discretionary benefits in the public sector of OpsCo. Travel facilities would be withdrawn if the individual resigned, or otherwise left service of the InfraCo or successor subcontractor. But if age and length of service meet with the LT/LU standard, retired facilities would be granted.

A meeting was held with Trade Unions on 20/01/1999 to update them on the progress being made in designing the top level structures for the LU Operating Company (OpsCo) - the public sector organisation which would operate the trains and the stations.

Late in 00/01/1999, the RMT confirmed the results of their ballot for strike action. Most who bothered to vote voted to strike, but even this was only 39.6% of the RMT membership.

On 01/02/1999 Derek Smith was appointed Managing Director, LT. As well as Hugh Sumner and Andie Harper, the following also reported to him for LUL matters: David Bailey, Commercial Director; John Hughes, Director of Finance; Ann Burfutt, Director of HR; Frances Low, Secretary and Legal Director; and Paul Godier, LT Head of Safety and Environmental Development. Derek Smith lead the OpsCo design team but Denis Tunnicliffe retained responsibility for the PPP Transition process.

On 09/02/1999 it was announced that the Government’s requirements that the reorganisation of LUL into 3 infrastructure units and the Operations unit would be achieved by Summer 1999 and that these would remain in the public sector for at least the next 18 months. Only when the Government was satisfied that the bids for the InfraCos clearly offered value for money would the movement of the InfraCos into the private sector be approved.

A strike by some RMT staff from 1800 on 14/02/1999 to 1800 on 16/02/1999 resulted in some reductions in service and a few station closures. Some non operational staff volunteers were quickly trained in station and fire safety procedures and played a role in keeping stations open during the strike.

On 15/02/1999 all ticketing assets transferred to the TranSys consortium.

It was announced on 19/02/1999 that the Government had decided that TfL would be created after the Mayor and Assembly had been elected on 04/05/2000 but it had not been decided how soon after the elections TfL would be formed but it was unlikely to be later than 00/10/2000. Therefore, on creation of TfL (between 00/05/2000 and 00/10/2000) LT's key activities (other than London Underground) and appropriate staff would transfer to the new strategic transport organisation (TfL). After completion of the PPP, London Underground and any residual LT staff would transfer to TfL and LT would cease to exist.

Through TfL, the Mayor would take over most of the Highways Agency's responsibilities for trunk roads in London and the principal strategic roads provided by the Boroughs. The Traffic Director's "Red Route" Network and control of London's Traffic Signals would transfer to TfL, together with many of the Government Office for London's activities in transport planning and local transport schemes. TfL would also take over responsibility for London's Underground, bus and light rail services and would inherit responsibility for Croydon Tramlink, the Docklands Light Railway, Victoria Coach Station, London River Services Ltd, Dial-a-Ride and (in due course) Taxicard schemes, and the South Eastern and Metropolitan Traffic Commissioner's responsibilities for agreeing bus services operated under London Local Service Licences, such as sightseeing tours. It would set quality, safety and cost objectives and set strategic direction for all of these. The White Paper envisaged that the Mayor would have a "strong voice" in London's National Rail services, with powers to fund improvements to services, investments - including those related to providing better passenger information - and ticketing in London. The ability to influence National Rail fares however was likely to be very limited.

To deal with the challenges of the next 18 months and in preparation for the transfer to TfL, LT would undergo some reorganisation to form Transitional LT (TLT). The key aims of this work were to ensure:

- That the optimum balance was achieved between LT and OpsCo's processes.
- That staff were correctly aligned with the redesigned processes.
- That those functions that would transfer were in the best possible shape to fit the requirements of TfL.

TLT design was using the same approach adopted for the OpsCo design, with a mix of bottom up and top down techniques involving representatives from across the business. It was intended to complete the top-level structure design by the end of 00/02/1999.

A glossy information newsletter "Transport for London News" was published by the Government Office for London (Issue 3 was dated 00/02/1999). It explained progress in the setting up for TfL and bore the logos of DLR, LT, Metropolitan Police Public Campaign Office, Highways Agency, Traffic Director for London, Traffic Control Systems Unit and the Government Office for London.

By 00/02/1999 "New London Underground" was being used as an alternative term for "OpsCo".

On 16/03/1999 the top level appointments were announced, taking effect, as designates, from 01/04/1999.

On 10/05/1999 a vacancy pack was issued detailing Business Manager roles in the new London Underground Operating Company and InfraCos. Manager Grade J and H staff had until 19/05/1999 (yes, 8 working days!) to express an interest (although this was not an essential requirement) in order that HR could decide the most appropriate means of making appointments. Selection would include verbal and numerical aptitude tests, structured interview(s), a presentation and an Occupational Personality Questionnaire. However, information was not available to enquirers as to the salary bands applicable to individual posts! On 19/05/1999 a further vacancy pack was issued detailing more Business Manager roles in TLT and in the New London Underground Operating Company (Marketing and Planning). Staff had only 5 working days to reply this time.

On 06/05/1999 Martin Callaghan was appointed a Project Director (PPP) and became a member of the Chief Executive's Committee and the LU Board. Richard Smith, Director of Transport Strategy TLT was also made a member of the Chief Executive's Committee.

Also on 06/05/1999 a briefing note was circulated as a result of press speculation that the government was considering a Railtrack bid to take over the Underground subsurface lines, or that Railtrack had offered to take over the whole of the Underground because of low interest from other PPP bidders. LU management stated that

- Railtrack had been looking at ways to integrate the Underground and sub-surface lines with the national network.
- They had made a proposal based on this work, but had not yet submitted a formal bid.
- Their proposal did not involve taking over the deep tube lines.
- There was strong market interest in bidding for the PPP contracts.

LT and Government were determined to deliver the best value solution to meeting the Underground's long term investment needs. Railtrack's proposal had been examined in this light. Meanwhile, LT were back on track to start the PPP competition on schedule in Spring 1999.

On 11/06/1999 a senior level communication meeting was held. It was explained by Peter Osborne, PA Consulting, that the contract was the 'glue' that would hold OpsCo and InfraCo together. In outline the contract included the following elements:

- **Core Conditions** – setting out the core obligations and liabilities of both parties
- **Safety Agreement** – separate agreement setting out the obligations in respect to safety
- **Performance Specification** – the requirements and the way performance was to be measured
- **Codes** – a Code being a procedure that was mandatory on all InfraCos. It was different from a Plan, which could vary between InfraCos. One Code applied to all InfraCos and could only be changed by mutual consent.
- **Schedules and Plans**
 - schedules required InfraCos to submit, get approved by OpsCo, and comply with a Plan for a specific requirement.
 - the intention was that the plans would be put in place during Shadow Running and when sold, the InfraCos would go with these plans in place i.e. Assurance – setting out the InfraCos processes for assurance.
- **Standards**

- category 1 Standards which were owned by OpsCo and were mandatory on all InfraCos
 - category 2 Standards which were owned by the InfraCos but were mandatory and could only be changed with OpsCo’s agreement.
- The working assumption was that the *lifecycle of the PPP contract* would be of a 25-30 year term and that the Performance specification would be renewed every 7.5 years. *At the 7.5 year review it was anticipated that:*
 - OpsCo would set out its requirements for the next 7.5 years
 - OpsCo and InfraCo would resolve any issues concerning the practicalities of the requirements. Any failure to agree would be referred to the contract disputes procedure.
 - OpsCo and InfraCo would seek to agree a price for the requirements. If they failed to agree a price, the Statutory Arbiter (clause 27) would fix the price.
 - OpsCo’s ability to continue to operate the railway “beyond the existence of an InfraCo”, opened the contract to 3 circumstances where a *handback procedure* could be necessary:
 - At the end of a contract
 - At early termination of the contract (e.g. if an InfraCo went bankrupt)
 - Step-in e.g. if an InfraCo failed to carry out specific works that put delivery of the OpsCo services at risk. In these circumstances OpsCo had the right to ‘Step in’.
 - OpsCo had to ensure that, in all circumstances, it had the information and resources available to allow it to continue to operate the railway. As a result there was an obligation on the InfraCos to provide information through Contract Plans, such as ‘Handback plan’. This was a particularly onerous requirement, as it required the InfraCos to maintain current, at all times, a document that contained all the information needed by OpsCos to take on the provision of services in the event of the failure of an InfraCo.
 - ‘Shared assets’, i.e. those that were used by more than one InfraCo but maintained by a single InfraCo on behalf of the others was dealt with in 2 parts:
 - Day to day operation of the assets: the performance specification would charge the owning InfraCo with this performance.
 - Enhancement of the Assets (e.g. a decrease in the Journey Time Metric) was the responsibility of the ‘using’ InfraCo e.g. JNP wanting to upgrade the Piccadilly Line. If JNP wished to do this, they had to pay Sub-Surface to do the work for them.

On 00/06/1999 it was announced in Parliament that detailed discussions would begin between LT and Railtrack regarding their proposals to finance the mainframe and upgrading of the subsurface lines, involving building links to the national railway system. This was widely interpreted (probably correctly) as 'giving' the subsurface lines engineering element to Railtrack allowing bidders to bid for the remaining two deep level packages. It is likely that, without this announcement, many consortia would have been deterred from bidding against Railtrack with its vast resources, thus putting the whole tender process in jeopardy. A further letter dated 15/06/1999 giving reassurances and signed by John Prescott, MP, Deputy Prime Minister, was given to all staff. However this stated that, if staff should later transfer to a subcontractor, concessionary travel and pension arrangements would continue only 'provided they remain in Tube work'.

In 00/06/1999 there were 1342 agency staff working for LUL/LT

On 15/07/1999 the Deputy Prime Minister announced an additional £517,000,000 funding for the Underground over 2 years.

On 16/07/1999 most of the level 2 (Business Manager) appointments - except for the HR, Finance & Administration type posts – were announced.

The pre-qualification conference for potential PPP bidders was held on 23/07/1999: the closing date for pre-qualification was 19/08/1999.

The amount of information about the age and condition of LUL's assets was too vast to be circulated to bidders. Instead a 'Data Room' was established on the 10th floor of Albany House, run by BSS's Engineering Information Services which housed all information which bidders would wish to see. LT Internal Audit insisted on strict security, e.g. nothing to face the windows for fear of external viewing though the glazing; the area swept for 'bugs' and physical access strictly controlled.

In late 00/07/1999 came the first indication that voluntary severance may be available if there was:

- A clear reduction in the number of posts; and
- Where alternative positions were unavailable or unsuitable.

An Operational Change Help Desk on Auto 44444 was introduced on 27/08/1999 to give information on changes in responsibilities as a result of the forthcoming introduction of TLT and InfraCo/OpsCo 'shadow running'. It was manned 24 hours a day, 7 days a week for a 12 week period. A recruitment ban was put in place within the Engineering Directorate on the appointment of all fixed term and permanent posts from 18/08/1999 until the start of shadow running: all appointments to the new organisation required Andie Harper's personal authorisation.

The following were relocated from 06/09/1999 to 17/09/1999 whilst the 6th floor East of 55 Broadway was altered to accommodate the new organisation:

Room 615 Derek Smith
Room 727 Hugh Sumner
Room 727 Keith Beattie
Room 727 Adam Goulcher
Room 647 Ann Burfutt

Secretaries/PAs were accommodated in the same, or adjacent, rooms.

Several plans were prepared to accommodate the top team areas for the new InfrCos at 30 TSC. The easiest would have been simply to accommodate the 12 people new to the building in 'spare' seats. However the option announced on 03/09/1999 was to create 3 areas in 'Quadrant C' of floors 2, 5 & 7 by 20/09/1999. This necessitated moving 80 staff from these areas to the spare accommodation scattered through TSC – including Keith Beattie and the JLE Commissioning Team!

On Saturday 18/09/1999 Andie Harper (who became Managing Director InfraCo JNP the following day) took over as Client Director for the Extended Jubilee Line. David Bailey had already joined the team, by 14/09/1999, on a part time basis for a few months to undertake the co-ordinating leadership role as regards delivery and contract claim settlements, on the JLE project which he had before he retired as project Client Director.

At 0300 on Sunday 19/09/1999 Shadow Running with 'New London Underground', the 3 InfraCos and Transitional London Transport was introduced.

3.01 Solicitor

Historical Notes

From 01/07/1933, the Solicitor's Department (consisting of 2 Solicitors - Claims) was part of Department A (which included the Secretary & Treasurer). The Parliamentary Officer was in Department N1.

By 01/01/1934, Assistant Solicitors had been appointed for Common Law, General, and Conveyancing, as well as the existing Tramways Claims Solicitors.

By 07/07/1937, the Solicitors (Conveyancing) & (General) remained in Department A (with the Parliamentary Officer (Formerly Department N, reporting to the Vice Chairman, from at least 08/04/1935) and reported, with the Assistant Secretary and the Treasurer, to the Secretary and Chief Legal Adviser, the 2 Assistant Solicitors (common Law) reported to the Solicitor (Common Law), which was also part of Department A. Tramway claims were amalgamated into the remainder of the office.

By 00/01/1939, the Solicitors had split into two separate departments:

- A. headed by the Secretary & Chief Legal Adviser, responsible for the Estate Agent, Assistant Secretary and the Solicitors (Conveyancing) & (General), including Parliamentary Work;
- B. headed by the Chief Solicitor, responsible for 2 Assistant Solicitors (Common Law) and the Claims Agent. The Treasurer had transferred to Department D (Chief Financial Officer).

By 03/05/1940, the Solicitor (Common Law) transferred from Department B to the Chief Commercial Manager. Estates, hitherto an extra-departmental office, became part of the Secretary & Chief Legal Adviser's Office. Also in 1940 the Assistant Solicitor's (Common Law) were part of the Chief Commercial Manager's Office.

By 10/06/1944, the Assistant Secretary, Solicitor (General) & (Conveyancing) and the Estate Agent reported to the Secretary & Chief Legal Adviser; the Assistant Solicitor (Common Law) and the Claims Superintendent reported to the Chief Solicitor.

By 08/03/1948, the post of the Solicitor, reporting to AH Grainger, was vacant but the department contained the following: Assistant Solicitors (General), (Common Law), (Conveyancing) and the Claims Superintendent.

Some sections within the office were:

Date	Reporting to	Sections
1939	Solicitor (Conveyancing)	a. Commercial documents b. Purchases, sales, leases c. Special duties & general

Date	Reporting to	Sections
1939	Assistant Solicitor (Common Law)	a. Tram & Trolleybus claims (E Walker) b. Buses, Coaches, Railway claims & general (SP Jones) c. Prosecutions d. General
1940	Solicitor (General)	e. Legal & Parliamentary f. Licensing
1949	Solicitor (Conveyancing)	g. General h. Licensing i. Purchases, sales & leases j. Compulsory acquisitions & damage k. Commercial Advertising (BTC) l. Parliamentary
1949	Assistant Solicitor (Common Law)	m. Road Transport Claims n. Railway & general claims o. Prosecutions p. Personal claims

By 01/01/1949, the Solicitor had reporting to him only the Solicitor (Conveyancing), Assistant Solicitor (Common Law) and the Claims Superintendent.

Between 1950-1962 LT's legal work was undertaken by the BTC. The Legal Adviser reported (by at least 01/10/1951) to AH Grainger. On being re-established in 00/05/1962, the Solicitor's office reported again to AH Grainger. From at least 1972 to 1981 the Solicitor's office reported to the Chairman. From 1981 to 1983, it reported to JCF Cameron. From 1983-1987 it reported to the Director of Administration (Mrs Rosemary Day, who reported to the Chairman). In 1984, the Secretary's Office was amalgamated with the Solicitor's. From 1987, the joint Secretary's & Solicitors office reported to the Chairman. From about 1989 an LT Safety Audit Group was formed and was attached to the Solicitor's Office. John Egan, the LT Central Safety Adviser took early retirement on 31/03/1994.

In 00/03/1995 LT Safety Audit joined with the 'Safety' element of LUL's Safety & Quality Directorate to become 'LT Safety Development'.

It was approved in 1992 that a Records management Unit should be established combining the existing Muniments & Archives sections. The first full operational year of ARMS - the Archives and Records Management Service - was 1994/5. LT Archives had been split into:

- LT Historic Archive (with special responsibility for the intellectual control of Group records)
- Project Records Management (est. 1994/5 as an advisory service to departments on records systems design and operation including an audit function to check compliance with LT Standing Orders on records retention).

- Records Storage and Retrieval Service (est. 00/07/1994) responsible for physical control and (from 00/08/1994) management of vault storage and for running a future Records Centre.

Muniments had not become part of ARMS.

By at least 00/11/1996, the following were known collectively as LT Group Services (although the abbreviation 'LGS' was often used as the financial computer programme could only cope with three descriptive letters):

LT Board:

Safety
Human Resources
Marketing

Financial:

Special Projects & Investigations,
Pensions, Audit,
Group Financial Planning & Control,
Group Financial Accounting,
Secretary & Legal.

Some of the administrative work handled by the Assistant Secretary's office (1997) was:-

- Ensuring that any changes in legislation, consultative documents and Statutory Obligations affecting London Transport were registered and notified to appropriate senior staff.
- Checking PERs presented for authorisation, ensuring details shown complied with Board decisions, and filing of authorised documents.
- Sealing of Documents and keeping the Register of Sealings.
- Drafting the annual review of subscriptions and donations for central departments for approval by the Chairman's Committee.
- Processing invoices for goods and services involving Board Members and LT Secretary.
- Distribution of Annual Reports and Diaries.
- Issuing Travel Passes to senior staff (for Dutch and Irish transport systems) and Bearer passes (issued to European Rail Research Institute) and copies of LT Byelaws on request.

As a result of the retirement of Tony Sheppeck, Board Member for Finance, the Secretary and Legal Director reported to Denis Tunnicliffe from 01/09/1998.

On 19/09/1999 responsibility for Legal and Company Secretariat transferred to New LUL. Responsibility for some Legal Services and the Archives and Records Management Service remained with Transitional London Transport, to be transferred to Transport for London on 03/07/2000.

Summary and explanatory notes of surviving Archival Sources

@3,000 files Assistant Company Secretary files (from c1900-1995) have been catalogued
see Class Description (LT72.doc)

Key Personnel

Atkins, Ms Sarah

c1993 - 18/09/1999 Commercial Solicitor

Barker, S L

1963 - 1971 Assistant Solicitor (Conveyancing)

Birch, Guy S M

00/02/1964 - 30/09/1966 Deputy Solicitor
01/10/1966 - 1968 Solicitor
1968 - 1975 Chief Solicitor

Blake, C A Morgan

1933 - 1936 Assistant Solicitor (Common Law)

Blake, R J

1979 - 1986 Solicitor (Advocacy)

Burns, S R

22/11/1965 - 1971 Principal Executive Assistant, Assistant Solicitor
1971 - 1975 Assistant Solicitor (Conveyancing)
1975 - 1988 Solicitor (Conveyancing)

Chapman, Miss Valerie A

1989 - 18/09/1999 Solicitor (Commercial)

Clark, W A J

c1940 - 1947 Assistant Solicitor (General)

Connelly, D M

1980 - 1984 Solicitor (Commercial)
1984 - 1987 Solicitor (Common Law & Commercial)

Court, R W R

1971 - ? Assistant Solicitor (Conveyancing)

Dryden, Mrs Patricia

c1990 -18/09/1999 Head of Litigation

Durrant, J W

1964 - ? PEA (Office of Asst. Solicitor (Conveyancing))

Evans, Nicholas C

1998 - 18/09/1999 Employee Law Manager

Flint, G St V		
1964 -	1971	Principal Executive Assistant (Office of Asst. Solicitor (Common Law))
1971 -	c1975	Assistant Solicitor (Litigation)
c1975 -	1979	Solicitor (Litigation)
1979 -	1984	Solicitor (Common Law)
Grace, E N		
c1963 -	?	PEA Assistant Solicitor (General)
Grainger, A H		
1933 -	1937	Assistant Solicitor (General)
1937 -	1945	Solicitor (General)
1945 -	1948	Solicitor to the Board
Gregory, Mrs Jacqueline A		
02/03/1998 -	18/09/1999	Assistant Secretary, LT & LUL
Hatto, Thomas		
03/09/1934 -	1937	Assistant Solicitor (Conveyancing)
1937 -	1949	Solicitor (Conveyancing)
Holding, A L		
1962 -	?	Principal Executive Assistant (Head of Parliamentary Section of Asst. Solicitor (General's) Office)
Hubbard, R W J		
1972 -	?	Principal Litigation Assistant (Common Law office)
Hughes-Thomas, L G		
1962 -	c1978	Principal Executive Assistant
c1978 -	1979	Solicitor (Prosecutions)
Johnson, G G F		
1933 -	1934	Assistant Solicitor (Conveyancing)
Jones, Stephen G		
1938 -	1948	Assistant Solicitor (Common Law)
1948 -	1949	Assistant Solicitor (General) (01/01/1949 aka Solicitor)
1949 -	1950	Legal Adviser
1950 -	1960	Legal Adviser on behalf of British Transport Commission)
<u>00/05/1962 -</u>	<u>1966</u>	<u>Solicitor</u>
Jones, S P		
at least 1939 -	1949	Assistant Solicitor (Common Law)
Kelly, Miss Norah R		
1995-	13/03/1998	Assistant Secretary LT and LUL

Kemp, G A

1962 - 1968 Assistant Solicitor (Conveyancing)
1968 - 1975 Solicitor (Conveyancing)

King, Ian E

00/10/1974 - 1975 Assistant Solicitor (Litigation)
1975 - 1980 Solicitor (Commercial)
1980 - 1982 Solicitor (Property)
1982 - 1984 Solicitor to the Executive
1984 - 1987 Solicitor & Deputy Secretary
1987 - 1988 Solicitor & Secretary
1988 - 1993 Secretary & Solicitor
01/07/1993- 30/05/1997 Secretary & Legal Director

Kinnibrugh, Richard A

1984 - 12/05/1995 Assistant Secretary

Low, Miss Frances

1981 - 1987 Solicitor (Civil Litigation)
1987 - 1993 Head of Litigation Services
01/07/1993 - 30/05/1997 Solicitor to LT Group
31/05/1997 - 00/10/1997 Secretary to LT & LUL & Acting Legal Director
00/10/1997 - 18/09/1999 Secretary & Legal Director (also Solicitor to the LT Group)

MacDonald, R

1937 - 1940 Chief Solicitor (Common Law)
1940 - 1943 Solicitor & Chief Commercial Manager
1943 - 1944 Chief Solicitor (Common Law)
1944 - 1946 Chief Solicitor

McGrath, Patrick

1984 - 18/09/1999 Parliamentary Officer

Moorfoot, V J

1964 - 1968 Assistant Solicitor (Common Law)
1968 - 1973 Solicitor (Common Law)
1973 - 1975 Deputy Chief Solicitor
1975 - 1982 Chief Solicitor

Morgan, Mrs Betty C

c1993 - 18/09/1999 Commercial Solicitor

Morris, H A

1933 - 1933 Solicitor (Railway Claims)

Pownall, James

1989 - c1990 Solicitor (Conveyancing)
c1990 - 1993 Head of Conveyancing
1993- 1998 Solicitor (Conveyancing)
1998 - 18/09/1999 Solicitor (Property)

Sexton, R W			
1970 -	?		PEA (Office of Solicitor, Common Law)
Sonfield, S			
1971 -	1979		PEA, Assistant Solicitor (Conveyancing)
1979 -	1984		Solicitor (Parliamentary)
Stableford, F B			
1962 -	1964		Assistant Solicitor (Common Law)
Thomas, LGH			
1962 -	?		PEA (responsible for the Prosecutions Section of the Asst. Solicitor's (Common Law Office)
Totman, E B			
1962 -	1968		Assistant Solicitor (General)
1968 -	1976		Solicitor (General)
1976 -	c1978		Solicitor (Parliamentary & General)
1979 -	1979		Deputy Chief Solicitor
1979 -	1980		Deputy Chief Solicitor & Solicitor (Property)
Walker, E L H			
1933 -	1936		Assistant Solicitor (Tramway claims)
1936 -	1937		Assistant Solicitor (Trams & Trolleybuses)
1937 -	1943		Assistant Solicitor (Common Law)

Safety Audit

Burton, David W P			
1992 -	00/03/1995		LT Safety Audit Manager
Lashwood, Richard J			
1989 -	c1990		LRT Audit Manager (Safety)
c1990 -	00/03/1995		Head of Safety Audit
Wickham, Peter S			
c1990 -	1991		LT Safety Audit Manager

3.02 Secretary

Historical Notes

From 01/07/1933, the Assistant Secretary was in the Secretary & Treasurer's Department (Department A).

By 07/07/1937, and until at least 19/06/1944, the Assistant Secretary reported to the Secretary & Chief Legal Adviser.

By 00/01/1939, the Estate Department had become part of the Secretary & Chief Legal Adviser's department.

By 03/05/1940, Ivor Fraser was Principal Officer (Special Duties) reporting directly to the Chairman.

By 08/03/1948, the Assistant Secretary (and the Estate Agent & Rating Surveyor) reported to The Secretary and he reported to the Chairman.

In 1948, the Secretary's office reported to the Chairman. By 01/01/1949 Estates had become a separate department. Until 1962, the Estate & Rating Department had been part of the Secretary's office. In 1962, the Secretary's office reported to AH Grainger. Between at least 1972-1981 the Secretary's Office reported to the Chairman. In 1981-1982, the Secretary's office reported to Ian Phillips. From 1983, it reported to Rosemary Day (Director of Administration who reported to the Chairman) and in 1984, it amalgamated with the Solicitor's office (q.v.)

Key Personnel

Anderson, J S

1933 - 1937 Secretary, Treasurer & Solicitor

Chapman, Herbert Sidney

04/03/1935- 1948 Assistant Secretary

Churchill, J D C

1954 Planning Officer
1955 - 1960 Assistant Secretary

Ellen, Eric R

1978 - 1983 Chief Secretary

Garbutt, Paul E

1959 - 1962 Superintendent (New Works, Railways)
1962 - 1969 Assistant Secretary & Works Officer
1973 - 1976 Secretary
1976 - 1978 Chief Secretary

Hewings, W E G

1958 -	1959	Principal Executive Assistant Deputy Chairman's Office
1959 -	1960	Works Officer
1960 -	1962	Assistant Secretary & Works Officer
<u>1962 -</u>	<u>1973</u>	<u>Secretary</u>

Jones, S G

<u>1960 - 00/05/1962</u>	<u>Secretary</u>	(with special responsibility for property matters)
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Kinnibrugh, Richard

1975 -	1984	Assistant Secretary (Projects)
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Page, Cecil Grantham

1933 -	1937	Parliamentary Officer
1937 -	1947	Secretary & Chief Legal Adviser
<u>1947 -</u>	<u>1950</u>	<u>Secretary</u>

Rawdon-Smith, E

1933 -	1935	Assistant Secretary
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Robbins, R Michael

1949 -	1950	PA to Chairman
1950 -	1955	Secretary
<u>1955 -</u>	<u>1960</u>	<u>Secretary & Chief Public Relations Officer</u>

Shaw, Anthony G

1971 -	1984	Assistant Secretary (PEA)
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3.03 Staff/Welfare/Establishments

Historical Notes

On 01/07/1933, the Chief Staff Officer (Department K) was responsible for Establishments and Catering.

By 08/04/1935, the Department letter had changed to M.

By 07/07/1937, the Department split into Staff and Welfare with a separate Chief Officer for each.

By 00/01/1939, both Chief Officers, together with the Medical Department, formed Department N, reporting to John Cliff (Executive Officer for Staff & Welfare). An Education Officer post had been created under the Chief Staff Officer, but was vacant.

By 19/06/1944, the Superintendent of Recruitment reported to the General Manager but was the responsibility of the Chief Staff & Welfare Officer (who continued to report to John Cliff) to at least 08/03/1948. In 1944, the "Staff" and "Welfare" offices were combined. In 1945 a new post of Sports & Social Secretary was created (and was filled by Lt Col HJ Jones [Welfare Office]). In the 1947 reorganisation ER Drake (Staff Office) was responsible for Executive, Clerical, Technical & Control Grade Staff, Superannuation, Pensions & Grants Schemes, Sick Pay, Typing Staff and the Staff Office Drawing Office; RJ Hitchcock (Establishment Officer) was appointed to be responsible for Wages & Supervisory Staff, Head Office Buildings, Office Accommodation & Furniture, Telephone installations and the Suggestions Scheme.

On 01/01/1949, FH Spratling was appointed Staff Administration Officer and reported direct to John Cliff (with a dotted line to Chief Staff & Welfare Officer). He set up the Central Record Office to provide a ready source of statistics.

On appointment of Anthony Bull as Executive Member on 01/10/1955, the department split into "Establishment" and "Labour Relations" (qv), both reporting to A Bull. The Chief Establishment Officer was responsible for: control of establishments, organisation and methods, control of office common services, promotions and recruitment of staff, actuarial matters, pension schemes, friendly societies and central record of staff statistics. The Welfare Officer continued to be responsible for staff welfare and the canteen service.

After appointment as Chief Establishment Officer in 1955, FH Spratling began to develop arrangements for staff redeployment as a result of technological progress.

In 1958, the PEA in the Staff & Welfare Office was responsible for co-ordinating the work of the Staff & Welfare sections dealing with recruitment and promotion of administrative staff and with training and education.

The Electronic Data Processing Unit was responsible (1958-1963) for assessing the scope for applying electronic data processing techniques to LT's clerical work. This section grew into the Computer Manager's Office and, later, Data Processing.

On 03/02/1958, the Catering Department (qv) transferred from the CEO to the Chief Supplies & Services Officer. In 1962, the CEO reported to Anthony Bull. From 1972-1974, CEO reported to J Mortimer; in 1974 & 1975 to WW Maxwell and from 1975-1981 to John Cameron.

In 1963, the Principal Assistant, Staff Administration, was responsible to the CEO for actuarial work and those matters relating to pension schemes, sick pay, staff statistics and related subjects.

On appointment as Staff & Training Officer in 1965, JA Neale was responsible for the recruitment and promotion of administrative and technical staff, training and education schemes and staff welfare. CC Gomm, as Superintendent of Recruitment, was responsible for the recruitment of all wages grades staff and for the alternative employment scheme for wages & supervisory staff.

On appointment as PEA in the Staff Administration office in 1969, E Dempsey continued to be Secretary of the LT Pension Fund (appointed 1967), and assumed the Secretaryship of the LT(A&S)SSF later in 1969.

In 1970, the Establishment and Training Officer was responsible for manpower planning, management development, staff appraisal and advising on the shape of departmental organisation and establishments – for executive, technical, clerical and control grades; also for management education, centralised training and education matters. The Office Services Manager was responsible for common services including the internal mail system, head office accommodation and the provision of office furniture and machines. The Appointments & Welfare Officer was responsible to the CEO for recruitment and for the operation of promotion and appraisal and redeployment arrangements in relation to staff in the executive, technical, clerical and control grades; also for all grades of staff in relation to the Welfare Service, sports and other recreational activities.

In 1971, the Principal Assistant (Welfare) was responsible to the Appointments & Welfare Officer for the organisation of sport and other recreational facilities, the provision and maintenance of sports grounds, the provision of personal welfare services and he advised on staff amenities.

Also in 1971, the Principal Assistant (Appointments) was responsible to the Appointments and Welfare Officer for recruitment and the operation of the promotion, appraisal and redeployment arrangements relating to staff in the executive, technical, clerical and control grades, and for staff visits and business travel arrangements.

On appointment as Principal Assistant (Organisation & Establishments) in 1972, Brian Humphrey was responsible for assessing and advising on departmental organisations, staff requirements and gradings in executive, technical, clerical and control grades.

In 1972:

- responsibility for Organisation and Methods work transferred to the Establishment Department from the Data Processing Manager.
- The Actuary (JE Agar), was responsible through JE Mortimer for pension and sick pay matters, the Central Record of staff statistics and other related functions. Initially, he

was also responsible to KH Liddle for the work of the Office Services Manager and the Superintendent of Typing Services.

- Frank Bowell, as Principal Recruitment Assistant, was responsible on his appointment during the year for the day to day management of Wages grades staff recruitment, redeployment and medical alternative employment.
- On appointment as PEA late in the year, GC Broady was responsible for the work of the Central Training Unit which conducted central training courses for management and other staff from all departments and provided an advisory service to training units in other departments

In 00/09/1976, under the Chief Establishment Officer were:-

- Appointments & Welfare Officer
- Staff Administration Officer
- Staff Development & Training Officer
- Staff Establishments & Organisation Officer
 - Organisation & Methods Officer
- Recruitment Officer
- Office Services Manager.

On 01/01/1977, the Staff Administration Officer transferred to the Chief Industrial Relations Officer and from 1979, the Organisation & Methods section and responsibility for Establishments similarly transferred to the Chief Industrial Relations Officer. In 1977, the Catering Department became part of CEO, under Elwyn Jones (Personnel Services Officer) who was also responsible for HO premises maintenance and services, Sports, Recreation & Hostels. Also in 1977, E Dempsey was retitled Recruitment & Vocational Training Officer to co-ordinate bus and rail staff training: he also assumed responsibility for the work of the Central Training Unit. Most of the CEO office was transferred to the Group Personnel Directorate in 1979.

Key Personnel

Ager, John E

12/11/1962 -	1964	Principal Assistant, Staff Administration
	1964 - 31/08/1969	Staff Administration Officer
01/09/1969 -	1971	Assistant Chief Establishment Officer
	1971 - 1972	Actuary

Barnett, Gordon Perinet

1944 -	1948	Superintendent of Recruitment & Training
1948 -	1950	Recruitment Training & Education Officer

Bowell, Frank

1972 -	?	Principal Recruitment Assistant
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Bradley, George W

1947 -	1963	Principal Welfare Assistant
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Broady, G C

1972 -	?	PEA
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Brooks, G H

1940 -	1944	Chief Staff Officer
1944 -	1945	Chief Staff & Welfare Officer

Bull, Anthony

1944 -	1946	Officer (OHMS)
1946 -	30/09/1955	Chief Staff & Welfare Officer ('Acting', initially)

Coles, L C N

1975 -	1976	Staff Administration Officer
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Cornwell, C J

1956 -	1958	Principal Executive Assistant Staff Administration
1958 -	1962	Staff Administration Officer

Dempsy, E

30/03/1969 -	c1974	Principal Executive Assistant Staff Administration
1974 -	1976	Superintendent of Recruitment
1976 -	1977	Recruitment Officer
1977 -	1978	Recruitment & Vocational Training Officer

Drake, Edgar Robert

03/05/1940 -	1944	Assistant to Chief Staff Officer
1944 -	1946	Assistant Staff Officer
1946 -	1955	Staff Officer
1955 -	1956	Establishment Officer

Gallop, G O

00/05/1958 -	11/11/1962	Principal Executive Assistant Staff Administration (Electronic Data Processing Unit)
12/11/1962 -	17/02/1963	PEA Staff & Welfare

Gomm, Charles C

1954 -	1956	Principal Executive Assistant Recruitment Training & Education
1956 -	1958	Principal Executive Assistant Recruitment & Training
1958 -	1965	Principal Executive Assistant Staff & Welfare
1965 -	1974	Superintendent of Recruitment

Gordon, Huntley Strathearn

1937 -	c1940	Welfare Superintendent
c1940 -	1958	Welfare Officer

Greig, Angus M

1972 -	1979	Organisation & Methods Officer
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Harrison, Reginald E

01/03/1966 -	23/08/1970	Principal Assistant (Staff)
24/08/1970 -	c1978	Appointments & Welfare Officer

Hitchcock, Ralph James	1947 - 1955	Establishment Officer
Howard, Philip S	1971 - ?	Principal Assistant (Welfare)
Humphrey, Brian L	1972 - ?	Principal Assistant (Organisation & Establishments)
Ingleton, John E	1973 - 1979	Staff Establishments & Organisation Officer
Ingram, Albert C	1933 - 1944 1944 - 1947	Establishment Officer Staff Officer
Jones, Elwyn D E	1977 - 1979	Personnel Services Officer
Liddle, Kenneth H	<u>1971 - c1978</u>	<u>Chief Establishment Officer</u>
Lindsay, J L B	<u>1933 - 1940</u>	<u>Chief Staff Officer</u>
Lloyd, Frank J B	1949 - 1952 1952 - 1955	Principal Executive Assistant Staff Administration Assistant Staff Administration Officer
Mills, D H	1956 - 1957 1957 - 1970	Principal Establishment Assistant Establishment Officer
Murden, K G	1955 - 1956	Principal Executive Assistant, Staff Administration
Neale, John A	1958 - 1964 1964 - 1965 1965 - 1970 1970 - 1973 1973 - c1978 1978 - 1979	Principal Executive Assistant Staff & Welfare Staff & Welfare Officer Staff & Training Officer Establishment & Training Officer Staff Development & Training Officer Manpower Supply & Development Officer
Parfit, A S	1963 - ?	Principal Welfare Assistant
Raymond S E	1948	P E A

Richardson, Col A W C

1937 - 1944 Chief Welfare Officer

Scott, Gavin

1970 - 1978 Office Services Manager

Skegg, J E

1954 - 1956 Principal Executive Assistant Welfare Office

Spratling, Francis Herbert

01/01/1949 - 30/09/1955 Staff Administration Officer

01/10/1955 - 1971 Chief Establishment Officer

1972 - 00/06/1972 Chief Officer (Special Duties)

Thomas, K R

1949 - 1950 Principal Executive Assistant Recruitment Training & Education

1950 - 1955 Recruitment Training & Education Officer

1955 - 1958 Recruitment & Training Officer

03/02/1958 - 1965 Staff & Welfare Officer

Willsmore, R W

01/09/1969 - 1975 Staff Administration Officer

3.04 Labour/Industrial Relations

Historical Notes

On 01/10/1955, the Labour Relations Department was formed out of part of the former Staff & Welfare Office. The Labour Relations Officer reporting to Anthony Bull was responsible for the operation of the negotiating and consultative machinery with the Trades Unions. In 1969, the Department's name was changed to "Industrial" Relations: in this year the Department became responsible for co-ordination of Work Study and Productivity schemes and for reviewing the establishments of supervisory and wages grades staff.

In 1974, the Work Study Officer directed the work of the Control Work Study Unit.

In 00/09/1976, under the Chief Industrial Relations Officer, were:-

- Deputy Chief Industrial Relations Officer
 - Industrial Relations Officers (A), (B)
 - Work Study Officer.

On 01/01/1977, responsibility for the Staff Administration Office (including Pensions) transferred from the Chief Establishment Officer to CIRO. Also in 1977 a Central Safety Adviser was appointed. This responsibility for safety was transferred to the Group Personnel Directorate in 1980 (see Safety & Quality Directorate, LUL). In 1979 responsibility for Operational Research transferred to CIRO from the Chief Business & Planning Officer: responsibility for Organisation & Methods and for Establishments transferred to CIRO from the Chief Establishment Officer. From 1979, responsibility for Personnel work was devolved to the Personnel Directorates of the Road & Rail businesses and to the Group Personnel Directorate. In 1980, Staff Administration transferred to Group Personnel Directorate. In 1981 responsibility for the Organisation & Methods section transferred to the Group Management Services Director. Until 1971, CIRO reported to Anthony Bull. From 1971-1974, it reported to JE Mortimer; 1974-1975 to WW Maxwell and 1975-1981 to John Cameron.

Key Personnel

Adams, Ronald C

1973 -	1974	Industrial Relations Officer (Pay & Conditions)
1974 -	03/06/1979	Industrial Relations Officer "A"

Clarke, Wilfred

1971 -	?	Principal Industrial Relations Assistant
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Coles, L C N

1977 -	1980	Staff Administration Officer
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Cope, John Thomas

31/10/1966 -	1968	Labour Relations Officer
1969 -	00/11/1969	Industrial Relations Officer (from 01/09/1969, responsible for railway, workshop and bus garage engineering industrial relations matters)
1973 -	c1976	Deputy Chief Industrial Relations Officer
<u>c1976 -</u>	<u>1980</u>	<u>Chief Industrial Relations Officer</u>

Gardiner, Michael A

1979 -	1981	Establishments Officer
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Hitchcock, Ralph James

01/10/1955 -	00/01/1959	Labour Relations Officer
<u>00/01/1959 -</u>	<u>00/08/1966</u>	<u>Chief Labour Relations Officer</u>

Hornsell, Jack R

1979 -	1979	Assistant Organisation & Methods Officer
1979 -	1980	Organisation & Methods Officer

Johnson C A V

1972 -	?	Principal Industrial Relations Assistant
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Mallett, William H

01/10/1956 -	00/01/1959	Principal Executive Assistant Labour Relations
00/01/1959 -	31/08/1966	Labour Relations Officer
<u>01/09/1966 -</u>	<u>1968</u>	<u>Chief Labour Relations Officer</u>
<u>1969 -</u>	<u>1976</u>	<u>Chief Industrial Relations Officer</u>

Muir, John A

01/09/1969 -	1973	Industrial Relations Officer (Industrial Relations Officer "B" from 1970) (with responsibility for road services operating & supervisory, catering, office & technical grades industrial relations matters)
1973 -	1974	Industrial Relations Officer (Work Study)

Murrell, Peter D

1967 -	1970	Principal Assistant Labour/Industrial Relations (responsible for wages grades pay & conditions)
1970 -	1971	Principal Industrial Relations Assistant

Porter, Geoffrey J

1976 -	1981	Industrial Relations Officer "B" ("B" deleted from 1979)
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Ward, Robin W

01/10/1970 -	1973	Industrial Relations Officer "A"
1973 -	1974	Industrial Relations Officer (Research & Procedures)

Waterman, Alan W

1970 -	1973	Industrial Relations Officer (Work Study) (responsible for railway & workshop industrial relations matters)
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Webb, D E

1970 - 00/10/1974	Principal Work Study Assistant
00/10/1974 - 1977	Work Study Officer

West, E W

1974 - 1976	Industrial Relations Officer "B"
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3.05 Group Personnel/Human Resources

Historical Notes

From 1979 - 1983 Group Personnel reported to John Cameron. From 1979 - 1981, Catering (q.v.) was part of Group Personnel. In 1980, the Central Safety Adviser transferred from CIRO to Group Personnel. He was transferred to LUL Personnel Directorate in 1984 (see LUL Safety & Quality Directorate). From 1981-1988, Group Personnel was formally constituted as a Directorate. From 1983-1987, Group Personnel reported to the Director of Administration (Mrs Rosemary Day). In 1986, the Pension Office separated from Group Personnel to become a separate department. In 1988-1989, the following functions were transferred to LUL Personnel Directorate: LT Equal Opportunities Unit, LT Recreational Services: Welfare transferred similarly in 00/10/1989. Management of Flagstaff House, similarly transferred on 00/12/1988 and Welfare in 00/10/1989. From 1989 to 1992, Group (now "Central") Personnel reported to J Telford Beasley, and subsequently to DR Watkins (to 00/03/1994) on 01/04/1991, responsibility for management of LT Head Office premises was taken over by Central Personnel from LT Property.

In 1981 the Recruitment and Vocational Training Department was split up.

In 1984, the Special Value Holiday Scheme was handled by the Recreation Section of the Staff & Welfare Office at Sanctuary House.

In the early 1990's, this department was also responsible for Vandon Street Chauffeurs and Pool Cars; LT Telephone Service including switchboard operators; 55 Broadway Reprographics; Lost Property Office; LT Mail Service.

On 06/02/1995, LUL Human Resources Directorate merged with LT Central Personnel. In addition to Mike Swiggs' existing duties, he also took over responsibility for LUL Personnel Services, Training Services, Employee Relations and Facilities. Paul Manz was responsible for Strategy Functions, including Quality issues, Employee Development, Information Strategy and Employee Communications.

In Spring 1995, the Lost Property Office transferred to LT Marketing.

In 00/04/1995, the Learning Resource Centre ceased to be the responsibility of Management Training and came under the control of Employee Development.

In 00/05/1995, the Employee Assistance Section transferred to the new LT Occupational Health Department.

From about 00/05/1995, under Mike Swiggs, Ian O'Brien was responsible for Facilities; C Tully was responsible for Services (including Catering).

A notice dated 03/05/1995 defined the new organisation and roles:

Under **Mike Swiggs, General Manager (for Service Delivery)** were:

Ian O' Brien, Facilities Manager

Accommodation - Design & Planning; Maintenance Projects; Benchmarking; House Management; Cleaning; Security; Health & Safety; Building Fabric & Services Maintenance; Environmental

Chris Tully, Services Manager

Accommodation - Strategy & Charges; Finance & Accounting; Office Supplies - Procurement/Supplier Management; Support Services; Telephone Services; Catering; Reprographics; Mail Service

Graham Millerø, Employee Relations & Benefits Manager

Managing Negotiating Machinery & Procedures; Advice on Disciplinary Issues/Tribunals - Interpretation of Policy (e.g. absenteeism, alcohol); Pay Research & Policy, Non-cash benefits - Policy & Advice
(ø on secondment by 1996 - post covered by Gillian Alford & Astrid Perris)

Peter Bulman, Training Services Manager

Management/Supervisory Courses (Design & Procurement); Operational Training Services; Engineering Training Services

Carrie Fisher, Resourcing Training Manager

Provide Facility for Bulk Recruitment Programmes; Co-ordinated Management of Redeployment Programmes; Graduate Recruitment; Integrated Support on Job Evaluation - Remuneration for PSD & Engineering.

Janice Wyatt, Central Human Resources Manager

Support & Advice to Managers in Central Departments‡; Organisation Issues; Job Evaluation; Remuneration Management; Organisation Development; Appointments; Local Consultative Issues; Co-ordinated Personnel Administration.

‡ By Jan 1996, had split into 4 teams each with its own sphere of responsibility:

Team 1 - Finance, Pensions, Audit, Marketing

Team 2 - LT Buses, VCS, Safety, Tramlink, DPU

Team 3 - HR, Property, Development, Legal

Team 4 - Services: General Administration, Secretarial, Training Administration, Clerical.

Also reporting to Mike Swiggs was the new Occupational Health Department (q.v Medical 3.13).

Under **Paul Manz, General Manager (for “strategic elements of people management”)**, were:

Allan Fielder, Strategy Development/Deployment Planning

People Policies, Strategies & Processes; Communication Strategies; Make or Buy Policies; Culture Change (Loose - Tight) Leadership; Senior Management Development.

David Nicol, Programme Management

Programme Co-ordination; Finance; Safety; Project Management System; Performance; EFQM Assessment; Business Planning

Mike Hutchins, Information Systems

SUTOR; TAS; TAR; RPIS and System Development

(Vacant), Implementation Support/Tactical Delivery

Self Development Workshops; Trainee Schemes; Development Programmes; Communication Delivery; Process Mapping; IIP; Secondment Bureau; Reward Issues.

In 00/05/1995 LT Facilities was responsible for a portfolio of (mainly) office accommodation of 0.5 million square feet, with a revenue expenditure budget of £10M per annum.

Philip Howard (des 1951), who retired in 1986 as Principal Recreation Assistant, was awarded the MBE in the Queen’s Birthday Honours list, Summer 1995, for his services to the HSA and the people of Hampshire.

From 00/08/1995, the Learning Resource Centre joined with LT Information Services (formerly the Safety & Quality Library) as LT Information Services and was based at Ground Floor, Broadway Buildings. The Manager was Susan Hobart (formerly the S&Q Library Manager).

From 01/12/1995 the Pensioner Liaison Manager (Gordon Marsh) and the Passes & Permits team lead by Judith Smith transferred to this Directorate from the Pensions Directorate, reporting as follows:

Pensioner Liaisons to Paul Manz

Passes & Permits to Mike Swiggs

The reason for these changes was to bring together the communication roles for employees and former employees and to bring responsibility for passes and permits into the area which managed other employee conditions and benefits.

In 00/01/1996 a coloured folder ‘LT HR Team’ was issued with an insert portfolio giving details of the team. The HR logo, displayed in 3 interlocking circles was ‘Our Customers’, ‘Our People’, ‘Our Business’, with the slogan ‘Developing exceptional people to deliver the best possible service to all our customers’.

Early in 1996 responsibility for overseeing Privilege Tickets and issuing BR Travel Warrants was transferred from LT Marketing Commercial Office to HR Passes & Permits Office.

Training services moved to Ashfield House as follows:-

Client Account Management & Administration (Broadway Buildings) 13/03/1996
White City RTC 02/04/1996
(Safety & Engineering Training remained at Acton).

From 12/02/1996 responsibility for the non-printing element of the WH Smith Stationery contract was passed from LT Marketing Procurement to LT HR (Office Services).

From 29/04/1996 LT Office Services Procurement moved from 30 The South Colonnade to 55 Broadway where it was integrated with LT Facilities to form Office Services, responsible for Premises Management (for 50 office buildings), Catering, Conferencing, Telephones, Move Management, Mail & Reprographics, Procurement (photocopiers, faxes, PCs & Local Area Network Installations [IT Handbook], computer consumables [Little Red Book contract], Stationery [Chapmans contract], office furniture, miscellaneous office goods & services [including Rapid Response Unit]).

In Mid 1996, the Skills Resource Centre (commonly known as part of 'The Pool' which also included the Placement Resource Centre), established to support displaced LUL/LT staff, had 89 staff on its books. It was directed by an R15.

By at least 00/11/1996, the following were known collectively as LT Group Services (although the abbreviation 'LGS' was often used as the financial computer programme could only cope with three descriptive letters):

LT Board:

Safety

Human Resources

Marketing

Financial: Special Projects & Investigations, Pensions, Audit, Group Financial Planning & Control, Group Financial Accounting, Secretary & Legal.

In 00/11/1996 it was announced that in view of developments in the EVEREST Programme for proposed business improvements and, given the number of staff movements in the HR Programme Manager area, the Programme Management Team would be disbanding with staff transferring to HR Strategy. A review was scheduled in 1997 of the future role for quality processes and for a business excellence framework.

In 00/02/1997 some retitling and reallocation of responsibilities occurred. Significantly, Mike Swiggs focused on Employee Relations work in the Directorate and was responsible for the Employee Relations Manager, Central HR Resources ManagerØ and HR Manager PFIØ; Linda Castle, now Acting General Manager, was responsible for Resourcing Services, Training*, Facilities*. Dr Carlton now reported directly to Ann Burfutt and not to Mike Swiggs. Beverley Mitchell had been on sick leave for some while by this time.

In 00/04/1997, LT Facilities had 84 staff of whom 13 were mail, 4 were reprographic and 15 telephone section staff. In addition to the facilities contracts managed by HR PSD had 62 facilities contracts valued at £2.6m per annum and Engineering had 35, valued at £859,000 per annum. Facilities Services were:-

- Premises Management
- Cleaning
- Security/Reception
- Health & Safety

- Building Fabric and Services Maintenance
- Environmental Management
- Accommodation Planning
- Maintenance Projects
- Telephone Services
- Catering
- Reprographics
- Mail Services
- Procurement
- Conference/Meeting Room Booking
- General office services including portorage

and to manage these functions the office was arranged into:-

- Business Support
- Finance
- Procurement
- Accommodation
- Premises/Strategy
- Services

From 23/02/1998 the Human Resources lead team General Manager's accountabilities were as follows:-

Michael Swiggs, General Manager

- Employee Relations
- Employee Communications
- Facilities
- HRD Finance/Business Management/Safety
- Central HR
- Deputising for Director

Project Responsibilities

- Directors' Pay
- Special ER senior hearings
- Directors' interview processes
- Pensions issues.

Charles Horton, General Manager

- Employee Development (including Succession Planning/Organisation Development/Management Development)
- HR Planning and Policy (including Organisation design policy papers)
- Management Information Systems

Project Responsibilities

- Business Admin Review
- Co-ordination of People Plan parts 1 & 2
- PST
- Transition Management

- Co-ordination of Directors' Development

Beverley Mitchell, General Manager

- Resourcing (including supply of Job Evaluation)
- Training
- Clienting Role (including Safety Training Standards)

Project Responsibilities

- HR Make or Buy Co-ordination
- PFI advice
- Organisation Make or Buy

Dr. Olivia Carlton, Head of Occupational Health - role unchanged.

The HR Planning and Policy Manager appointed 00/05/1997 was responsible for all aspects of HR Planning and leading:-

- the necessary HR Planning activities, focusing on volumes of people and their skills, to enable the organisation to plan its HR activities for the future;
- HR policy making activities, to ensure that LT's HR policies supported the recruitment, motivation, development and retention of the right individuals to achieve the organisation's business objectives;
- reward strategy activities to ensure that LT's ways of rewarding its employees supported the organisation's values and were in line with business objectives.

Three Manager grade posts to support the above were advertised 02/06/1997, the Reward Manager's post also being advertised externally.

In 00/07/1997 there were 136 staff attached to the Skills Development Centre.

In March 1998 the following changes were made:

Beverley Mitchell became GM HR Services, responsible for

- John Filby, Training Services Manager
- Linda Castle, Resourcing Services Manager (formerly Acting GM, HR Services & Resourcing Services Manager)

Katherine Dutton, Acting Facilities Manager ceased to report to Linda Castle and was transferred to Mike Swiggs, General Manager HR.

On 1 April 1998 responsibility for Apprentice Training passed to Engineering HR.

LT Information Services, part of Employee Development, moved on 06/07/1998 from the Ground Floor Broadway Buildings to 3rd Floor, 100 Petty France. Also on that date HR Management Information Systems moved to Room 392, 100 Petty France and the IT Training Studio relocated to Room 391, 100 Petty France.

By early 1999 Beverley Shears and LT Occupational Health were reporting through Mike Swiggs and the Skills Development Centre had become the Staff Deployment Centre.

From 04/01/1999 Passes and Permits handled PSD staff requests for ATOC free tickets, formerly handled by the PSD ticket admin office.

With the impending retirement of David Bailey, Commercial Director, the following areas of the Marketing Department became the responsibility of Mike Swiggs, with effect from 25/07/1999, in his designate role of Director of Administrative Services:-

Customer Services	Barry Le Jeune
Advertising and Publicity	Charlie Edelman
Customer Information	Mike King
LT Museum	Sam Mullins
Public Affairs	Claire Filby
Media Relations	Philip Carter
Fares Office	Peter Legg.

Telephonists experienced difficulty in knowing to which department to route calls by customers with queries about 'passes' – many of these calls ended up in the Passes & Permits Office. The problem was overcome by renaming the Office 'LT Staff Travel'.

On 19/09/1999 LT Staff Travel Information transferred to TLT Administrative Services; Occupational Health transferred to New LUL (HR).

Ø - no change

* - formerly reporting to Mike Swiggs

Key Personnel

Bulman, Peter E

1995 - 1997 Training Services Manager (1997 seconded to PSD)

Burfutt, Ann C

06/02/1995 -18/09/1999 LT Director of Human Resources

Castle, Mrs Linda

c1995 - 1998 Acting Resourcing Services Manager (covering maternity leave) (Resourcing Services Manager by 00/11/1996; Acting General Manager from 00/02/1997; Resourcing Services Manager shortly afterwards)

1998 - 18/09/1999 HR Services & Resourcing Services Manager (initially 'Acting')

Coles, C N		
1980 -	1981	Staff Administration Officer
1981 -	1984	Staff Administration & Welfare Officer
Croissant, Janet		
1998 -	18/09/1999	Employee Communications Manager
Dempsey, E		
1979 -	1981	Recruitment & Vocational Training Officer
Dutton, Ms Katherine A		
01/09/1997 -	18/09/1999	Facilities Manager ('Acting' from 01/09/1997 - 00/08/1998)
Edmiston, Hugh		
c00/08/1995 -	c1998	LT Premises & Maintenance Manager (Facilities Operations Manager by early 1996; Operations Manager Strategy by 1997) (on secondment to CEG, LUL Engineering 00/06/1997)
Fielder, Allan D		
1994 -	1996	HR Strategy Development/Deployment Planning Manager
00/12/1996 -	1997	General Manager HR Strategy (Acting for a few months prior to 00/12/1996) (renamed GM HR Development 00/02/1997)
Filby, Jon		
c1996 -	00/05/1997	HR Planning & Policy Manager (acting)
00/06/1997 -	1998	Training Services Manager (acting, initially)
1998 -	18/09/1999	Employee Development Manager
Fisher, Ms Carrie A		
1995 -	1996	Resourcing Services Manager
1996 -	00/03/1997	HR Manager, PFI
Greves Andrew, E		
1984 -	1986	Group Personnel Officer
Harris, Clive W		
00/02/1997 -	18/09/1999	Employee Relations Manager (on secondment)
Harrison, Reginald E		
1979 -	1980	Staff Appointments & Development Officer
1980 -	1981	Personnel Organisation & Development Officer
1981 -	1983	Manpower Policies Officer
Horton, Charles		
16/02/1998 -	18/09/1999	General Manager, HR Development
Hutchins, Mike D		

1995 - 18/09/1999		Information Systems Manager (by 01/1996, Management Information Manager)
Hutchinson, J S		
<u>1983 -</u>	<u>1988</u>	<u>Group Personnel Director</u>
Jones, Elwyn D E		
1979 -	1981	Personnel Services Officer
Keasley, Tracey		
1998 -	?	Acting Training Delivery Manager, Safety & Engineering (aka Acting Training Services Manager)
Kelly, Mrs Deborah M		
00/05/1997 - 00/08/1999		HR Planning & Policy Business Manager
00/08/1999 - 18/09/1999		Head of HR Development
Lane, J T		
1979 -	1981	Assistant Personnel Service Officer (Premises)
1981 -	1984	Office Services Manager \$
Lees (nee McNamara), Cathy		
00/12/1997 -	1998	Engineering & Safety Training Manager
1998		Training Delivery Manager, Safety & Engineering
Maher, Alison		
00/12/1997 -	1998	Training Services Development Manager; Training Manager from at least 00/02/1998
Manz, Paul C		
06/02/1995 - 16/04/1996		General Manager, (HR Strategy ‡)
McIntosh, Alistair		
1995 -	1998	Implementation Support/Tactical Delivery Manager (renamed Employee Development Manager 00/02/1997)
Miller, Graham		
1995		Employment Relations Manager (Employee Relations & Benefits Manager by 00/05/1996)
Neale, John A		
1979 -	1981	Manpower Supply & Development Officer
<u>1981 -</u>	<u>1983</u>	<u>Group Personnel Director</u>
Nicol, David		
1995 - 13/12/1996		HR Programme Manager (Business & Quality Manager by 00/11/1996)

O'Brien, Ian M	c1992 - c00/08/1995	LT Facilities Manager
O'Grady, Pat	00/12/1997 - 18/09/1999	Operational Training Manager; Training Delivery Manager, 'Operational' from at least 00/02/1998
Rayner, Terry A	1980 - 1981 1981 - 1988	Staff Appointments & Development Officer Management Development & Training Officer
Russell, Andy J	1998 - 18/09/1999	Acting Training Services Manager
Scott, Gavin	1979 - 1981 1981 - 1984 1984 - 1986	Assistant Personnel Services Officer (General) Personnel Officer (Central Departments) Personnel Services Manager
Shears (nee Mitchell), Ms Beverley	00/11/1995 - 10/03/1997 11/03/1997 - 1998 1998 - 28/05/1999	General Manager (‡ Employee Relations Strategy) General Manager, PFI ‡ General Manager, HR Services
Swiggs, Michael L	1984 - 1988 <u>1989 - 05/02/1995</u>	Personnel Manager (Central Business & Services) <u>Central Personnel Manager</u>
	06/02/1995 - 00/02/1997 00/02/1997 - 18/09/1999	General Manager (Human Resources Delivery ‡) General Manager (Employee Relations ‡)
Tully, Mrs Christine P	06/02/1995 - 00/08/1998	LT Services Manager (LT Facilities Services Manager by 00/08/1995; Facilities Manager early 1996; aka Services Manager) (Maternity leave 01/09/1997- until resignation)
Whelan, Diane	00/12/1997 - 1998	Management Training Manager; Training Delivery Manager (Management) from at least 00/02/1998
Wilson, Colin	00/12/1997 - 18/09/1999	Business Support Manager
Wyatt, Ms Janice	1995 - 18/09/1999	Central HR Manager

Notes:

‡ description of duties, not part of actual job title.

(§) Office Services, although shown here for convenience, was part of the Supplies organisation from 1981-1982 and part of Technology & Telecommunications (Part of Director of Administration) in 1983-1984.

3.06 Pensions & Employee Services

Historical Notes

See also Part Three, Section 6.00, Staff Societies for the section on Pension funds related to LT and predecessor companies.

This department was established from part of Group Personnel. In 1986, the Personnel Services Manager was transferred to Pensions & Employee Services from Group Personnel.

On 01/04/1988 it was announced that the LRT Special Value Holiday Section would close late that year. LRT Recreation Office transferred to LUL in 1988. By 00/12/1988 the following relocations had taken place: Welfare/Alcohol Unit/Recreation Unit to Petty France; Passes & Permits to 55 Broadway; Retirement Services (VS benefits, LSA/Certificates) & Pension Funds to Wing Over Station. In 00/10/1989 LT Welfare Department (Personnel Welfare Advisory Service) transferred to LUL Personnel.

By 1990, the department was also responsible for Passes & Permits, all retired staff travel facilities, Griffin Housing Association, Transport Benevolent Fund, LT (Retired Employees) Housing Association, LRT CRS Employees' Friendly Society, LT Railways Friendly Society, and the LRT Pensions Trustee Company.

The department reported to Barry Dale 1985-1988, Michael Marsh 16/11/1988-00/11/1990 and AJ Sheppeck from 00/11/1990.

From 01/12/1995 the Pensioner Liaison Manager (Gordon Marsh) & the Passes & Permits Team transferred to the HR Directorate.

By at least 00/11/1996, the following were known collectively as LT Group Services (although the abbreviation 'LGS' was often used as the financial computer programme could only cope with three descriptive letters):

LT Board:

Safety

Human Resources

Marketing

Financial:

Special Projects & Investigations,

Pensions, Audit,

Group Financial Planning & Control,

Group Financial Accounting,

Secretary & Legal.

From 01/09/1998, with the retirement of John Sheppeck, Board Member for Finance, Pensions reported to John Hughes, LT Director for Finance.

On 19/09/1999 Pensions transferred to Finance & Business Planning TLT.

Key Personnel

Angell, Chris L

16/03/1998 - 18/09/1999 Secretary and Financial Controller

Bedford, Christopher J R

09/09/1996 - 18/09/1999 Director of Pensions

Bennett-Rees, D E

10/05/1993 - 31/01/1996 Head of Pension Services

01/02/1996 - 08/09/1996 Acting Director of Pensions

09/09/1996 - 1999 Head of Pension Services

1999 - 18/09/1999 Deputy Director of Pensions

Butler, Jeffrey B

06/06/1994 - 1997 Financial Controller & Deputy to Pension Fund Secretary
(By 1995 was Finance & Trustee Company Pensions
Financial Controller and, later that year, Financial
Controller, LT Pensions aka Pensions Financial Controller)

Coles, C N

1984 - 1985 Group Pension Controller

1985 - 1986 Director of Pensions

1986 - 1990 Director of Pensions & Employee Services

18/01/1990 - 31/01/1996 Director of Pensions

Evans, Gerald G

(at least)1990 - 00/05/1994 Business Manager

Glover, Richard J H

1989 - 1997 LRT Pension Fund Secretary

Scott, Gavin

1986 - 18/01/1990 Personnel Services Manager

3.07 Finance/Group Finance

Historical Notes

On 01/07/1933, the Comptroller & Accountant (Department B) was responsible for Accounts, Audit, Traffic Audit and the Actuary. The Treasurer was part of Department A (Secretary & Treasurer's, later Secretary & Chief Legal Adviser's office).

On 10/06/1934 a draft organisation chart for the Audit Officer's department showed the office divided into the following 4 sections:

- Special investigations & check on Special Requisitions
- Check on current Revenue Expenditure
- Check on Auxiliary Revenue, Staff Organisations, Petty Cash Floats, Joint Workings
- Verification of Assets, Survey of idle & redundant Assets

By 23/02/1936, the Costs Officer had transferred from the General Superintendent (Tramways) to the Comptroller & Accountant.

By 00/01/1939, finance work had been redistributed into two departments:
Department C (Chief Accountant): Accounts, Traffic Audit, Payrolls & Costs.
Department D (Chief Financial Officer): Treasurer (from Department A), Audit, Statistical Officer (vacant).

By 03/05/1940, Departments C & D had combined under the Comptroller. The Treasurer's Office transferred from the Secretary & Treasurer's Office to the Comptroller's Office.

By 08/03/1948, all Finance operations reported via the Chief Accountant to LC Hawkins with the exception of the Economic Efficiency Auditor (vacant) and the Treasurer who both reported to LC Hawkins direct.

By 01/12/1950, the Chief Accountant had been retitled the Chief Financial Officer. When E S H Eales was appointed Accounts Officer his responsibilities included Accounts, Costs and Payrolls, reporting to the Chief Financial Officer.

The Treasurer was responsible (in 1954) for the banking of money received by LT and supervising the security arrangements for cash handling.

In 1962, the Principal Executive Assistant (Traffic Audit), KH Liddle, was responsible for the road services sections of the office and for analysing, collating and reporting on traffic statistics for all services.

LC Hawkins was responsible for the department in 1962. From at least 1972-1979, the department reported to JG Glendinning. Between 1973-1975, Finance Planning was part of the Financial Appraisal department. In 1976, the Audit function became a department in its own right.

In 1963, the Principal Budgets Assistant was responsible for revenue budgets and estimated financial results.

In 1967, the Principal Assistant (General) was responsible to the Treasurer for control of LT's banking and borrowing requirements, cheque payments, account collection, the Metropolitan Railway Provident Savings Bank and investments. WS High, Chief Cashier, was responsible to the Treasurer for the work of the paying cashier's and Central Bus receipts sections and other related matters. E Hawkins, PEA, was responsible for the Road Services sections of the Traffic Audit Office and for the analysis and collation of traffic statistics for all services.

In 1967, the Accountant was responsible for the Accounts and Costs Offices. The Budgets and Finance Officer was responsible for LT's revenue budget and budgetary control procedures and for liaison with the Ministry of Transport in matters involving the provision of finance for capital or revenue purposes.

On appointment as Principal Costs Assistant (General) in 1968, JE Allen was responsible for the development of the costing service and for the implementation of the new computer-based systems under consideration.

On appointment as Chief Cashier in 1969, ML Court was responsible to the Treasurer for the work of the paying cashier's office and for the Central Bus receipts cashiers' section.

In 1969, the Financial Planning and Performance Officer's responsibility was to head a small team to advise the Board on the allocation of its resources, the performance of the undertaking's separate parts and activities and on performance control. He reported directly to the Board Member for Finance, Jan Hildreth. The Principal Accounts Assistant was responsible for all central accounting work, for the preparation of LT's annual accounts and for the certification and payment of invoices.

On his appointment as Principal Assistant (Management Information Development) in 1969, JE Vaughan was responsible to the Budgets & Finance Officer for reviewing management accounting needs in LT and for designing the user specification for a computer based system to meet them.

On appointment as Principal Audit Assistant (Contracts) in 1969, NE Clifton was responsible for the examination of contractors' costs and investigation of contract price variation claims.

In 1970, changes were made to the department to take advantage of the improved systems made possible by the new LT computer and was associated with the concentration of costs office work at Chiswick. The department was grouped into 4 sections:

- Financial Accounting JW Denford, Financial Accountant
GJ Myatt, Accountant (Costs)
- Management Accounting KH Liddle, Management Accountant
NL Smith, Assistant Management Accountant
JE Vaughan, Budgets Officer
PW Eberall, Financial Research Officer
- Treasury N Robins, Treasurer
RJ Lawrenson, Payrolls Officer
(vacancy), Treasury Officer
- Revenue Control R Postgate, Revenue Controller (inc. existing traffic audit office and extended early in 1971 to embrace the existing audit office)

RM Senior, Revenue Officer
WP Lavender, Audit Officer.

In 1970:

- the Financial Accountant (JW Denford) continued to be responsible for the Accounts and Costs Offices
- the Management Accountant (KH Liddle) was responsible for the budgets and finance office and the financial investigations office (which was renamed the Financial Research Office)
- the Financial Research Officer (PW Eberall) additionally assumed responsibility for collating special expenditure budgets and reporting on them
- the Principal Budgets Assistant was responsible for all aspects of the work of the Budgets office and acted as deputy to the Budgets Officer
- the Assistant Management Accountant was responsible for the design of new management accounting and budgetary control procedures
- Gordon MacFarlane, PEA, was attached to the Traffic Audit Office where he was responsible to the Traffic Auditor for the development of data processing and computer transfer activities affecting that office.

In 1971, the Principal Treasury Assistant was responsible for arranging LT's long and short term lendings and control of funds generally.

In 1972, Roy Senior was appointed Revenue Controller and was responsible for the Revenue and Audit Offices.

On appointment as Principal Internal Audit Assistant in 1972, RA Smith was responsible to the Audit Officer for audit work concerning assets, expenditure, accounting system development projects, stores and staff remuneration.

Also in 1972, the Principal Development Assistant (Accounting) was responsible for leading a small team in the development and implementation of revised computer-based costing and accounting systems.

Some responsibilities in 1973 were:

- Principal Financial Research Assistant (Rail) – investigations, appraisal and research covering a wide range of LT activities
- Principal Budgets Assistant (Capital) – matters concerning capital expenditure
- Principal Costs Assistant (General), provision of the costing and management information service to the Civil, Signal & Electrical Engineering departments

In 1974, the Principal Assistant (External Audits) was responsible for auditing contracts placed with LT's suppliers, of rental agreements and LT loan clubs.

On appointment in May 1974 as Accountant (Revenue Budgets), Clive Hudson was responsible for maintaining and operating the revenue budgetary control system and for the development of budgetary control procedures and forecasting systems and techniques. He had also been Assistant Secretary & Accountant of London Country Buses since 1969.

Also in 1974, CB Turnbull, Principal Assistant (Management Accountant) was responsible for the work of the Finance and Forecasting section of the Management Accounting office

and undertook work involving computer-based financial models and systems for other financial offices.

In 00/09/1976, reporting lines were as follows:-

- Chief Financial Officer
 - Financial Accountant
 - Accounts Officer
 - Management Accountant
 - Budgets Officer (although, de facto, reporting through the Financial Accountant)
 - Revenue Controller
 - Revenue Officer
 - Treasurer
 - Payrolls Officer
 - Controller, Payroll Planning
 - Treasury Officer
 - Costs Officer
 - Financial Appraisal Officer.

From 1979 the Bus & Rail businesses had their own Finance Organisations. From 1980-1985, Planning was part of the Finance Directorate. From 1980-1984 the department reported to Ian Phillips. In 1984 the Payrolls Office was transferred to the Director of Administration (Rosemary Day) and from 1988, it was to become part of LUL. From 1984-1988 the department reported to Barry Dale. In 1987, wage packeting & processing of LBL traffic receipts was contracted out. On 01/04/1988, Cash Services was transferred to LUL. From 16/11/1988 to 00/11/1990 the department reported to Michael Marsh and thence to AJ Sheppeck.

On 13/12/1990, the organisation of the Chief Accountant's Department was as follows:

- Chief Accountant (CSF Hooker)
 - Cash Manager (N Tate)
 - Assistant Systems Manager (T Baker)
 - Accounts Payable/Accounts Receivable Supervisor (D Miller)
 - Financial Accountant (A Rose)
 - Capital Accountant (P Philipose)
 - Assistant Accountant (P Mullins)
 - Project Assistant (S Rogers)
 - General Accountant (P Addai-Boateng)
 - Department Accountant (S Chhuom-Chhiet)
 - Intercompany Accountant (M Okadiegbo)
 - Cashier
 - Cash Allocation Clerk
 - Inter Company Clerk

Towards the end of 1990, the posts formerly occupied by Keith Potts, Group Budget & Investment Controller (sic) were combined into the post of LRT Controller to which Jeremy Howland was appointed on 15/10/1990. From 1991 "LT" was omitted from those titles which were so prefixed.

On 06/04/1995, LUL Finance and LT Financial Controls were combined with LT Finance. John Hughes was responsible for planning and control, and Ian Smith was responsible for accounting. AJ Sheppeck remained the LT Board Member for Finance. The Finance Managers in PSD, JLE and CrossRail, together with the General Manager Business Support Services (Engineering) had strong functional reporting lines to John Hughes and Ian Smith.

On the retirement of David Mortimer in 00/06/1995 his roles were passed to Colin Davey and A Rose.

During 1995 Corporate Planning transferred to Group Financial Planning & Control from LT Marketing.

On 03/10/1995 it was announced that the Risk Management function had been reorganised as a result of the integration of LT/LUL.

Under the Business Systems Manager (1995) was Simon Tompsett the Corporate Data Manager who operated under the slogan: "Data Management - Shaping Data for Business benefit".

In about 00/02/1996, responsibility for Revenue Apportionment was transferred from LT Marketing to Corporate Planning within Financial Planning & Controls directorate. The new Revenue Agreements Manager (R de Ste Croix) was responsible for ensuring LT received its correct share from joint ticketing arrangements within BR/Train Operating Companies, DLR, and for managing the concessionary fares agreements with the London Boroughs and data surveys to support the off-bus revenue agreement between LT and the London Bus Operators. Particular responsibilities were:-

Corporate Planning (P Dean):- LT Corporate Plan and funding negotiations; Annual Planning Process (LUL & LT); LT Annual Business Plan; Performance structure and target setting; Company Information Handbook.

Strategic Planning & Appraisal (H McCormick):- Business objective; appraisal methodology; Business Case Manuals; Project reviews & business commentaries; Capital Project Notification process; Strategic issues; 3 year Statement of Strategy.

Revenue Agreements (R de Ste Croix):- Joint Ticketing Agreements; Concessionary Fares Agreements; Revenue Surveys & data analysis; External Performance reports.

BR/LT Contracts Manager (M Grant):- Track Access Agreements, Station Agreements, Engineering Agreements, Finance Agreements.

The Financial Control & Information team was responsible (1996) for providing corporate financial & operational information to the Directors & senior managers of LT/LUL, playing a major role in planning, budgeting, monitoring, analysis & performance, reporting together with gross margin & cash flow management and project administration & control.

Reporting line changes were made on 12/08/1996 to allow John Hughes to devote more time to JLE project matters & their influence on the rest of the Group's business.

By at least 00/11/1996, the following were known collectively as LT Group Services (although the abbreviation 'LGS' was often used as the financial computer programme could only cope with three descriptive letters):

LT Board:

Safety

Human Resources

Marketing

Financial:

Special Projects & Investigations,

Pensions, Audit,

Group Financial Planning & Control,

Group Financial Accounting,

Secretary & Legal.

By 1997, under Business Systems, the IT Security Manager was using the 'tag line' "Data Management - Shaping Data for business benefit" on memoranda.

In 00/11/1997 the management, delivery and support of the finance systems used by LGS and LUL were consolidated within a new Systems Operations Unit. Paul Boulton was appointed to manage this unit and continued to be responsible, in his role of LT Finance Contract Manager, for the mainframe services provided by ICL/CFM.

An LT Finance Systems Development Team was also established at the same time to manage the integration of the corporate ledger systems to Year 2000 compliance. Both groups reported to Margaret Burrows, Payroll Services Manager, who assumed responsibility for Corporate Finance Systems.

On 16/03/1998, Payrolls moved from Broadway Buildings to Wing-Over-Station, 55 Broadway.

Tony Sheppeck, Board Member for Finance, retired on 31/08/1998.

From 01/09/1998, pending the appointment of a replacement by the Government, John Hughes became responsible for Finance as Chief Financial Adviser to the Board, together with responsibility for Audit and Pensions.

Key Personnel**Aldridge, H W**

1948 - 1955

1955 - 1963

Principal Executive Assistant Treasurer's Office

Treasurer

Allaway, Douglas W

1979 - 1981

Revenue Officer

Allen, Jeffery Ernest

15/01/1968 – 31/12/1970

01/01/1971 - 1973

1973 - 1976

1976 - c1978

Principal Costs Assistant (General)

Accountant Finance

Financial Accountant

Financial Controller

Anderson, J S

1933 - 1937

Treasurer (also Secretary & Solicitor)

<p>Anderson, Robert C B 06/04/1995 - 30/06/1995</p>	<p>Director (Special Projects - Finance) (reporting to John Sheppeck)</p>
<p>Angell, Chris L 06/04/1995 - 15/03/1998</p>	<p>General Manager, Finance Support (reporting to John Hughes and, from 12/08/1996, to Ian Smith)*</p>
<p>Anness, J D 12/02/1968 - 10/01/1971 11/01/1971 - 1976</p>	<p>Principal Assistant, Internal Audit Audit Officer</p>
<p>Baggaley, D A 1971 - 1972 1972 - 1975</p>	<p>Principal Executive Assistant Revenue Controller's Office Revenue Officer</p>
<p>Bantleman, Peter N 1973 - ?</p>	<p>Principal Financial Research Assistant (Rail)</p>
<p>Bennet, Norman 07/07/1997 - 18/09/1999</p>	<p>General Manager, Risk Management</p>
<p>Boorman, A E 1958 - 1963</p>	<p>Principal Budgets Assistant</p>
<p>Bosworth, Anthony 1973 - ?</p>	<p>Principal Budgets Assistant (Capital)</p>
<p>Boulton, Paul 00/11/1997 - 18/09/1999</p>	<p>LT Finance Systems & Contracts Manager</p>

Brook, D I		
1971 -	?	Principal Development Assistant (Accounting)
Browning, Richard C		
06/04/1995 -	18/09/1999	General Manager, Financial Control & Information (reporting to John Hughes and, from 12/08/1996, to AJ Sheppeck) *
Burrows, Margaret F		
06/04/1995 -	18/09/1999	Payroll Services Managerø (also Corporate Finance Systems Manager from c1999)
Chapman, Herbert Sidney		
1948 -	1954	Treasurer
Clifton, N E		
1969 -	?	Principal Audit Assistant (Contracts)
Collins, Peter H		
1980 -	1981	Planning Research Officer
1981 -	1984	Deputy Group Planning Manager
Coombs D H		
1970 -	?	Principal Budgets Assistant
Cornwell, J F B		
1961 -	1964	Principal Costs Assistant (General)
Court, Maurice L		
24/03/1969 -	1982	Principal Executive Assistant
1982 -	1983	Cash Projects Manager
Davey, Chris W		
19/04/1993 -	05/04/1995	Group Finance Manager
06/04/1995 -	18/09/1999	Group Chief Accountant (reporting to Ian Smith) ø
Davey, H C		
1933 -	1936	Assistant Treasurer
23/02/1936 -	1937	Chief Assistant Treasurer
1937 -	1945	Treasurer
Davies, Trevor L		
1933 -	1935	Accounts Officer (Reigate)
08/04/1935 -	1937	Assistant Audit Officer
1937 -	c1940	Assistant Treasurer (Payments)
c1940 -	1944	Assistant Treasurer
1944 -	1947	Costs Officer
1947 -	1948	Accounts Officer

Dean, Paul J

1995 -c00/02/1996 Business Investment Planning Manager *
c00/02/1996-18/09/1999 Corporate Planning Manager #

Denford, J W

1958 - 1960 Principal Accounts Assistant
1960 - 1967 Accounts Officer
1967 - 31/12/1969 Accountant
01/01/1970 - 1973 Financial Accountant

Dennett, G M

1979 - 1983 Group Management Accountant

Deochand, Terry H

06/04/1995 - 18/09/1999 Cash Control & Budgets Manager *

De Ste Croix, Richard

c00/02/1996-18/09/1999 Revenue Agreements Manager #

Eales, Earnest Spencer Harrison

00/04/1949 - 1950 Acting Audit Officer
1950 - 1952 Audit Officer
1952 - 29/01/1956 Costs Officer
30/01/1956 - 00/06/1960 Accounts Officer
00/06/1960 - 1964 Accountant & Deputy Chief Financial Officer

Eaton, J H

1950 - 1951 Acting Economic Efficiency Officer
1951 - 1954 Economic Efficiency Officer
1954 - 1964 Financial Investigation Officer
1964 - 1967 Accountant
1967 - ? Assistant Chief Financial Officer

Ebdell J H

1973 - ? Principal Costs Assistant (General)

Eberall, Peter W

1964 - 1967 Principal Executive Assistant Financial Investigation Officer
1967 - 31/12/1969 Financial Investigations Officer
01/01/1970 - 1973 Financial Research Officer
1975 - 1980 Financial Appraisal Officer

Eland, G

1933 - 1945 Audit Officer

Ellis, Simon H

06/04/1995 - 00/07/1997 Chief Financial Accountant (reporting to Ian Smith) ø
00/08/1997 - 18/09/1999 Acting LT Director, Group Financial Accounting

Erskine, William Mar		
1947 -	1951	Costs Officer
Evershed, Arnold Godfrey		
1948		P E A
1948 -	1949	Acting Audit Officer
1949 -	1949	Audit Officer
1949 -	1950	Economic Efficiency Officer
1950 -	30/10/1955	Accounts Officer
<u>00/06/1960 -</u>	<u>1969</u>	<u>Chief Financial Officer</u>
Fairbrother, Ken		
1997 -	18/09/1999	Funds Manager (reporting to J Howland)
Fairhall, William R		
<u>1980 -</u>	<u>1984</u>	<u>Director of Finance & Planning</u>
Finglass, Terry		
1997 -	18/09/1999	Cash Services Manager (reporting to J Howland)
Flanders, Richard		
c1997 -	18/09/1999	Manager of Group Management Accounts
Gadston Jim A		
1995-	18/09/1999	Business Analysis & Management Information Manager *
Geary, F J		
23/02/1936 -	1941	Costs Officer
Gent, John B		
1980 -	1983	Planning Liaison Officer
Gibbon, C E		
1967 -	1971	Principal Assistant (General) Treasurer's Office
1971 -	1981	Treasury Officer
Gilbert, Leslie		
1990 -	1991	LT Group Management Accountant
06/04/1995 -	18/09/1999	Group Management Accountant (reporting to John Hughes and, from 12/08/1996, to A J Sheppeck) *
Grant, Malcolm D		
1995-	31/03/1996	BR/LT Contracts Manager * (#from 00/02/1996)
Green, A W		
1933 -	02/05/1940	Accounts Officer
03/05/1940 -	1945	Accountant
Griffin, Anthony A		

1995- 30/08/1996	Risk Manager ø (Senior Risk Management Adviser by 00/04/1996)
Grisdale, Miss Vanessa G 06/04/1995 - 18/09/1999	Finance Manager (Standards & Development) (Development, only, by 00/10/1995) *
Hawkins, Edward 1967 - 1976 1976 - 1979	Principal Executive Assistant Revenue Officer
Hawkins, Leonard C 1933 - 31/12/1938 01/01/1939 - 1940 1940 - 1947	Assistant to the Controller & Accountant Chief Accountant Comptroller (plus, 1943-1944, Joint General Manager [Aircraft])
Heath, Cliff J 1941 - 1944	Costs Officer
High, W S 1962 - 1968	Chief Cashier (Treasury)
Hodson, Clive 00/05/1974 - 00/04/1975 00/04/1975 - 1976 1976 - c1978	Accountant (Revenue Budgets) Budgets Officer Management Accountant
Hooker, C S F 1986 - 1990	Group Treasurer
Hooker, Ken R 06/04/1995 - 18/09/1999	Finance Manager (Corporate & Support Services) (Corporate, only, by Oct 1995) ø (Financial Accounting Manager by early 1996)
Howland, Jeremy R 15/10/1990 - 21/04/1991 22/04/1991 - 18/09/1999	LRT Controller Group Treasurer (reporting to Ian Smith from 06/04/1995) ø
Hughes, John J 06/04/1995 - 31/08/1998	<u>LT Director - Group Financial Planning & Control (reporting to John Sheppeck) *</u>
<u>01/09/1998 -18/09/1999</u>	<u>LT Director of Finance</u>
James, Philip Gaved 00/01/1939 - 02/05/1940 03/05/1940 - 1945 1945 - 1947 1947 - 1950	Assistant to Chief Accountant Accounts Officer Accountant <u>Chief Accountant</u>

Jukes, Andrew J

1980 - 1981 Group Policy Officer
1981 - 1984 Group Planning Officer

Kennaird, A E G

1957 - 1968 Principal Costs Assistant (Mechanical Engineering)

Lambert, Malcolm J

31/08/1996 - 07/03/1997 Senior Risk Management Adviser
08/03/1997 - 06/07/1997 Acting General Manager, Risk Management
07/07/1997 - 18/09/1999 Senior Risk Management Adviser

Lansdowne, H J

1969 - 1974 Principal Accounts Assistant
1974 - 1976 Accountant Finance
1976 - 1983 Accounts Officer

Lavender, Walter Percival

1948 - 1952 Traffic Auditor
1952 - 1971 Audit Officer

Lawrenson, R J

1963 - 1967 Deputy to Payrolls Officer
1967 - 1976 Payrolls Officer

Liddle, Kenneth H

00/06/1962 - 14/04/1963 Principal Executive Assistant Traffic Audit Office
15/04/1963 - 1964 Budgets Officer, Principal Executive Assistant
1964 - 1967 Budgets & Financial Investigation Officer
1967 - 31/12/1969 Budgets & Finance Officer
01/01/1970 - 1971 Management Accountant

Louch, C S

1933 - 1939 Comptroller & Accountant

Mallery, A A

1981 - 1984 Treasury Officer
1984 - 1985 Central Services Accountant
1985 - 1986 Central Businesses Accountant

Mayes, C E

1958 - 17/03/1963 Deputy to Payrolls Officer
18/03/1963 - 1967 Payrolls Officer

McCormick, Miss Holly J

1995 - 18/09/1999 Strategic Planning & Appraisal Manager *
(# from 00/02/1996)

MacFarlane, Gordon

1970 - ? PEA

Meads, Richard H

1995 - 18/09/1999 General Manager, Corporate Planning (reporting to John Hughes)*

Menzler, Frederick August Andrew1933 - 1939 Actuary
00/01/1939 - 1945 Chief Financial Officer**Mortimer, David R**1989 - c1990 Group Financial Accountant
c1990 - 1991 LT Group Accountant & Tax Manager
1991 - 00/06/1995 Group Financial Accounting & Tax Manager**Myatt, G J**1957 - 1961 Principal Costs Assistant (General)
1961 - 1964 Principal Accounts Assistant
1964 - 1967 Costs Officer
1967 - 1970 Accounts Officer
1970 - 1976 Accountant (Costs)
1976 - 1979 Costs Officer**Needle, James A**00/06/1974 - ? Principal Assistant (External Audits)
01/09/1976 - 1983 Finance Officer (Contracts)**Osborn, H E**03/05/1940 - 1942 Assistant to Chief Financial Officer
1942 - 1944 Accounts Officer (Aircraft)
1944 - 1945 Statistical Officer & Accounts Officer (Aircraft), later
Statistical Officer
1945 - 1948 Audit Officer**Palmer, F W**

1949 - 1951 Principal Accounts Assistant

Pangbourne, Rodney B

1987 - 1988 Group Controller

Phillips, Ian01/06/1969 - 00/08/1970 Financial Planning & Performance Officer
00/08/1970 - 1971 Financial Planning Manager (name changed in the interests of brevity)**Phillips, P A**

03/05/1940 - 1947 Accounts Officer

Postgate, Robert		
1952 -	1970	Traffic Auditor
1970 -	1972	Revenue Controller
Potts, K V		
c1989 -	1990	Group Investments & Special Projects Manager
Pracy, Clive		
1992 -	1995	Head of Risk Management
06/04/1995 -	07/03/1997	General Manager, Risk Management (reporting to Ian Smith) ø
Proyer, John D		
06/04/1995 -	1996	Funds Manager
Rimer, Peter		
06/04/1995 -	18/09/1999	Special Projects & Investigations Accountant (reporting directly to John Sheppeck)
Roberts, H		
1933 -	1946	Payrolls Officer
Robins, N G		
00/09/1958 -	17/03/1963	Payrolls Officer
18/03/1963 -	1975	Treasurer (assumed responsibility for Treasurer's & Payrolls offices in 1967)
Saunders, C F W		
1951 -	1957	Principal Accounts Assistant
Schomberg, R		
1976 -	1984	Treasurer
Senior, Roy M		
29/07/1963 -	1967	Principal Executive Assistant Traffic Audit
1967 -	1970	Costs Officer
1970 -	1972	Revenue Officer
1972 -	1980	Revenue Controller
Sharman J		
1971 -	?	Principal Treasury Assistant
Smith, Ian S		
1986 -	1988	Corporate Finance Director
1989 -	1991	Director of Finance Investment & Administration
22/04/1991 -	00/05/1995	Director of Financial Accounting & Administration
06/04/1995 -	00/07/1997	LT Director - Group Financial Accounting (reporting to John Sheppeck) ø

Smith Norman L

05/02/1963 – 31/12/1969 Principal Budgets Assistant
01/01/1970 - 1970 Budgets Officer
1970 - 1971 Assistant Management Accountant

Smith, R A

1972 - ? Principal Internal Audit Assistant (Revenue Controller's Office)

Smith, William N

01/01/1969 - 1975 Principal Executive Assistant Payrolls Office
1975 - 1984 Payrolls Officer (designate in 1975-6)
1984 - 1988 Payrolls Services Manager

Spong, A J

1951 - 1958 Principal Accounts Assistant (General)
1958 - 1960 Principal Assistant (Financial Investigation)

Spratling, Francis Herbert

1942 - 1945 Acting Statistical Officer, later Acting Assistant to Chief
Financial Officer
1945 - 1949 Treasurer

Summers, R P

1936 - 1937 Deputy Assistant Treasurer
1937 - c1940 Assistant Treasurer

Taylor, Ernest Charles

1946 - 1948 Acting Payrolls Officer
1948 - 1958 Payrolls Officer

Thorp, E G

1949 - 1956 Principal Costs Assistant (Mechanical Engineering)
1956 - 1964 Costs Officer

Timms, Clive

1982 - 1983 Development Accountant
1983 - 1984 Group Accountant
1984 - 1985 Group Financial Controller
1985 - 1987 Group Chief Accountant

Trye, H N

1933 - 1948 Traffic Auditor

Turnbull, C B

00/05/1974 - ? Principal Assistant (Management Accounting)

Vaughan, John E

17/02/1969 -	1970	Principal Assistant (Management Information Development, Budgets & Finance)
	1970 - 08/03/1970	Budgets Officer
09/03/1970 -	1973	Assistant Management Accountant
	1973 - 1975	Management Accountant

Ward, Roger C

	1990 - 1995	LT Group Chief Accountant
06/04/1995 -	18/09/1999	Group Revenue Accountant (reporting to Ian Smith) ø

Whiddett S G

1964 -	?	Principal Costs Assistant (General)
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Whitaker, Harry

00/10/1967 -	31/12/1969	Deputy Chief Financial Officer
01/01/1970 -	1978	Chief Financial Officer
1979 -	1980	Group Finance Director

Wilton, Douglas D

06/04/1995 -	18/09/1999	Business Systems Manager (Corporate) (reporting to John Hughes and, from 12/08/1996, to IS Smith) * From 00/03/1996 to 1997 was also Acting Business Systems Manager (IT) in BSS (Engineering)
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Winchester, Wishart Ingram

1947 -	1950	Accounts Officer (General)
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Wood, E

1965 -	1967	Assistant Accountant (General)
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Notes:

* Part of Group Financial Planning & Control on appointment

ø Part of Group Financial Accounting on appointment

Part of Corporate Planning in Group Financial Planning & Control on appointment

3.08 Financial Controls

Historical Notes

A new department set up 22/02/1991 under AJ Sheppeck.

From 06/04/1995 this Department became part of LT Finance under the LT Board Member for Finance, John Sheppeck.

From 01/09/1998, with the retirement of John Sheppeck, Board Member for Finance, Financial Controls reported to John Hughes, LT Director of Finance.

Key Personnel

Anderson, Robert C B

22/04/1991 - 05/04/1995 Director, Financial Controls

Gilbert, Leslie

1991 - 05/04/1995 Group Management Accountant

Rimer, Peter

01/07/1991 - 05/04/1995 Special Projects & Investigations Accountant

3.09 Internal Audit

Historical Notes

In 1976, the Audit department split away from the Chief Financial Officer to become a separate department under JG Glendinning. The department reported as follows: 1976-1980 to JG Glendinning
1980-1984 to Ian Phillips
1984-1988 to Barry Dale
16/11/1988 - 00/11/1990 to Michael Marsh and to AJ Sheppeck from 00/04/1990. From 00/04/1992 to 00/05/1992 (when John Anderson was appointed) the department was headed by Pamela O'Leary, a senior member of the external auditors, KPMG. In 00/04/1995 LUL Audit merged with LT Internal Audit. From 24/04/1995 the department was located at Broadway Buildings.

As the result of Messrs Bennetts & Harrison leaving in the same week, John Anderson was appointed as Acting Director with a senior secondee from the external auditors KPMG.

By at least 00/11/1996, the following were known collectively as LT Group Services (although the abbreviation 'LGS' was often used as the financial computer programme could only cope with three descriptive letters):

LT Board:

Safety

Human Resources

Marketing

Financial:

Special Projects & Investigations,

Pensions, Audit,

Group Financial Planning & Control,

Group Financial Accounting,

Secretary & Legal.

On 26/05/1998 the department moved from Broadway Buildings to Albany House.

From 01/09/1998, with the retirement of Tony Sheppeck, Board Member for Finance, Audit reported to John Hughes, LT Director of Finance.

Internal Audit transferred to TLT on 19/09/1999.

Key Personnel

Allen, R J

1993 -

c1994

Senior Manager, Fraud & Security

Anderson, R John00/05/1992 - 00/04/1995
00/04/1995 - 18/09/1999Assistant Director of Internal Audit
Assistant Director of Audit (Acting Director from 27/06/1996 to 30/09/1997)**Bennetts, David**01/09/1992 - 00/04/1995
00/04/1995 - 28/06/1996Director of Internal Audit
Director of Audit**Bird, Dave N**

1995-18/09/1999

Senior Audit Manager (Audit Controller, by 1998)

Coombs, Meredith M01/10/1997 - 18/09/1999

Director of Audit

Davies, Alan P1983 - 1988
1992 - 1993
1993 - c1994Audit Officer (Contracts & Expenditure)
Audit Controller
Senior Manager, Audit Development**Dennett, G M**

c1978 - 1979

Internal Audit Officer (Contracts & Expenditure)

Dobson, Brian

c1997 - 1997

Senior Audit Manager (on secondment to 'PRESTIGE' project by 1997)

Fine, S

1995 – c00/12/1996

Senior Audit Manager (on secondment to 'Everest' project by 00/11/1996)

Frost, David E

07/09/1992 - 18/09/1999

Group IT Audit Manager

Fuller, Colin J

1978 - 1983

Internal Audit Officer (Contracts & Expenditure)

Harding, Roger W

12/09/1988 - 1991

Group Audit Controller

Harrison, Colin

1995 - 28/06/1996

Head of Finance Audit, later General Manager, Audit

Hobell, R B

1998 - 18/09/1999

Audit Controller

Johnston, A K

1991 - c1994

Group Audit Controller

Lashwood, Roger J 1987 - 11/09/1988	Audit Officer (Contracts & Expenditure)
Martin, John E 1993 - 18/09/1999	Senior IT Audit Manager ('IT' dropped by 00/11/1996) (Audit Controller by 1998)
Potter, Chris J c1989 - 1992 1993 - 18/09/1999	Audit Manager (Contracts & Expenditure) Senior Audit Manager (Finance & Operational Unit*) (* dropped by 00/11/1996) (Audit Controller by 1998)
Ptohopoulous, A 1991 - 1992	IT/IT Audit Manager
Rose, Malcom B 1971 - 1981 <u>1981 - 31/03/1992</u>	<u>Internal Audit Controller</u> <u>Director of Audit (early retirement with immediate effect)</u>
Swainson, J F 1982 - 1986	Audit Officer (Financial & Management Systems)
Taylor, M J 1998 - 18/09/1999	Audit Controller
Theis, Roger J c1995 - 18/09/1999	Head of Fraud & Security
Timms, C 1979 - 1982	Internal; Audit Officer (Finance & Data Processing)
Walker, Clive P 1998 - 18/09/1999	Audit Controller
Walton, Martin c1997 - 18/09/1999	Acting Head of Finance & Operations Audit

3.10 Estates/Property

Historical Notes

On 01/07/1933, the Estate Department was Department N3 (known as part of Department N by 08/04/1935). Until 23/02/1936 the department reported to the Vice Chairman becoming an extra departmental office.

By 00/01/1939 and until at least 08/03/1948, Estates was part of Department A (Secretary & Chief Legal Adviser, later Secretary).

On 01/01/1948, the department reported to the Chairman. By 01/01/1949, Estates had become a separate department reporting to AH Grainger, although (1948 only) CG Page (Secretary) was still responsible for Estates.

In 1962, the department, which had been part of the Secretary's Department, became a separate department. In 1983 the three divisions of the department were:

Management - Commercial Lettings

Development - Commercial Redevelopment

Operational - Provision of land for operational purposes

The department reported to J G Glendinning from at least 1972 to 1980 then to Sir Peter Masefield 1980-1981, Ian Phillips 1983-1984, Basil Hooper 1984-1985, and the Chairman from 1986.

WPH Smith, PEA, was responsible for negotiations in connection with the exercise of compulsory powers for new works, for purchases and for sales.

In 1963, DA Barber Estate & Rating Surveyor, PEA, was responsible for matters connected with planning legislation and for negotiations resulting from redevelopment schemes affecting LT's estate.

In 1970, T Wachter, PEA, was responsible for a new Development and Land Use section with responsibilities for initiating and progressing schemes for the development of LT's property, including air-space above rail tracks. On his appointment as Assistant Estate Manager (Development) in 1972, he became responsible for planning LT's overall development strategy; identifying opportunities for profitable commercial development of its properties and progressing development schemes.

In 1971, EH Borrill was responsible for all aspects of property management in the Northern area, including Chiltern Court and Chalfont Court..

In 00/09/1976 the Deputy Chief Estate Manager, Estate Manager and Estate Development Manager were all direct reports to the Chief Estate Manager.

From 1989 the description "Estates" was finally abandoned in favour of "Property". From 01/04/1991, responsibility for management of LT Head Office premises passed from LT Property to LT Central Personnel.

Operational Property was subdivided as follows:-

1990	Bus; Rail
1991	Bus, Rail, Planning, Jubilee Line
1993-1996	Rail (dropped later in year), CrossRail, Jubilee Line;
00/02/1994	New Line Property Work; Compulsory Purchase Parliamentary Work, Rating, Valuations, Training
1997	Professional Services, Compulsory Purchase

Commercial Property was subdivided as follows:

1990	North, South, Retail;
00/02/1994	Lettings, Rent Reviews, Asset Management, Valuations, Building Surveying, Head Office Accommodation, Retail Initiatives;
1996	Management, Agency & Retail, Maintenance;
1997	Management & Head Office, Agency, Management & Professional Services, Maintenance;

Financial Control (Property) was subdivided as follows:

00/02/1994	Rent Collection, Credit Control, Financial Reports, Financial Accounts, Computer Systems, Non-property income, Capital Expenditure Control, Quality Assurance.
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Property Development & Sales was subdivided as follows:

00/02/1994	Developments, Capital Sales, Town Planning, Major Property Reports, Valuations, Marketing.
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In 1993, the Commercial Operations Team within Development Directorate took over responsibility for Vending machines although these were still consolidated within LT Property.

On 15/06/1998 Property was transferred from Denis Tunnicliffe to David Bailey, Director of Development. With the impending retirement of David Bailey, Property became the direct responsibility of Derek Smith, (Managing Director) from 25/07/1999. LT Property transferred to New LU on 19/09/1999.

Functions of London Transport Property as at October 1998, were:

- Building Surveys
- Capital Gains Tax Valuations
- Commercial Valuation Service
- Car Park Management
- Compulsory Purchase
- Health & Safety Inspections
- Lettings, renewals, rent collection and rent reviews of commercial leases and other commercial agreements
- Lettings, renewals, rent payment and rent reviews of LT Group property
- Maintenance of Commercial Units
- Maintenance of Property Asset Register
- Management of shops on the Underground
- Project Management
- Property advice for LU projects. LT Buses' projects

- Property Asset Valuations
- Property Development
- Property Purchases & Sales
- Rating
- Town Planning
- Vending Management
- Wayleaves. Easements and other commercial agreements.

Key Personnel

Ayres, Graham J

21/08/1995 - 18/09/1999 Project Controller, Property (reporting to M A Withers)

Barber, D A

00/06/1963 - 1965 Principal Executive Assistant Estate Department (Planning & Development)

Bathurst, C W

25/08/1969 - ? PEA (responsible for property management – South)

Borrill, Edward H

1971 - 10/12/1978 Principal Executive Assistant Estate Department
11/12/1978 - 1982 Estate Development Manager

Buller, F C

1933 - 07/04/1935 Joint Estate Agent
08/04/1935 - 1941 Estate Agent
(retained in 1941 for Rating)

Cadwallader, C E

1952 - 1963 Principal Executive Assistant, Estate Department

Charlick, Simon

00/04/1995 - 1997 Finance Director, Property

Chittock, J

c1990 - 1991 Acting Finance Manager

Clarke, Philip F

1998 - 18/09/1999 Business Unit Leader, Sales & Development (Sales & Lettings in 1999)

Dawson, F

1933 - 1935 Joint Estate Agent

Delew, Lawrence

1998 - 18/09/1999 Finance Manager

Edwardes-Jones, R H

1981 -	1983	Property Investment Surveyor
1983 -	1985	Investment Surveyor

Elliott, Patrick J

<u>1979 -</u>	<u>1980</u>	<u>Chief Estate Manager</u>
<u>1980 -</u>	<u>1983</u>	<u>Managing Director, Property</u>

Guerin, Michael E

18/07/1966 -	18/10/1970	Principal Executive Assistant Estate Department
19/10/1970 -	1976	Assistant Estate Manager
1976 -	1983	Estate Manager
1983 -	1984	Commercial Estate Manager
1984 -	1986	Officer, Special Duties

Gourlay, D

1970 -	?	PEA (specialising in rating & planning matters)
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Kelly, K

1984 -	1989	Assistant Technical Estates Services Manager
1989 -	1991	Technical Property Services Manager ("Services" later dropped)

Lane, John T

1984 -	1987	Technical Estates Services Manager
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McGillivray, J I

1958 -	1960	Principal Executive Assistant Estates Department
1960 -	1964	Estate Agent & Rating Surveyor
<u>1964 -</u>	<u>1969</u>	<u>Estate & Rating Surveyor</u>
<u>1969 -</u>	<u>1970</u>	<u>Estate Manager</u>
<u>19/10/1970 -</u>	<u>1979</u>	<u>Chief Estate Manager</u>

Maher, Adrian C

1998 -	18/09/1999	Compulsory Purchase Team Manager
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Mercer, S J

25/08/1969 -	1971	Principal Executive Assistant Estate Department (responsible for property management, North)
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Murray, F J

1976 -	c1978	Estate Development Manager
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Needle, James A

1983 -	c1990	Finance Manager (Estates)
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Ovenall, James John

1986 -	1988	Commercial Estate Manager
1989 -	18/09/1999	Commercial Property Manager

Russell, Michael I

1991 - c1995 Finance Director

Sait, M

1981 - 1983 Head of Development
1983 - 1984 Estate Development Manager

Smith, Colin H

1983 - 1985 Operational Estate Manager
1985 - 1988 Group Estate Manager
1989 - 1993 Group Property Manager
21/06/1993 - 18/09/1999 Director of LT Property (Designate from 00/01/1993)
(Managing Director LT Property by 1995)

Smith, W P H

05/11/1962 - 1968 Principal Executive Assistant Estate Department

Sullivan, Geoffrey A

00/09/1963 - 31/10/1965 Principal Executive Assistant Estate Department
01/11/1965 - 1969 Assistant Estate & Rating Surveyor
1969 - 18/10/1970 Assistant Estate Manager
19/10/1970 - 1976 Estate Manager
1976 - 1983 Deputy Chief Estate Manager
01/08/1983 - 1988 Director of Estates & Valuations
1989 - 00/06/1993 Director of Property

Symes, A G

1948 - 1951 Principal Executive Assistant Estate Department

Trott, Andrew J

1985 - 1988 Operational Estate Manager
1989 - 18/09/1999 Operational Property Manager

Tunbridge, Frank N

1986 - 1987 Investment Surveyor
1987 - 17/09/1993 Property Investment Manager

Wacher, T R

14/09/1970 - 1972 Principal Executive Assistant Estate Department
1972 - 1974 Assistant Estate Manager (Development)

West, Terence Colin

1937 - 1940 Assistant Estate Agent
1941 - 1944 Estate Agent
1944 - 1960 Estate Agent & Rating Surveyor

Withers, Michael A

1985 - 1988
1989 - 18/09/1999

Estate Development Manager
Property Development Manager

3.11 Commercial Advertising/LT Advertising

Historical Notes

On 01/07/1933, the Commercial Advertising Officers (Omnibuses & Tramways) and (Railways) were part of Department J (Publicity)

By 08/04/1935, the department letter had become K

By 00/01/1939, Commercial Advertising had transferred to the Chief Commercial Office (Department E).

In 1947 the policy was implemented of central control by the Commercial Advertising department of all advertising on LT Properties and in LT Publications.

On 01/01/1948 the department reported to the Chairman, as a separate department, moving from above Hampstead Station to Transad House becoming part of the BTC as British Transport Advertising Ltd.

From 1948 to 1962, commercial advertising on LT was handled by the British Transport Commission.

Certain Commercial Advertising staff of BT Advertising Ltd were transferred to LT in 00/12/1962.

On 01/01/1963, LT again took control of its own advertising and re-established the Commercial Advertising Department at Transad House.

Commercial Advertising reported as follows:

1963	Chief Supplies & Services Officer
At least 1972-1975	R M Robbins
1975 -1978	Dr D A Quarmby
1979 -1980	J Stansby
1980 -1981	W W Maxwell
1981 -1982	Dr D A Quarmby
1982 -1989	Basil Hooper
1989 -1990	Michael Marsh

On appointment as Principal Advertising Assistant in May 1974, Brian O'Connor was responsible for all administrative work in LT Advertising.

In about 1976, the department took over responsibility from the Supplies Department for Commercial and traffic billposting at stations. In 1969 some functions moved from Transad House to 55 Broadway. The remainder of the department moved from Transad House to Lindsay House in 1977 and to Jamestown Road in the 1980s. In 1980, responsibility for bus stops, stands and shelters was passed to the department from the Bus Operating Department.

From 1990 London Transport Advertising became part of LT Trading (qv).

On 01/08/1993, responsibility for bus shelters (the Outdoor Section) was passed to the Bus Passenger Infrastructure Unit.

On 05/12/1993, London Transport Advertising was formally transferred to a new company, London Transport Advertising Ltd.

See Company Notes for London Transport Advertising Advertising Ltd for further details.

Key Personnel

de Casembroot, Mrs A

1980 - 1983 Media Marketing Manager

Fernley, Roger L

1981 - 1984 Operations Manager (Commercial Advertising)

1984 - 1992 General Manager LT Advertising

Frost, F J (Jack)

01/01/1963 - 28/06/1969 Assistant Commercial Advertising Officer (Sales)

Gott, W

1933 - 07/04/1935 Commercial Advertising Officer (Railways)

08/04/1935 - 1942 Commercial Advertising Officer (Railways & Properties)

1942 - 1946 Commercial Advertising Officer

Haynes, Robert J

1989 - c1990 Operations Director

c1990 - 1992 Operations Manager

1993 - 1993 Operations General Manager

Holliman, G T R

1975 - c1979 Advertising Sales Manager

Jolley, Robert W

01/01/1963 - 1973 Assistant Commercial Advertising Officer (Administration)

Klue, J D

1984 - 1992 Sales & Marketing Director (London Transport Advertising)

Mountain, Michael

18/05/1970 - 1975 Advertising Sales Manager

1975 - 1976 Commercial Advertising Officer

1976 - 1981 Commercial Advertising Manager

1981 - 1982 Managing Director, London Transport Advertising

O'Connor, Brian L

1971 - 00/05/1974 SEA in charge of Client servicing

00/05/1974 - ? Principal Advertising Assistant

Perren, J L
01/01/1963 - 1973 Commercial Advertising Officer

Putnam, Joe D
1980 - ? Advertising Sales Manager
1989 - 05/12/1994 Sales Manager London Transport Advertising

à Robinson, Brian L
1989 - 00/06/1992 Sales & Marketing Director
00/06/1992 - 04/12/1993 Managing Director London Transport Advertising

Spratt, H L
1933 - 1935 Commercial Advertising Officer (Omnibuses & Tramways)
1935 - 1936 Commercial Advertising Officer (Buses, Coaches, Trams & Trolleybuses)
1936 - 1942 Commercial Advertising Officer (Road Transport)

Swainson, J F
1986 - c1990 Financial Controller London Transport Advertising
c1990 - 1993 Financial Director London Transport Advertising

Wheeler, S S
1946 - 1948 Commercial Advertising Officer

3.12 Claims & Insurance/Risk Management

Historical Notes

On 01/07/1933, the Claims Department was Department N2 (Known as part of N by 08/04/1935). Until 23/02/1936 Claims reported direct to the Vice Chairman: from this date it became an extra departmental department.

By 00/01/1939, Claims had become part of the Chief Solicitor's office (Department B). By 03/05/1940, Claims had become part of the Chief Commercial Manager's Office.

By 19/06/1944, Claims was a part of the Chief Solicitor's Office, becoming a separate department by 01/01/1949, reporting to AH Grainger.

The department reported to AH Grainger in 1948 and to BH Harbour in 1962. In 1972 the department reported to the Chairman. From 1973 to 1980 it reported to JG Glendinning and from 1980-1982 to Ian Phillips. In 1983 the department was transferred to the Director of Administration (Rosemary Day). In 00/01/1988, the department was sold to Minet Insurance Brokers UK Ltd as Transrisk Services Ltd, and was awarded the sole insurance broking rights for LT until 31/03/1990. From 01/07/1991 until 01/04/1992, insurance broking to LT was gradually transferred to Willis Wrightson.

Key Personnel

Barker, D H

1950 - 1958 Principal Executive Assistant Claims Department

Bruce, John G

1959 - 1962 Principal Executive Assistant Claims Department

1962 - 1964 Principal Claims Assistant

1964 - 1967 Assistant Claims Officer

1967 - 15/06/1969 Assistant Claims & Insurance Officer (changed title)

16/06/1969 - 1973 Claims & Insurance Manager

Fitzpatrick, J G

09/07/1969 - 1973 Principal Claims Assistant (Road Services)

1973 - 1976 Assistant Claims & Insurance Manager

Fraser, A D

1979 - 1981 Assistant Claims Manager

Hawkes, M S

1981 - 1982 Assistant Claims & Insurance Manager

1982 - 1986 Assistant Risk Manager

1986 - 1987 Head of Risk Management Services

Ketley, D J

1986 - 1987 Risk & Insurance Manager

Lamprell, H W

<u>c1940 -</u>	<u>1944</u>	<u>Claims Agent</u>
<u>1944 -</u>	<u>c1949</u>	<u>Claims Superintendent</u>

Merrett, J J

1967 - 15/06/1969	Principal Claims & Insurance Assistant
16/06/1969 - 1973	Assistant Claims & Insurance Manager
<u>1973 - 1982</u>	<u>Claims & Insurance Manager</u>
<u>1982 - 1986</u>	<u>Director of Risk Management</u>

Newman, Sydney

<u>1933 -</u>	<u>c1940</u>	<u>Claims Agent</u>
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Ramsey, Ian M

16/06/1969 - 17/07/1979	Principal Insurance Assistant
18/07/1979 - 1982	Insurance Manager
1982 - 1986	Risk Manager

Russell, K

1948	P E A
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Webb, S A

<u>1948 -</u>	<u>1969</u>	<u>Claims Officer</u>
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3.13 Medical

Historical Notes

Before the Medical Department was established in 1934, any medical examinations required were undertaken by a number of external doctors. Until 23/02/1936 the Medical Department reported to the Vice Chairman when it became an extra departmental office. By 00/01/1939, the department was part of Department N, reporting to John Cliff. In 1940, the department was attached to the Staff & Welfare Office. In 1948, the department reported to John Cliff and in 1962 to Anthony Bull.

Reporting lines were:

At least 1972-1974	to J E Mortimer
1975 - 1981	the Chairman
1981 - 1982	John Cameron
1983 - 1987	Director of Administration (Rosemary Day)
1987 - 1988	Barry Dale

22/04/1988 - 06/06/1990 LT Medical Services was a wholly owned subsidiary, reverting on 07/06/1990 to being a corporate department. From 1990 -1992 the department reported to J Telford Beasley and from 00/04/1993 - 00/03/1994 to Alan Watkins
From 00/04/1994 the department came under Ian Harkness as part of LT Trading Services.

The department was based at Lambeth North offices until 1940 when it moved to Griffith House. In 1948 responsibility for First Aid in LT became that of the Medical Department. Divisional Medical Centres were set up: North West at Griffith House, North East at Manor House (1949), South East at Peckham (1950), South West at Chiswick (1952). In 1949 a Junior Staff Health Scheme commenced for staff under 18 which included a Chest X-ray.

In 1952 an Eyesight Clinic opened at Manor House, transferring to Griffith House by 1954. This closed probably in the early 1980s.

In 1960 a Chiropody Clinic started at Peckham and was extended to other Divisional Medical Centres. These Clinics had closed by the end of 1979. In 1976, Medical officers-in-charge became Divisional Medical Officers.

On appointment as Medical Officer in Charge of Research in 1973, Dr Wade was responsible for special research projects, in particular the study of developments in the mass medical screening of populations, and its application to the practices in the LT Medical Service.

In 1986 the Medical Department was centralised with the closure of the Divisional Medical Centres, leaving only the main office at Griffith House. In 1989 the old areas (which had continued to be used) were combined into North, South & West Divisions, finally being eliminated altogether in 1993.

On 30/01/1991, LT's first Occupational Hygienist, Christopher Beach, was appointed.

From 00/04/1994 all Medical Officers were given revised responsibilities for specific groups of staff.

In 00/05/1995, the following joined with LT Medical Services and the First Aid Section to become LT Occupational Health:

LUL Employee Assistance, comprising:

- Drugs & Alcohol Advisory Unit (headed by Nigel Radcliffe) (earlier names were "Alcohol & Drugs Education Unit" and even earlier "Alcohol Unit")
- Counselling Unit
- Sports & Leisure (controlling the new corporate memberships for staff at sports and leisure facilities across the capital)

LT Occupational Health became part of LT Human Resources Directorate as part of this reorganisation.

The role of Occupational Health was defined as:

Board level policy advice; Medical advice policy and practice to managers & other customers; Developing partnerships for outline services (eg medical examinations); First Aid; Drugs & Alcohol - policy/counselling and support/test programmes; Stress management control programmes; Employee counselling/staff welfare fund management; Recreation; Occupational hygiene.

In the Summer of 1995, the Occupational Health Department ("Service" had been dropped) issued a revised (but undated) organisation chart together with (undated) Organisation Notice 3327. Medical Officers were renamed Medical Advisers. Under the Head of Occupational Health were:

The Senior Medical Adviser (Dr Crichton) with two OCC Health Nurses (one of which was at Acton, together with a part time Surgery Assistant).

Two Medical Advisers

The Employee Assistance Manager (C Lipscomb) was responsible for generic counsellors (team leader, two full time (with one post vacant) and two part time) and two staff in Employee Assistance (one dealing with reception, housing & debt counselling, the other (part time) covering Sports & Leisure; and also, the Drugs and Alcohol Manager (N Radcliffe) with a D&A Counsellor (M Warner)

The Occupational Hygienist (Chris Beach)

The Occupational Health Support Manager (under whom were Secretarial, Administration & Technical Staff)

The First Aid Manager (including the Training Manager & two instructors).

In 00/01/1996, there were 3 occupational health nurses, including the treatment service at REW (Acton).

During 1996 Dr Floyd covered Dr Royan who was on maternity leave.

From 00/02/1997, Dr Carlton reported directly to the HR Director, Ann Burfutt, instead of to Mike Swiggs of that Directorate.

At the end of 00/03/1997, Occupational Health was reorganised to “further enhance the business and professional aspects of our service provision”. The departments within Occupational Health were:

- **Medical Advisory Service** headed by Dr Crichton who was Team Leader and Deputy of OH. Reporting to him were Doctors Royan, Bullen (maternity leave) & Floyd and a locum, Dr Alison Marr and OH Nurse Adviser Swee Gun Healey
- **Business Services** headed by Chris Lipscomb, Business Services Manager (finance and admin and the laboratory technicians (these groups formerly reported to the Occupational Hygienist)
- **Occupational Hygiene** (Chris Beach, Occupational Hygienist)
- **Employee Assistance** (Sports & Leisure activities only)
- **Counselling & Trauma Response Unit** with Team Leader Guy Harrington, C&TR Manager (this unit was formerly part of Employee Assistance)
- **Drug & Alcohol Advisory Unit** with Team Leader Nigel Radcliffe, D&AA Service Senior Consultant (this unit was formerly part of Employee Assistance)
- **First Aid Team** with Team Leader Angela Hanley, F A Training Manager.

By the beginning of 1999, Dr Carlton again reported to Mike Swiggs and the technical support, formerly undertaken by a subcontractor, Healthcare Collections who supplied the staff, was undertaken in-house using agency staff.

Occupational Health was transferred to New LU (HR) on 19/09/1999.

Key Personnel

Acres, Dr G C

1952 -	1961	Medical Officer
1961 -	26/01/1969	Medical Officer in charge North East Division
27/01/1969 -	1976	Medical Officer in charge South West Division, Chiswick

Amos, Dr C F

1981 -	1984	Medical Officer South East Division
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Aydon, Dr J

<u>1934 -</u>	<u>1943</u>	<u>Medical Officer</u>
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Banks, Dr Diane A

00/08/1970 -	1972	Medical Officer South West Division
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Bedford-Turner Dr E W

1948		Medical Officer
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Bernstein, Dr C A B

00/06/1962 -	1963	Temporary Medical Officer
1963 -	1970	Medical Officer
1970 -	1972	Medical Officer North West Division

Brandley, Dr G M

1984 -	1986	Medical Officer South East Division
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Bullen, Dr Sarah

1995 -	1998	Medical Adviser
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Byles, Dr A C

1948 -	1950	Assistant Medical Officer
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Carlton, Dr Olivia H

1989 -	1990	Medical Officer South Division
1990 -	1993	Medical Officer West Division
1993 -	21/09/1994	Medical Officer
22/09/1994 -	00/05/1995	Head of LT Medical Service
<u>00/05/1995 -</u>	<u>18/09/1999</u>	<u>Head of Occupational Health Service(s)</u> ("Service(s)" added or deleted at random)

Chapman, Dr Julia

1998 -	18/09/1999	Medical Adviser
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Cooney, Dr Venetia

1998 -	1999	Acting Medical Adviser
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Crichton, Dr Blair McK

05/02/1979 -	1981	Divisional Medical Officer South East Division, Peckham
1981 -	1984	Divisional Medical Officer South West Division
1984 -	1989	Senior Medical Officer South West Division
1989 -	1992	Senior Medical Officer West Division
1992 -	1993	Senior Medical Officer South West Division
1993 -	1995	Senior Medical Officer
1995 -	18/09/1999	Senior Medical Adviser & Deputy Head of Occupational Health (aka Senior Medical Officer)

Davies, Dr H J

1948		Medical Officer
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Diamond, Dr Patricia A M

31/01/1977 -	28/01/1979	Divisional Medical Officer South East Division, Peckham
29/01/1979 -	1981	Divisional Medical Officer South West Division, Chiswick
1981 -	1982	Divisional Medical Officer North West Division & Senior Medical Officer (Clinical)
<u>1982 -</u>	<u>1983</u>	<u>Director of Medical Services</u>
<u>1983 -</u>	<u>1988</u>	<u>Head of Medical Services</u>
<u>1988 -</u>	<u>1990</u>	<u>Managing Director LTMS</u>
<u>1990 -</u>	<u>21/09/1994</u>	<u>Head of Medical Services</u> (aka Director of Medical Services in early 1993)

Evans, Dr D M

1950 -	1951	Assistant Medical Officer
1951 -	1955	Medical Officer

Fairlee, Dr J		
1951 -	1961	Medical Officer
1961 -	1977	Medical Officer in Charge South East Division
Floyd, Dr Mark		
c1996 -	1997	Medical Adviser
Fyfe, Dr J L		
1949 -	1953	Assistant Medical Officer
1953 -	1965	Senior Medical Officer
1965 -	1970	Senior Medical Officer and Medical Officer in charge North West Division
1970 -	1974	Senior Medical Officer Clinical & Medical Officer in charge North West Division
1974 -	1982	Deputy Chief Medical Officer
Gilks, Dr Andrew W		
1949 -	1951	Assistant Medical Officer
1955 -	1955	Medical Officer in charge South East Division, Peckham
1957 -	26/01/1969	Medical Officer in charge South West Division (appointed Officer in 1957)
27/01/1969 -	1983	Senior Medical Officer (Environmental)
Gravatt, Dr D B		
1970 -	1974	Medical Officer South East Division
1974 -	1976	Medical Officer in charge of Research
1976 -	c00/02/1979	Divisional Medical Officer in charge South West Division
Howard, Dr Margaret		
1955 -	1963	Medical Officer
Howells, Dr D W		
1969 -	?	Medical Officer, North East Division
Langley, Dr J F A		
09/05/1977 -	04/02/1979	Medical Officer South West Division, Chiswick
05/02/1979 -	1981	Medical Officer North East Division
1981 -	1984	Divisional Medical Officer South East Division
1984 -	1989	Senior Medical Officer South East Division
1989 -	1992	Senior Medical Officer South Division
Lewis, Dr N J		
1984 -	1986	Medical Officer South West Division
1986 -	c1992	Medical Officer North West Division
McLaren, Dr R		
1962 -	1963	Medical Officer, South West Division

Malleson, Dr S M

1983 -	1984	Medical Officer North West Division
1984 -	1989	Medical Officer North East Division
1989 -	1990	Medical Officer West Division
1990 -	1993	Medical Officer North Division
1993 -	c1994	Medical Officer

Marr, Dr Alison

1997		Medical Adviser (locum)
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Matic-Visnjevac, Dr Ileana

1998 - 18/09/1999		Medical Adviser
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Miller, Dr L J

1956 -	1957	Medical Officer
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Morton, Dr T

1938 -	1943	Assistant Medical Officer
1943 -	1944	<u>Acting Medical Officer</u>
1944 -	1946	<u>Acting Chief Medical Officer</u>
1946 -	1949	Assistant Medical Officer

Moss, Dr Sarah

1998 - 18/09/1999		Medical Adviser
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Murdoch, Dr J W

1954 -	1956	Medical Officer
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Myatt, Dr C

1952 -	1955	Medical Officer
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Myers, Dr C E Sefton

1953 -	1969	Medical Officer
1969 -	1977	Medical Officer in charge North East Division

Norman, Dr Leslie George

<u>00/09/1946 - 20/06/1969</u>		<u>Chief Medical Officer</u>
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Odbert, Dr A N B

1958 -	1969	Medical Officer
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Oliver, Dr R M

1960 -	1962	Medical Officer
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Philps, Dr A

1935 -	1935	Assistant Medical Officer
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Raffle, Dr Philip A B

1949 -	1950	Assistant Medical Officer
1950 -	1951	Senior Assistant Medical Officer
1951 -	1965	Senior Medical Officer
1965 -	20/01/1969	Deputy Chief Medical Officer
<u>21/01/1969 -</u>	<u>19/06/1969</u>	<u>Chief Medical Officer (designate)</u>
<u>20/06/1969 -</u>	<u>1982</u>	<u>Chief Medical Officer</u>

Royan, Dr C Nicole

1990 -	1993	Medical Officer South Division
1993 -	1995	Medical Officer
1995 -	1998	Medical Adviser aka Occupational Physician

Sawtell, Dr I J

02/04/1979 -	1980	Medical Officer Research & Development, NW Division, Griffith House
1980 -	1983	Senior Medical Officer Research & Development
1983 -	1984	Divisional Medical Officer North West Division
1984 -	1993	Senior Medical Officer North West Division

Shaikh, Dr S

1989 -	1990	Medical Officer
1990 -	c1994	Medical Officer Recruitment

Sibley, Dr J C

1980 -	1981	Medical Officer South West Division
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Squires, Dr J S

1969 -	1970	Medical Officer, SE Division, Peckham
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Stewart, Dr T W

1948 -	1951	Senior Assistant Medical Officer
1951 -	1953	Senior Medical Officer

Vella, Dr F B

1984 -	1986	Medical Officer North West Division
1986 -	1987	Medical Officer South West Division

Wade, Dr Alan F

1965 -	1973	Medical Officer
1973 -	1973	Medical Officer in charge of Research

Wang, Dr S T

1979 -	1984	Divisional Medical Officer North East Division (PEA from 1974)
1984 -	1989	Senior Medical Officer North East Division
1989 -	1992	Senior Medical Officer North Division
1992 -	1993	Senior Medical Officer North East Division
1993 -	00/06/1994	Senior Medical Officer

Warnock, Dr P J

1987 -	1988	Medical Officer SE Division
1988 -	1989	Medical Officer North Division

Weeks, Dr J L

1955 -	1958	Medical Officer
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Williams, Dr N

1949 -	1951	Assistant Medical Officer
1951 -	1954	Medical Officer

Winterton, Dr Brenda

1949 -	1951	Assistant Medical Officer
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Wybourn, Dr J T

1936 -	1949	Assistant Medical Officer
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3.14 Architecture

Historical Notes

From 1903 to 1910, Leslie W Green was Architect for the UER. In 1910 SA Heaps, who had joined the UER in 1903, succeeded as Architect. By at least 1932, the Architect's Department was part of the Chief Engineer's Department. On Mr Heaps' retirement in 1943 (he died in 1962), Thomas Bilbow (with the Underground Group since 01/09/1922, and appointed Assistant Architect in 1938) succeeded Mr Heaps as head of department with the title Architectural Assistant. He was appointed Architect, as an Officer of the Board, on 01/11/1945. In 1949, the Department was reorganised. Under the supervision of the Architect were:

AV Elliott, Principal Assistant Architect (responsible for rail architecture)
CS Boughton, Acting PEA, responsible for road architecture.

On 22/06/1953, the Architects Department split away from the Chief Engineer to be a department in its own right (becoming the Architects Department rather than Office). In 1962, the department reported to LC Hawkins; from at least 1972-1973 to KG Shave; from 1973-1978 to WW Maxwell; from 01/01/1979-1980 to J Stansby; from 1980-1981 to WW Maxwell; from 01/01/1982 to 1983 to Dr Ridley; from 1983-1987 to Rosemary Day (Director of Administration); and Colin Chitty General Manager (Professional Services) and 1988 to Barry Dale.

On 09/07/1960, T Bilbow retired. Kenneth JH Seymour was appointed Architect 11/07/1960. In 1962 the Department, headed by KJH Seymour, with Assistant Architect, AV Elliott, reported to LC Hawkins. AD McGill was appointed Deputy Architect 30/03/1963 (Retired 1968, 37 years service). In 1963, Alfred Bond, Principal Structural Assistant, retired after 50 years' service in the Department, a record!

On 06/05/1966, Clerks of Works were retitled Architects Site Representatives (the RIBA stating that Clerks of Works must be independent of the Architect). In 1968, Geoffrey Manley, Principal Assistant Architect, retired after 37 years service. Early in 1971, under Kenneth Seymour, Architect, were:

AWJ (Dan) Reeves, Deputy Architect (appointed to this post as Officer in 1968)
John L Bartlett, Principal Assistant Architect (joined LT 1965, appointed PAA 1968)
DF Pelle, Principal Surveying Assistant (Architects)
W Peter Loney, Principal Assistant Architect
John A Rowe, Principal Structural Assistant (Architects)
JA Russell, Principal Assistant Architect (joined LT 1944, appointed PAA 1968) (both John Rowe and John Russell were appointed Officer (as Structural Engineer (Architects) and Assistant Architect (Buses), respectively within a few months).
In 1971, Raymond A Bunnett (age 56) was appointed Principal Surveying Assistant, responsible for Quantity Surveying and for the financial administration of contracts.

On 20/06/1972, KJH Seymour was retitled Chief Architect; Dan Reeves, Deputy Chief Architect, and John Russell, Architect (Buses).

In 00/05/1974, Kenneth Seymour retired. AWJ (Dan) Reeves, Deputy Chief Architect, resigned a very short time afterwards, to work for C Frank Timothy (Consultant Architects).

On 15/07/1974, Sydney Hardy (formerly British Rail North East Regional Architect at York), was appointed Chief Architect. His responsibilities were: the design and construction of new building work, alterations and extensions to existing buildings and to ensure that all buildings used by LT conformed to statutory requirements; also advising LT management on development proposals affecting LT's properties and on any matters of a professional architectural character arising in the course of the Executive's business.

In August 1974, the Principal Surveying Assistant was responsible for cost estimating, the preparation of contract documents, cost control and contract administration and the Principal Assistant (Site Construction) was responsible for the management of all site construction works including safety requirements.

In October 1974, the Architect (Rail) was responsible for the organisation, supervision and control of the programme of work of the railway architectural divisions including the design and construction of new and modernised stations, depots, electrical distribution service buildings, multi-story car parks (sic!) and estate development projects.

In 00/09/1975, WDC (Donald) Hall was appointed Deputy Chief Architect) following a year without a deputy). His specific responsibility was for the Bus & Rail Architects' sections and in a co-ordinating role for the department as a whole.

On 1.7.1976, job titles ending in 'Buses' were altered to 'Road'.

In 00/09/1976 the department reported to W W Maxwell.

Under the Chief Architect were:-

- Deputy Chief Architect
 - Architect (Road)
 - Architect (Rail)
- Quantity Surveyor (Architects)
- Structural Engineer (Architects).

On 14/02/1977, Michael L Duffie (earlier engaged as an SEA) was promoted to PEA.

In 00/06/1977 David F Kellett was appointed Architect (Road) on the retirement of John Russell. Stan Roe (Principal Architect's Site Representative) also retired at this time.

On 01/01/1979, Sydney Hardy, the Chief Architect, reported to John Stansby, Deputy Chairman.

On 03/12/1979, Ron Taylor was appointed as Quantity Surveyor (Architects).

On 01/12/1980, WDC (Donald) Hall was appointed Director of Architecture (designate until Sydney Hardy's retirement on 24/01/1981).

On 04/02/1981, the Department was retitled: Department of Architecture and, on 10/07/1981 it was again renamed: Department of Architecture and Design, to accommodate the responsibility for design in LT which had devolved to the department on the retirement of Michael F Levey (PEA, Publicity [Creative and Advertising] in LT Marketing). Until 1983, Donald Hall reported, for design matters, to the Design Committee which, in turn, was responsible to the Board Member for Design.

Michael L Duffie was appointed Architect (Road) on 23/03/1981.

In the Autumn of 1981, the Joint Works Group was retitled General Works Division and was headed by AJ (Tony) Windmill (Officer, General Works). This followed the ending of the UTS team's work under Tony Windmill at Ecclestone Court Office.

On 24/05/1982, JAH (Jay) Bullock was appointed Services Engineer (Architects) to head up a new Services Section within the Department with some staff transferred from the Chief Civil Engineer's Heating & Ventilation Section.

On 02/08/1982, Roger J Hughes was appointed as Principal Design Assistant, responsible for a design section, necessary to cope with the department's new design responsibilities. This section, however, never materialised.

From 01/11/1982, the Department reported to Dr Tony Ridley in his capacity as Executive Member.

From 15/07/1983, the Department of Architecture and Design became part of the Directorate of Administration, under Mrs Rosemary Day.

In 1984, the Department's Officers were:
Donald Hall, Director of Architecture & Design
David F Kellett, Architect (Road)
Michael L Duffie, Architect (Rail)
John A Rowe, Structural Engineer (Architects)
Ron Taylor, Quantity Surveyor (Architects)
AJ Windmill, Officer (General Works)
JAH Bullock, Services Engineer (Architects)

On 25/11/1985, Ron Taylor took over the management of the Department with the following responsibilities: overall management of the office, preparation of the 1986/7 budget, control & monitoring of the 1985/6 budget, appointment, appraisal and all other staff matters, monitoring of achievement against targets for on-going project work, day to day management of the work of the Quantity Surveyor's division, development of performance indicators, taking the lead for the department in all aspects of the current review of work & organisation.

On 01/01/1986 the Department's title became Architectural Services Group, with **Ron Taylor** as the **Architectural Services Manager**. The change of department title was necessitated by the fact that Ron Taylor was not an architect, but a quantity surveyor. Messrs Duffie and Kellett continued to report to Donald Hall for design matters. Michael JC Yardley was appointed Quantity Surveyor (Architects).

The Group continued to provide an Architectural and QS Service to LRT and its subsidiaries and provided a small highly professional team of structural and service engineers to assist in the preparation of feasibility studies and to provide a full professional service where required by engaging consultants under the co-ordinating role of this team. The Group's major objective in its restructuring was to develop an Architectural Services Group, meeting the needs of LRT at competitive prices and capitalising on the specialist

knowledge and experience of an internal department. A new 'Special Services' section undertook all those activities outside normal architectural project work, including advisory support in building matters and project management to LRT clients; development of new opportunities both within and outside LRT; research and development and feasibility studies. There were core staff in the section, but their work was generally carried out by senior professional staff from within the ASG. Under Ron Taylor, were:

Principal Architects

Mike Duffie was the contact for the rail client, with the exception of work undertaken by the Personnel Director (Railways). He reported to the Architectural Services Manager and managed three Architectural Groups. He was also responsible for the UTS Architectural Division and the provision of the Clerks of Works (sic!) service.

David Kellett was the contact for the work on behalf of London Buses Ltd, LRT Bus Engineering Ltd and the Personnel Director (Railways). He reported to the Architectural Services Manager and managed two Architectural Groups and the Project Management Group involved with minor works. He also co-ordinated the activities of the new Special Services section.

Principal Quantity Surveyor

Mike Yardley had recently been appointed to this post and was responsible for the Group's QS services to all Businesses and also for the provision of Financial Project Management services. He reported to the Architectural Services Manager.

Officer UTS Project

Tony Windmill was responsible for the Group's Underground Ticketing System involvement. He reported to Mike Duffie.

Senior Staff.

The following Assistant Principals had been appointed to take on additional management responsibilities and to ensure an effective and competitive service for clients.

Ian Goldsmith, Architect reported to David Kellett and led an Architectural Group carrying out capital building works on behalf of the Bus, Rail and other Businesses. He also acted as project manager on major schemes for the Bus Business. The supervision and co-ordination of minor works for both Bus & Rail Businesses also came under his control.

Roger Miller, Architect reported to Mike Duffie and led an Architectural Group carrying out capital building works on behalf of the Rail Business. In addition, he was responsible for the supervision of the Architectural Site Representatives and co-ordinated the work of the Architectural Consultants employed on behalf of the business.

Quantity Surveyor (to be appointed) – The post holder would report to Mike Yardley and the additional functions to be undertaken would be in the areas of building finance.

Bob Bradley, Business Manager reported to the Architectural Services Manager and he and his staff provided the finance and administration back up to the professional teams; management information; co-ordinated fees and staffing for projects; prepared and agreed the capital and revenue budgets and monitored the profitability of the department.

On 07/04/1986, Donald Hall retired, after which the Department ceased to have any overall design responsibility, which passed to LT Design. Donald Hall continued to act as design consultant to LRT for several years, advising on the selection of architectural firms and on design proposals for major bus and rail capital works.

On 01/07/1987, it was announced that Structural Engineering and Services Engineering would, in future, mainly be undertaken by consultants. John Rowe moved to the Civil Engineer's Department, and Jay Bullock moved to the Lift & Escalator Department. Field Surveyors (until then, the Structural Engineer's responsibility) were transferred to the

Permanent Way Department of the Chief Civil Engineer. The architects' site representatives were transferred to the Civil Engineer's later.

From Mrs Day's departure on 09/10/1987, the Architectural Services Manager reported to Colin Chitty, General Manager (Corporate Services). He, in turn, was responsible to Ian Smith.

In 00/09/1988, the structure of the Department (Officers* & PEAs), was:
Ron Taylor, Architectural Services Manager*
AJ Windmill, Officer - UTS*
David F Kellett, Principal Architect*
Ian G Goldsmith, Assistant Principal
Terry P Mulligan, PEA Structural Engineer
John Abey, PEA
Michael L Duffie, Principal Architect*
Roger Miller, Assistant Principal
Michael A Stollery, PEA
Victor J Kirby, PEA
Michael JC Yardley, Principal Quantity Surveyor*
Andy T Mitchell, Assistant Principal
Stephen Ball, PEA; Ian Fry, PEA; REC (Bob) Bradley, Business Manager (joined LT 00/10/1984)

On 01/10/1988, the Department moved from LRT to LUL (with staff being formally transferred on 3/10/1988) and, within a few months, became part of the Professional Services Group of the Engineering Directorate. This devolvement from LRT reflected the, by then, very small amount of work which the Department was undertaking for LBL.

As part of the formation of PSG, Ron Taylor was appointed General Manager (PSG) on 26/10/1988 (although the new Group would not take effect until early 1989). David Kellett was appointed as Ron Taylor's deputy, and Mike Duffie was placed in charge of the Architectural Services Group for its remaining few months of existence.

In 00/03/1989 the Architects and the Quantity Surveyors became separate divisions of PSG within the Engineering Directorate, LUL. In Spring 1992, the Environmental Control Section (formed 1990) within the Architectural Division, transferred to the new Building & Construction Division of PSG. The remaining Architectural Staff and the Quantity Surveying Division transferred to the new Support Services Division of PSG.

(N.B. The designation "Buses" or "Road" after a title, and they were used rather indiscriminately, referred to responsibility for architectural work relating to bus garages, bus stations, and allied premises.)

Key Personnel

Abey, John

1980's/1990's

Principal Assistant Architect

Ball, Stephen

1980's

Principal Assistant QS

Bartlett, John L

1965 - 14/07/1968 Senior Executive Assistant
15/07/1968 - 00/09/1974 Principal Assistant Architect
00/09/1974 - 1981 Architect (Rail)

Bilbow, Thomas Robert

1938 - 1945 Assistant Architect
01/11/1945 - 09/07/1960 Architect

Bond, Alfred V

1959 - 1963 Principal Structural Assistant (Architects)

Boughton, C S

1950 - 1951 Principal Assistant Architect
1951 - 1953 Principal Assistant Architect (Road Transport)

Bullock, Jay A H

24/05/1982 - 1987 Services Engineer (Architects)

Bunnett, Raymond A

1971 - 1973 Principal Surveying Assistant (Architects)
1973 - 1979 Quantity Surveyor (Architects)

Burman, M

1980's Principal Assistant QS

Burns, D F P

05/07/1976 – 00/00/1976 Principal Assistant Architect (few months service only)

Drake, M E J

1970's Principal Assistant Architect (Buses)

Duffie, Mike Leslie

14/02/1977 - 22/03/1981 Principal Executive Assistant Office of Architect (Rail)
23/03/1981 - 1986 Architect (Rail)
1986 - 23/01/1989 Principal Architect
24/01/1989 - 1991 Principal Architect
1992 - 08/10/1993 Architectural Services Manager (reporting to Support Services Manager (PSG))

Elliot, A V

1948 - 1963 Principal Assistant Architect ([Railways] from early 1950s)
1960 - 1963 Assistant Architect

Fry, Ian

1980's Principal Assistant QS

Hall, W Donald C

00/09/1975 - 24/01/1981 Deputy Chief Architect
25/01/1981 - 09/07/1981 Director of Architecture (Designate from 1/12/1980)
10/07/1981 - 07/04/1986 Director of Architecture & Design

Hardy, Sydney

15/07/1974 - 1980 Chief Architect
1980 - 24/01/1981 Director of Architecture

Harris, H L (Harry)

? - 30/06/1976 Principal Assistant Architect (Buses)
01/07/1976 - ? Principal Assistant Architect (Road)

Heaps, S A

1933 - 1943 Architect

Hughes, Roger J

02/08/1982 - c1987 Principal Design Assistant

Kellett, David F

20/06/1977 - 1986 Architect (Road)
1986 - 1989 Principal Architect

Kirby, Victor J

1980's/1990's Principal Assistant Architect

Loney, W Peter

1970's Principal Assistant Architect (Railways)

McBeth, A

18/03/1963 - 1964 Principal Structural Assistant, Architects Department
1964 - 1968 Principal Structural Assistant (Architects)

McGill, A D

00/07/1960 - 04/08/1963 Principal Assistant (Architects)
05/08/1963 - 00/07/1968 Assistant Architect (Officer from 1963)

Manley, G C

1960 - 1968 Principal Assistant (Architects)

Mellor, Alan J

1970s & 1980s Principal Surveying Assistant (Architects)

Mitchell, Andy T B

1980's/1990's Principal Assistant QS

Mulligan, Terry P

1970's/1980's Principal Structural Assistant (Architects)

Pelle, D F		
1959 -	1971	Principal Surveying Assistant (Architects)
Pratt, George G A		
1970's/1980's		Principal Surveying Assistant (Architects)
Reeves, A W J (Dan)		
1963 -	14/07/1968	Principal Assistant (Architects)
15/07/1968 -	19/06/1972	Deputy Architect
20/06/1972 -	1974	Deputy Chief Architect
Roe, Stanley		
00/08/1974 -	30/06/1976	Principal Assistant (Site Construction)
01/07/1976 -	?	Principal Site Construction Assistant (Architects)
Rowe, John A		
1968 -	07/02/1971	Principal Structural Assistant (Architects)
08/02/1971 -	1987	Structural Engineer (Architects)
Russell, John A		
15/07/1968 -	1971	Principal Assistant (Architects)
1971 -	19/06/1972	Assistant Architect (Buses)
20/06/1972 -	30/06/1976	Architect (Buses)
01/07/1976 -	c1978	Architect (Road)
Seymour, Kenneth J H		
1953 -	1960	Principal Assistant Architect
11/07/1960 -	19/06/1972	Architect
20/06/1972 -	00/05/1974	Chief Architect
Stollery, Michael A		
1970's/1990's		Principal Assistant Architect (Rail)
Taylor, Roland (Ron)		
03/12/1979 -	24/11/1985	Quantity Surveyor (Architects)
25/11/1985 -	23/01/1989	Architectural Services Manager
Wade, Patrick C		
00/08/1974 -	?	Principal Surveying Assistant (Architects)
Windmill, Anthony J		
?	c1979	Principal Assistant (Architects – Rail)
c1979 -	19/10/1981	Building Design Officer (Rail AFC)
20/10/1981 -	1986	Officer (General Works, Architects)
Yardley, Michael J C		
1986 -	1989	Principal Quantity Surveyor

3.15 Public Relations/Public Affairs

Historical Notes

On 01/07/1933, the Commercial Manager (Department I) was responsible for the Co-ordination and Development Superintendent, and the Fares Superintendent.

On 01/07/1933, the Publicity Manager was head of Department J, and was responsible for the Assistant Publicity Manager, Public Information Officer and Commercial Advertising.

By 01/01/1934, under the Commercial Manager were the Assistant Commercial Manager, under whom were the Passenger Agent, the Development Superintendent, and the Assistant Development Superintendent.

By 08/04/1935, the Commercial Manager's Officer was relettered J. Reporting to the Commercial Manager was the Development Superintendent (and his Assistant) and the Passenger Agent.

By 08/04/1935, the Publicity Department was Department K and had been restructured into Public Relations, Publicity, Commercial Advertising (Buses & Tramways) & (Railways & Properties).

By 23/02/1936, the Development Superintendent had moved to the General Manager (Road Transport). Under the Commercial Manager were the Fares Officer and the Passenger Agent.

By 07/07/1937, the Chief Commercial Officer (Department E) had been created as a separate department, with an Officer (Special Duties). This department was responsible for reviewing the work of the Commercial Manager (Department J).

By 00/01/1939, the Chief Commercial Officer's department was Department E. Under this post were the 2 Commercial Advertising Officers, Publicity Officer, Public Relations Officer and Officer (Special Duties). The Commercial Manager (Department F) was responsible for the Fares Officer & the Passenger Agent.

By 00/02/1939, the Public Information Office was established, having grown out of the LGOC's Public Letter Section which had been in existence since 1924. In 1948, control of the Travel Information Service passed to the Public Relations Officer.

Before the war, the Publicity Office had been at 55, Broadway. During the war it was relocated to the former Military Band accommodation at Shepherds Bush (Central Line) Station. After the war the office moved back to 55, Broadway and in 1958, to Griffith House.

By 03/05/1940, both the Chief Commercial Officer and the Commercial Manager had combined, with the Stores Organisation, Solicitor (Common Law) and Claims under the Chief Commercial Manager. In 00/12/1943 the Commercial Office was renamed the Fares & Charges Office.

By 19/06/1944 the Superintendent of Recruitment had been added to the Commercial Manager's responsibilities but Claims had been transferred to the Chief Solicitor. Development returned to Commercial from the General Manager (Road Transport).

At the beginning of 1946, Public Relations, Publicity and Commercial Advertising were consolidated into one department under J H Brebner.

In 1947 the Press Office was reorganised to offer a continuous and rapid day and night service.

In 1947 the Board had approved the establishment of a Film Section in the Publicity Office. The first issue of Cine Gazette was made in 1948 for exhibition to staff and public. By 1953, the LT Mobile Film Projection Unit was available for hire by staff and public.

On 01/01/1948 the Commercial Office Reported to ABB Valentine and the Public Relations & Publicity Offices reported to the Chairman. In 1948, the Public Relations Officer took over responsibility for the Travel Information Service. In 1962 responsibility for Traffic Development transferred to the Central Bus Operating Department. In 1962 the Commercial Office reported to BH Harbour and the Public Relations Office reported to AH Grainger. From 1953 to 1965, the Commercial Office was combined with the Public Relations Office. From 1965, the Commercial Office became part of the Chief Commercial & Planning Office.

By 08/03/1948, Recruitment had transferred to the Chief Staff & Welfare Office. The Commercial Manager was now responsible only for the Development Office and reported to ABB Valentine. Public Relations had been established as a separate department, reporting to the Chairman and was now responsible for the Travel Information Service.

By 01/12/1950, only the Development Officer reported to the two Joint Commercial Managers. By 01/10/1951, the Commercial Manager had no other Officers reporting to him.

The Development Officer (Commercial Department) at some time after 1952 took over responsibility for private hire, the Lost Property Office and road services licensing.

Early in 1953 the Commercial Department and the Public Relations Department, hitherto separate, were brought under one chief officer in order to bring about a closer relationship between the department responsible for liaising with the public and that responsible for investigating passenger requirements and producing, in conjunction with the operating departments, plans for adjustments of services.

From 1953 to 1965 the Commercial Office was part of the Chief Commercial & Planning Office.

In 1954 the Planning Section of the Development & Research Office transferred first to the Secretary, then to the Commercial Office.

The Publicity Office Film Service Unit was established in 1964 to show films internally about various aspects of LT (e.g. track safety, instructional etc) and to schools and other groups outside LT.

In 1965, Operational Research transferred to the Computer Manager.

In 1967, the roles of the PEAs in the Publicity Office were as follows:
DSS Teague – operational and development work and deputy to the Publicity Officer
MF Levey – creative side of the office, in charge of the Copy Section since 1951.

In 00/09/1968, responsibility for the Lost Property Office passed from the Fares & Charges Officer to the Distribution Services Manager.

On appointment as PEAs in 1969, Derek Fisk was responsible for the section concerned with Parliamentary questions, correspondence with MPs, local authorities and industrial groups and arrangements for visitors to LT; JPS Nolan was secretary to the AFC planning group which had been established by Ralph Bennett for the development of the overall plan for introducing automatic fare collection on the Underground.

The Principal Assistant (Historical Relics), in 1971, was responsible for arranging the removal and storage of the exhibits from the Clapham Transport Museum, when it closed, to and from other sites. He was also responsible for dealing with matters affecting LT staff at that time employed by the Museum.

From 00/01/1974, the Fares & Charges Office became (again) the Commercial Office.

In 1974, the PEA (Public Relations Office) had particular responsibility for parliamentary and local government matters and for expanding the travel enquiry service.

In 1976 the Chief Public Relations Office took over from the Chief Supplies Officer responsibility for billposting on bus stands and shelters.

In about 1979 the responsibility for Publicity/Advertising transferred to the Marketing Directorate. From at least 1973 Public Relations reported to RM Robbins; from 1973-1981 to the Chairman, in 1981-1982 to Ian Phillips, from 1983-1988 to Basil Hooper (Commercial Director), and from 00/07/1989 to the Chairman. Until 1981 and from 1986 the LT Museum reported to the Press & Public Relations Directorate. From 1984 LBL and LUL each set up their own Public Relations organisations. From 1990 the Unit for Disabled Passengers was transferred to LT Trading. On 10/05/1990 the Public Affairs Directorate took over responsibility, from Group Planning, of the Passenger Liaison Unit. In 00/04/1992 the directorate ceased the central purchasing of books and periodicals for the LT Group. From 00/04/1994 the Directorate reported to Ian Harkness (Director LT Trading).

From 00/02/1994, LT Public Affairs was able to offer additional services to the remainder of the LT Group, including the monitoring of radio and television broadcasts.

From 08/05/1995, LT Passenger Liaison transferred to LT Marketing.

Key Personnel

A'Court, K J

28/07/1969 - 1976 PEA Staff Publications
1976 - 1986 Principal Staff Publications Assistant

Baker, F

1961 Deputy Public Relations Officer
1962 - 1964 Principal Executive Assistant Public Relations Office
1964 - 00/06/1977 Public Relations Officer

Barman, C

01/ or 08/04/1935 - 1941 Publicity Officer

Beaumont, A Bryce

00/12/1954 - 00/03/1965 Principal Executive Assistant Publicity Office
00/03/1965 - 02/02/1966 Assistant Publicity Officer
03/02/1966 - 1975 Publicity Officer

Brebner, J H

1945 - 1947 Chief Public Relations Officer & Publicity Officer

Carr, H T

1933 - 1934 Assistant Publicity Manager
1934 - 07/04/1935 Acting Publicity Manager
08/04/1935 - 1941 Assistant Publicity Officer
1942 - 1946 Acting Publicity Officer

Chapman, Herbert Sidney

1933 - 1935 Public Information Officer

Dickens, G J

1950 - 1952 Principal Development Assistant
1952 - 1954 Development Officer
1954 - 1962 Traffic Development Officer

Dodson-Wells, George

00/09/1946 - 1948 Public Relations Officer
1948 - 1947 Acting Chief Public Relations & Publicity Officer
1947 - 1953 Chief Public Relations Officer

Duncan, G W

1933 - 01/10/1934 Publicity Manager

Edwards, W P N	1940 - 1946	Public Relations Officer (Joint)
Fisk, Derek C	28/07/1969 – 00/08/1974 27/06/1977 - 1980	Principal Executive Assistant Public Relations Office Public Relations Officer
Garrie, Neil R	1983 - 1984	Press & Public Relations Officer (Rail)
Godfrey-Davies, Ivor	19/11/1990 - 1991 1991 - 07/05/1995	Head of Public Affairs Head of Parliamentary & Public Affairs
Goodfellow, B D	22/05/1989 - c1990 <u>c1990 - 00/12/1994</u>	<u>Director of Press & Public Relations</u> <u>Director of Public Affairs</u>
Henshall, D	1981 - 1983	Press Officer
Hutchison, Harold Frederick	00/02/1947 - 1966	Publicity Officer
Le Jeune, Barry	00/09/1974 - 1980 1980 - 1983 1983 - 1989 22/05/1989 - 18/11/1990 19/11/1990 - 07/05/1995	Principal Assistant (PRO) Public Relations Officer Press & Public Relations Officer (Corporate) Head of Public Relations Head of Passenger Liaison
Levey, Michael F	1966 – 00/07/1974 00/07/1974 - 1975 1975 - 1978	Principal Executive Assistant Publicity Office (Creative & Advertising) Assistant Publicity Officer Publicity Officer
Lyon, Clifford Alexander	00/09/1946 - 1962	Press & Publications Officer
Macnaghten, G E M	1936 - c1940	Public Information Office
Nolan, J P S	1969 - ?	P E A

Pope, Kenneth G

31/01/1966 -	1974	Press Officer
1974 -	1979	Deputy Chief Public Relations Officer
1979 -	1980	Press Officer & Deputy Director of Press & Public Relations
1980 -	1989	<u>Director of Press & Public Relations</u>

Rawdon-Smith, E

04/03/1935 -	00/04/1939	Public Relations Officer
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Robertson, William Robert

1947 -	1948	Acting Public Relations Officer
1948 -	1959	Public Relations Officer

Rose, Frederick D

1959 -	1964	Public Relations Officer
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Scothorne, F

1935 -	1940	Assistant Public Relations Officer
1940 -	1944	Public Relations Officer (Joint)

Shaw, Anthony G

1984 -	1990	Head of Unit for Disabled Passengers
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Silverlock, Percy R

1971 -	1972	Principal Assistant, Historic Relics
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Teague, D S S

1966 -	?	PEA, Publicity Officer
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Wilkins, F E

1959 -	1962	Principal Executive Assistant Press & Public Relations Office
1962 -	1965	Press Officer
1965 -	1979	<u>Chief Public Relations Officer</u>
1979 -	1980	<u>Director of Press & Public Relations</u>

Wills, C

1964 -	?	PEA, Publicity Officer & Deputy to the PRO
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Commercial

Barber, A L

1933 - 1939 Commercial Manager

Benford, John Henry Frederick

1943 - 1947 Fares & Charges Officer

1947 - 1950 Commercial Manager ("Joint", in 1950)

Brooksbank, H W

1951 - 1953 Principal Executive Assistant Commercial Office

1953 - 1965 Fares & Charges Officer

Churchill, J D C

1954 - 1955 Planning Officer

1960 - 00/07/1962 Planning Officer

00/07/1962 - 1965 Commercial Officer (continued to be responsible for the work of the Planning Office, together with that of the Statistical & Economic Operational Research Services)

Cowderoy, John Edward

1933 - 22/02/1936 Development Superintendent

1944 - 1950 Development Officer

Evershed, Arnold Godfrey

31/10/1955 - 31/12/1956 Commercial Officer

01/01/1957 - 00/06/1960 Commercial Manager (Chief Officer)

Fraser, Ivor

1937 - c1940 Chief Commercial Officer/Manager

c1940 - 1941 Principal Officer (Special Duties)

1941 - 01/12/1943 Acting Chief Commercial Manager

Gilbert, C E

1937 - c1940 Officer, Special Services (reporting to I Fraser)

Harbour, Bryan Hugo

1943 - 1946 Commercial Manager

Macdonald, R

c1940 - 1943 Chief Commercial Manager (and Solicitor)

McKenna, David

1950 - 1953 Commercial Manager ("Joint", in 1950)

1953 - 31/05/1955 Chief Commercial & Public Relations Officer

Parrott, William C

1962 - 1965 Principal Executive Assistant Fares & Charges Office

Robbins, R Michael

01/06/1955 - 00/09/1960

Secretary & Chief Public Relations Officer

00/09/1960 - 30/09/1965

Chief Commercial Officer & Public Relations Officer

Rutland, James Hart

1933 - 1945

Passenger Agent

1945 - 1954

Assistant Publicity Officer (Special Duties)

Valentine Alexander Balmain Bruce

1936 - 1939

Fares Officer

1939 - 1943

Commercial Officer

08/01/1946 - 1947

Chief Commercial Officer & Operating Manager (Railways)

Wardle, John

1933 - 1934

Assistant Commercial Manager

Welch, R A

1943 - 1944

Office of Commercial Manager (sic)

1949 - 1951

Principal Executive Assistant Commercial Manager's Office

Welding, Pat I

1962 - 14/04/1963

Principal Executive Assistant Commercial Officer

15/04/1963 - 1965

Operational Research Officer (Commercial Office)
(Reporting to Planning Officer)

3.16 Catering

Historical Notes

Catering was part of other departments for most of its existence reporting as follows:

1933 - 1958	to Chief Staff Officer
03/02/1958 - 1963	to Chief Supplies & Services Officer
1973 - 1976	to W W Maxwell
1976 - 1977	to John Cameron
1978	to Chief Establishment Officer
1979 - 1981	to Group Personnel Director
1981 - 1983	to Chief Supplies Officer
01/07/1983 - 1989	to Commercial Director
1990 - 1993	part of LT Trading

During the war the department supplied food for the tube station shelterers.

From 1950 - 30/09/1983 Croydon Food Production Centre processed almost all the food sold in canteens. From 00/07/1949-1976 the Catering Department ran its own training school at Baker Street. In 1953 LT operated its greatest number of canteens (187) some of which were mobiles. In 1963 Catering was split into 3 operational areas: South (at Bond Way Vauxhall), East (at Manor House) - closed 1973, and West (at Chiswick).

In 1966, the Principal Catering Assistant (Development) was responsible for the development of automatic (sic) catering at canteens.

From 1987 a start was made on operating some canteens by contractors.

From 01/04/1990 LT Catering ceased to have responsibility for catering arrangements at major incidents.

On 21/03/1993, the outsourcing of catering operations was completed and LT Catering ceased trading.

The Management of catering contracts for LUL canteens and for auditing health, safety & hygiene at LBL canteens transferred with Christine Tully to the LUL Human Resources Directorate (qv).

Key Personnel

Gezele, Eric C

<u>1948 -</u>	<u>1956</u>	<u>Canteen Superintendent</u>
<u>1956 -</u>	<u>1970</u>	<u>Catering Officer</u>
<u>1970 -</u>	<u>1973</u>	<u>Director of Catering</u>

Gordon, Huntley Strathearn

<u>1933 - 24/02/1934</u>	<u>In Charge Catering Section</u>	
<u>25/02/1934 -</u>	<u>1937</u>	<u>Superintendent of Catering</u>

Hayward, L E

17/10/1966 - 1967 Principal Catering Assistant (Development)

Jones, Elwyn D E

1959 - 1964 Superintendent of Food Production Centre

1964 - 1973 Principal Catering Assistant (Operation)

1973 - 1977 Catering Services Manager

Remner, R A

1984 - 1986 Catering Operations & Procurement Manager

1986 - 1987 Catering Operations Manager

Tully, Christine (Mrs)

00/07/1991 - 21/03/1993 Assistant General Manager LT Catering

Vivian, J H

1964 - 1970 Principal Catering Assistant (Administration)

Wexler, Max G

1979 - 1981 Assistant Personnel Officer (Catering)

1981 - 1993 General Manager LT Catering

Wood, J

1961 - 1962 Principal Catering Assistant

3.17 Supplies

Historical Notes

On 01/07/1933, the Stores Organisation was Department L. Under the Chief Stores Superintendent were the Purchasing Agent and the Stores Superintendent. By 01/01/1934, both these posts had Assistants.

By 08/03/1935 under the Chief Stores Superintendent were the two Joint Purchasing Assistants and the Stores Superintendent.

In the pre-war period, the Stores Department was responsible for Morden Station Garage, Effra Road Printing Works and other auxiliary activities.

By 00/01/1939, the department had been relettered F.

By 03/05/1940, Stores had been transferred to the Chief Commercial Manager's Office. By 19/6/1944 the department was known as "Supplies".

The department reported as follows:

1940 to the Commercial Office; 01/01/1948 AH Grainger; 01/01/1949 to LC Hawkins; 1962 to AH Grainger; from at least 1972-1975 RM Robbins; 1975-1976 to JG Glendinning; 1976-1978? to RM Robbins; 1979-1982 John Cameron.

From 1947-1950 the department was part of Technical Planning. Catering was part of Supplies from 1958-1963 and 1981-1983.

On 01/01/1948 and until 1951 the Chief Technical Planning & Supplies Officer reported to the Chairman.

By 08/03/1948 the department reported to AH Grainger, but by 01/01/1949 to LC Hawkins.

By 01/10/1951 the Stores Standardisation Officer reported to the CSO and not the CTPO

On appointment as Technical Planning Officer in 1948, Cedric Dunton was responsible for the assessment of value of capital projects and the standardisation of components, the introduction of a decimal coding system and he led the investigation which resulted in the Central Distribution Service being set up.

On the resignation of R L P Cobb, who was taking up a BR appointment, Mr A E Shave assumed responsibility for purchasing on 03/06/1957 in addition to his existing duties.

In 1962, the Contracts Officer was responsible to the Chief Supplies and Services Officer for the negotiation and letting of major contracts for the supply of capital equipment and for the operation of the Ticket Machine Works at Effra Road.

In 1963, the Commercial Advertising department was part of the Chief Supplies & Services department.

On the appointment of EW Claydon as Principal Stores Assistant in 1966, he became responsible for material for buses and coaches, textiles and stationery, standardisation and coding and acted as deputy for the Stores Superintendent.

In 1968, the following responsibilities came into effect:

AG Day was appointed Purchasing Officer responsible for general purchasing and for the purchasing of AFC equipment;

BM Staines became Contracts Officer, responsible for the purchase of bus and railway rolling stock, electrical plant and other capital equipment;

CH Coleshill became Distribution Services Manager responsible for the Central Distribution Service, advertisement and timetable fixing, roadside sign and shelter cleaning and the Lost Property Office.

In the late 1960s, billposting was transferred to this department. In 00/09/1968 responsibility for the Lost Property Office passed from the Fares & Charges Office to Distribution Services (part of Supplies). In about 1976 commercial and traffic billposting was devolved to Commercial Advertising (Stations) and the Publicity Office (Bus Stops & Shelters).

From 19/05/1969, responsibility for posting up traffic posters on stations became that of the Distribution & Advertising Services Manager.

In 1970, the Stores Manager was responsible for railway and bus, civil and electrical Engineering stores.

In 1972, the Contracts Officer, Alfred Day was responsible for buying road and rail rolling stock, escalators, electrical plant and other major capital equipment. He also continued to be responsible for the purchase of road and rail AFC equipment. The Purchasing Officer, Brian Staines, was responsible for general buying, retaining responsibility for certain supply and maintenance contracts.

In October 1972, the Assistant Stores Manager was responsible for the civil, electrical and railway divisions of the stores.

On appointment as Supplies Development Officer late in 1972, T North was responsible for developing co-ordinated procedures for inventory control and purchasing and for monitoring the performance of the computer based system.

On appointment as Principal Contracts Assistant in 1973, David Bailey was responsible for commercial matters related to the negotiation and administration of contracts for road and rail rolling stock and other major items of capital equipment.

In 00/09/1976 the following all reported directly to the Chief Supplies Officer:-
Contracts Officer, Distribution Services Manager, Purchasing Officer, Stores Manager, Supplies Development Officer.

In 00/07/1978 it was announced that a new Stock Checking section was being formed to audit, physically, the contents of storehouses. From 00/02/1982, the responsibility for supplying stores to stations was transferred from the Stores Manager to the Materials Manager.

By 00/11/1982, the department was divided into, and had become part of, the Bus and Rail businesses. Responsibility for Office Services passed by 1983 to the Technology & Telecommunications section of the Director of Administration; Catering transferred to the Commercial Director.

Key Personnel

Agnew, W Lockett

1933 -	1935	Assistant Chief Stores Superintendent
1935 -	1942	Joint Purchasing Agent

Bailey, David

1973 -	?	Principal Contracts Assistant
16/01/1978 -	1981	Stores Manager
1981 -	1982	Group Supplies Officer

Clark, Michael D

1977 -	30/03/1989	Distribution Services Manager
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Claydon, E W

31/12/1965 -	31/12/1969	Principal Stores Assistant
01/01/1970 -	22/02/1970	Stores Superintendent
14/09/1970 -	c1978	Stores Manager

Cobb, R L P

1952 -	1954	Assistant to Chief Supplies Officer
1954 -	1955	Principal Executive Assistant Purchasing Office
1955 -	1957	Purchasing Officer

Coleshill, Charles H

1960 -	10/10/1966	Superintendent of CDS (Freight)
11/10/1966 -	01/09/1968	Distribution & Advertising Service Manager
02/09/1968 -	1972	Distribution Services Manager

Constable, Brian D

1972		Acting Distribution Services Manager (seconded from Research & Development)
1973 -	1976	Distribution Services Manager

Courtney Tom

1950 -	1956	Superintendent CDS, (Freight)
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Coveney, A C

1933 -	01/05/1934	Purchasing Agent
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Croom-Johnson, Percy

07/07/1937 -	1939	Technical Officer
1939 -	1943	Chief Stores Superintendent

Davies, Trevor L		
1936 -	?	Assistant to Chief Stores Superintendent
Day, Alfred G		
1958 -	1962	Assistant to Chief Supplies & Services Officer
1962 -	01/09/1968	Contracts Officer
02/09/1968 -	1972	Purchasing Officer
1972 -	1981	Contracts Officer
Fernyhough, Geoffrey		
1949 -	1950	Superintendent Central Distribution Services (Freight)
Gough, Henry Percy		
1933 -	1951	Stores Superintendent
Hilton, William		
1949 -	1955	Purchasing Officer
Hoff, R B		
1942 -	1943	Assistant to Chief Stores Superintendent
1943 -	1944	Assistant to Chief Stores Officer
1944 -	1949	Purchasing Agent
Hutson, Eric		
1972 -	?	Assistant Stores Manager
Noakes, G F		
1957 -	1961	Principal Stores Assistant
1961 -	31/12/1969	Stores Superintendent
<u>01/01/1970 -</u>	<u>22/02/1970</u>	<u>Acting Chief Supplies Officer</u>
North, T		
1972 -	1981	Supplies Development Officer
Ottaway, Eric Carlton		
1951 -	02/02/1958	Chief Supplies Officer
<u>03/02/1958 -</u>	<u>16/09/1963</u>	<u>Chief Supplies & Services Officer</u>
Park, James (Jim)		
<u>23/02/1970 -</u>	<u>1978</u>	<u>Chief Supplies Officer</u>
<u>1979 -</u>	<u>1981</u>	<u>Group Supplies Director</u>
<u>1981 -</u>	<u>1982</u>	<u>Director of Supplies and Central Services</u>
Pitts, R H		
<u>1933 -</u>	<u>1939</u>	<u>Chief Stores Superintendent</u>
Rothschild, Peter		
1956 -	1960	Distribution Services Manager

Shave, Alan Edward

1951 - 15/09/1963	Supplies Officer (with additional responsibility for Purchasing from 1957)
<u>16/09/1963 - 1969</u>	<u>Chief Supplies Officer</u>

Skegg, J E

1956 - 1960	Principal Purchasing Assistant
1960 - 1961	Principal Executive Assistant Supplies Office
1961 - 1971	Principal Purchasing Assistant

Staines, Brian M

1967 - 01/09/1968	Principal Contracts Assistant
02/09/1968 - 1972	Contracts Officer
1972 - 1981	Purchasing Officer
1981 - 1982	Group Supplies Officer

Valentine, Alexander Balmain Bruce

<u>1943 - 1947</u>	<u>Chief Supplies Officer</u>
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Welton, E S

1933 - 1935	Assistant Purchasing Agent
1935 - 1942	Joint Purchasing Agent
1942 - 1944	Purchasing Agent

Worth, W A

1954 - 1956	Assistant to Chief Supplies Officer
1956 - 1960	Principal Purchasing Assistant
1960 - 00/08/1960	Purchasing Officer (died after 5 weeks in post)

Technical Planning**Dunton, Cedric Ethelwulf**

1948 - 1951	Technical Planning Officer
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Hewitt, Leslie Barnard

1950 - 1952	Stores Standardisation Officer
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Sinclair, George Flett

<u>1947 - 1950</u>	<u>Chief Technical Planning & Supplies Officer</u>
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3.18A Transport Planning

Historical Notes

On appointment as PEA (Planning Office) in 1966, EL Rockwell was responsible for matters relating to long-term railway planning and other transport developments. Also, on appointment as Principal Planning Assistant in the same year, AO Knight acted as deputy to the Planning Officer and was responsible to him for road and rail long-term planning, traffic engineering and urban renewal matters.

On appointment as Principal Planning Assistant in 1969, EL Rockwell was responsible to the Senior Planning Officer for railway planning, work arising from the London Transportation Study, the economic advisory service, social benefit exercises and population estimates; RHW Brewer, PEA, was responsible for traffic management, road reconstruction schemes, bus priorities and urban renewals, bus-rail interchange, station car parks and local transportation studies; and Arthur Knight, on his appointment as Planning Officer (Special Projects) in 1969 became responsible for the control of a project planning group which was to be formed to undertake the further development and updating of the Bus Reshaping Plan and reported direct to Ralph Bennett (Board Member). He continued to be responsible to the Senior Planning Officer for certain current major planning items.

In 1969, the Director of Transportation Planning was responsible for the tactical planning of the LT road & rail system. The Senior Planning Officer was responsible to the Director for bus reshaping, roads and traffic and urban renewal. The Planning Officer was responsible for railway planning matters, social benefit studies and statistical surveys. The Director of Transportation Policy was responsible for co-ordinating major development proposals, formulating development policies and objectives, liaison with Ministry of Transport, Greater London Council and other bodies on major investment projects and organising LT consultancy services.

The Commercial Office was part of Commercial Policy from at least 1970-1975; part of the Chief Commercial & Planning Office from 1975.

On appointment as Planning Development Officer in August 1974, RHW Brewer was responsible for the co-ordination of the planning of public transport interchanges and ensured adequate provision was made for public transport in projects developed by other authorities.

In September 1976, the department reported to Dr Quarmby. The organisation was:

- Chief Transport Planning Officer
 - Planning & Liaison Officer
 - Planning Officer (Transport Strategy)

In 1979 the Commercial Office transferred to Group Marketing. The Chief Commercial & Planning Officer reported during 1973-1975 to Ralph Bennett. In 1974-1975 it included Planning, Marketing, Systems, Operational Research & Commercial Offices.

Transportation Planning reported to Ralph Bennett in 1972-1973 when it included the Planning Office. Transportation Planning reported to Dr Quarmby in 1975-1977 and included Planning Development (1975), Planning Liaison & Planning Office.

Passenger Liaison & Consultancy was part of Transportation Planning until 1975 when it became a separate department, shortly afterwards becoming London Transport International.

In 00/09/1976, the department reported to Dr Quarmby. The organisation was:-

- Chief Transport Planning Officer
 - Planning & Liaison Officer
 - Planning Officer (Transport Strategy).

Key Personnel

Brewer, R H W

02/06/1969 -	1970	Principal Executive Assistant, Planning Officer
	1970 - c1974	Principal Planning Assistant
00/08/1074 -	1975	Planning (&) Development Officer
	1975 - 1979	Planning & Liaison Officer

Ellen, Eric R

01/10/1965 -	21/09/1969	Planning Officer
<u>22/09/1969 -</u>	<u>1972</u>	<u>Director of Transportation</u>
	<u>1972 - 1973</u>	<u>Director of Transportation & Planning</u>
	<u>1973 - 1975</u>	<u>Chief Policy Liaison Officer</u>
	<u>1975 - c1978</u>	<u>Chief Transport Planning Officer</u>

Garbutt, Paul E

<u>22/09/1969 -</u>	<u>1973</u>	<u>Director of Transportation Policy</u>
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Knight, Arthur O

11/02/1963 -	02/01/1966	Principal Executive Assistant, Assistant to Chairman
03/01/1966 -	21/09/1969	Principal Planning Assistant
22/09/1969 -	1974	Senior Planning Officer
	1974 - 1975	Passenger Liaison & Consultancy Services Manager

Rockwell, E L

01/01/1966 -	1969	Principal Executive Assistant Planning Office
	1969 - 21/09/1969	Principal Planning Assistant
22/09/1969 -	1974	Planning Officer
	1974 - 1975	Transportation Planning Officer

3.18B Business Planning

Historical Notes

Operational Research had its own Director from 1970-1973 (reporting to Ralph Bennett for planning and commercial matters) and included the Systems Office. From 1973-1975 Operational Research was part of Commercial & Planning, reporting to Ralph Bennett; from 1975-1979 Operational Research was part of the Chief Business Planning Office under Dr Quarmby.

In 1971, the Head of Projects Section's responsibilities included the assessment of bus control and communication systems.

Corporate Planning reported to JG Glendinning 1972-1975 and, from 1973-1975 included Performance Control (1972-1973) and Financial Appraisal which transferred from the Chief Financial Officer in 1973 and transferred back there in 1975. Group Planning reported to John Stansby from 1979. Group Planning included Planning Research, Business Policy, and Planning & Liaison. Commercial Policy reported to Ralph Bennett 1973-1974. From 1975-1977, Business Planning reported to Dr Quarmby and included Marketing, Commercial, Planning Research and, 1975 only, Operational Research. In 1979 Operational Research transferred to Industrial Relations (qv).

In early 1974, the Principal Operational Research Assistant was, inter alia, responsible for the design and management of a special study on the future of one-man (sic) bus operation in London.

In August 1974, the Economic and Operational Research Manager was responsible for all LT's economic research work in addition to his existing responsibilities for operational research.

In 00/09/1976, the department reported to Dr Quarmby. The organisation was:-

- Chief Business Planning Officer
 - Marketing Manager
 - Commercial Officer
- Planning Research Officer
 - Operational Research Officer
- Business Policy Officer.

Key Personnel

Clarke, Robert W

14/07/1969 -	1971	Principal Executive Assistant Fares & Charges Office
1971 -	1974	Fares & Charges Assistant
1974 -	1979	Commercial Officer

Cohen, Norman V

1971 -	00/08/1974	Principal Operational Research Assistant
00/08/1974 -	1975	Operational Research Officer
1975 -	1976	Planning Officer (Transport Strategy)

Collins, Peter H	1979 - 1980	Assistant Planning Research Officer
Eberall, Peter W	1973 - 1975	Financial Appraisal Officer
Fairhall, William R	03/08/1970 - 1971 1971 - 1972	Principal Executive Assistant Financial Planning Principal Corporate Planning Assistant
Ingleton, John E	24/08/1970 - 1971 1971 - 1973	Assistant Financial Planning Manager Performance Control Officer
Jukes, Andrew J	1976 - 1980	Business Policy Officer
Leicester, Edward H	08/11/1965 - 1967 1967 - 19/10/1969 <u>20/10/1969 - 1974</u>	Principal Executive Assistant Fares & Charges Fares & Charges Officer <u>Director of Commercial Policy</u>
Lloyd, Frederick J	<u>1965 - 1969</u>	<u>Chief Commercial & Planning Officer</u>
Nolan, John P S	05/05/1969 - 1970 1970 - 1971	Principal Executive Assistant Fares & Charges Principal Executive Assistant Systems Office
Phillips, Ian	<u>1971 - 1973</u> <u>1973 - 1975</u> <u>1975 - c1978</u> <u>1979 - 1980</u>	<u>Director of Corporate Planning</u> <u>Financial Planning & Appraisal Manager</u> <u>Chief Business Planning Officer</u> <u>Group Planning Director</u>
Quarmby, Dr David A	<u>01/06/1970 - 1973</u> <u>1973 - 1975</u>	<u>Director of Operational Research</u> <u>Chief Commercial & Planning Officer</u>
Wagon, Derek J	1971 - 00/08/1974 00/08/1974 - 1975 1975 - 1980	Operational Research Officer Economic & Operational Research Manager Planning Research Officer
Webber, Roger E	1972 - c1976 1976 - 1977	Principal Assistant (Corporate Planning) Operational Research Officer
Wheat, Michael H	1970 - 1974	Systems Officer

3.19 Group/Corporate Planning

Historical Notes

Group Planning reported to Basil Hooper 1984-1986; the Chairman 1986-1988; Michael Marsh 16/11/1988 - 00/11/1990; the Chairman 00/11/1990-1993; Dr Watkins 00/04/1993 - 00/03/1994.

From 1980-1985 Planning was part of the Directorate of Finance & Planning (qv). From 00/07/1989, the Tendered Bus Unit, Unit for Disabled Passengers and (from the Marketing Directorate) the Commercial Office became part of the Planning Directorate. From 00/04/1990, responsibility for bus stops, stands and shelters was transferred to the Planning Directorate from LBL. From 00/05/1990, the Tendered Bus Unit and Unit for Disabled Passengers, were transferred to LT Trading and the Passenger Liaison Unit was transferred to the Public Affairs Directorate.

The Bus Service Planning Department (including Network Review Team, QSI Section & Local Licensing Section) transferred to LT Buses on 31/05/1994.

Following the transfer of bus-related functions to LTB, a revised structure was issued on 21/06/1994. The Department was restructured into two main divisions:

Economic Planning & Development under M Fairhurst:

- Strategy & Appraisal
- Information Systems
- Market Analysis

Transport Planning & Development under J Willis:

- Light Rail development
- Strategic Studies
- Rail Planning
- Policy Land use & development

The Fares & Charges Office was split into Rail Fares, Road Fares, Ticket Sales/Refunds and Finance & Technology.

In 00/03/1995, control of the Croydon Tramlink Project passed to LT Buses. In the Spring of 1995, responsibility for the Commercial Office passed to the LT Marketing Directorate.

In 00/06/1995, it was announced that the remit of LT 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 to bring forward strategies and projects to increase the use of public transport. It worked closely with the Government Office for London and with British Rail/Railtrack. Planning was divided into two main areas - Policy & Strategy. The International & European Affairs Office transferred to LT Planning from LUL Railway Extensions Directorate. By Nov 1995, the post of International Affairs Manager (Mark Rushton to 17/11/1995; John Bromley from 20/11/1995) had been created under John Fawkner.

The Revenue Agreements section was (1996) responsible for managing the gathering & analysis of data which played a crucial role in determining LT's income.

Key Personnel

Abraham, Henry

1998 - 1999 Policy Development Manager
 1999 - 18/09/1999 Policy Studies Manager

Atkins, Dr Steve T

1995- c1997 Policy Studies Manager

Bayliss, David

1984 - 31/03/1999 Director of Planning

Bromley, John G

1997 European Affairs Manager

Bygate, J A

01/04/1992 - 09/02/1994 General Manager Croydon Tramlink

Clarke, Robert W

00/07/1989 - c1990 Commercial Officer
 1990 - 00/03/1995 Commercial Manager

Collins, Peter H

1984 - c1990 Group Planning Manager
 c1990- 00/06/1994 Commercial & Transport Planning Manager
 00/06/1994 - 1995 Planning & Commercial Manager
 00/06/1995 - 1999 Head of Policy & Planning

Fairhurst, Malcolm H

1987 - c1990 Group Economic Adviser
 c1990 - 00/06/1994 Principal Economic Adviser
 00/06/1994 - 07/05/1995 Economic Planning & Development Manager

Fawkner, John E

00/06/1995 - 18/09/1999 Head of International & European Affairs \$\$

Halle, Richard W

1990 - 1991 Bus Services Planning Manager
 1992 -summer1994 Bus Services Development Manager

Maw, Julian R

c1996 - 18/09/1999 Development Manager (Intermediate Modes)

Newton, Nick G

1987 - 1988 Contracts Manager (Planning)

Smith, Richard S

1989 - c1990
c1990 - 00/04/1994

Corporate Planning Manager`
Corporate Planning & Policy Manager

Torode, Roger B

10/11/1997 - 18/09/1999

European Affairs Manager

Warren, D

1998 - 18/09/1999

Rail Planning Manager

Willis, Jon G

1990 - 00/06/1994
00/06/1994 - 1995
00/06/1995 – 00/06/1999

Rail Development Manager
Transport Planning & Development Manager
Head of Strategy & Planning

Note:

\$\$ Between 00/04/1995- 00/06/1995 this post, (transferred from LUL Railway Extensions Directorate) appeared not to report through any Directorate.

3.20 Marketing (to 1989)

Historical Notes

Marketing reported to Ralph Bennett at least 1972-1975. From 1974 to c1978 Marketing was part of the Chief Business Planning Office. Marketing reported to John Stansby 1979-1980; the Chairman 1980-1981; Dr Quarmby 1981-1982; the Chairman 1982-1988.

On appointment as Market Development Officer in August 1974, Derek Fisk was responsible for the promotion of LT's services, particularly in the tourist market and for the assessment of transport innovations and experiments.

Publicity transferred to Marketing from Public Relations in 1979; in about 1988 Advertising & Publicity transferred out to LUL Marketing. From 1979 the Commercial Office transferred to Marketing from Planning: in about 1989 it returned to Group Planning. On 15/07/1983 catering transferred from the Chief Supplies Officer to Marketing: in 1990 it transferred to LT Trading. On 01/11/1982, Commercial Advertising became part of Marketing: in about 1988 it transferred to LT Advertising. In 00/10/1988, the Publicity Services Unit was established in Marketing.

On 31/03/1987, the LT Photographic Library run by the Advertising & Publicity Department, closed. Its records were relocated to the LT Museum.

In 00/10/1988, the Publicity Services Unit was established within this directorate: it then became accountable for signs and fixed information throughout the Underground: the last Section to make up this new unit was the S&EE's Signs Unit (06/02/1989).

Key Personnel

Brown, A C N

16/02/1970 - 1974 Director of Marketing

1974 - 1979 Marketing Manager

Clarke, Robert W

1979 - c1989 Commercial Officer

Fairhall, William R

1972 - 1973 Marketing Intelligence Manager

Fisk, Derek

00/08/1974 – 26/06/1977 Market Development Officer

Hooper, Basil J

1979 - 1983 Group Marketing Director

1983 - c1988 Commercial Director

Lewis, Nick D

1980 - 1988 Advertising & Publicity Officer

Parker, Michael J		
1980 -	1986	Marketing Development Officer
á Robinson, Brian L		
1986 -	1988	Corporate Marketing Director
Turner, Elyot		
19/06/1970 -	?	PEA (responsibnle for bus marketing activities)

3.21 Marketing (new from 1995)

Historical Notes

An LT Marketing Department was created on 08/05/1995, which also included PASS and the LT Museum, as well as LUL Communications, and Design, and from Central Personnel, the Lost Property Office.

In Spring 1995 the Commercial Office transferred to Marketing from LT Planning and some functions transferred from LUL Finance.

From early 00/08/1995, summaries of broadcasts, hitherto transcribed by the LT Press Office, were supplied by Broadcast Monitoring Company.

The Film Facilities Co-ordinator (in 1995) who was part of Media Relations was responsible for liaising with companies wishing to film on LUL premises. (Requests to shoot scenes involving busking, begging, fare-evasion, graffiti, assault & murder were normally refused to protect LUL's image!)

On 24/07/1995 organisation notice 3328 gave details of the proposed structure of the department:-

LT Museum - Museum, Intellectual Property

PASS - PASS agents, bulk ticket management, departmental administration (PASS = Pass Agents Sales Service)

Design - Graphics, design advice, environments

Market Research - Counts & surveys, market research, market trends, publication of market information

Market Planning - Fares policy, customer standards, new opportunities, modelling/forecasting, transport planning, marketing planning, marketing plan/investment programme

Public Affairs - Government, public, media, boroughs, LRPC, customer charters

Customer Services - LU penalty fares, LU charter claims, travel information, customer correspondence & enquiries, lost property, fares revisions

Advertising & Publicity - Campaigns, passenger information & publicity, information strategy implementation, tourism, signs.

During 1995, Corporate Planning transferred to Group Financial Planning & Control.

In 00/12/1995, under B Le Jeune, Head of Customer Services were the Travel Information Services Manager, responsible for the Travel Information Service (telephone enquiry bureau & Travel Centres & the Lost Property Office); the Customer Service Centre Manager, responsible for handling claims made under the LUL Customer Charter and the

processing of Penalty Fares Notices & Appeals; the Fares Manager, responsible for sections of the Commercial Office remaining within Customer Services viz: fares compilation & the processing of fares and season ticket refunds, duplicate issues etc. It was expected that the remaining sections of the Commercial Office, viz: supply of scholars', elderly persons' & other bulk tickets to local authorities, employers etc would transfer to PASS in 1996.

From 11/12/1995 under Jean Harris, Head of Advertising & Publicity were:-
Customer Information Manager (to whom reported, in the short term, the Signs Unit)
CIS Project Manager (Mike Stallard in PSD)
Advertising Manager (post vacant).

Undated organisation notice 3350 (issued 00/12/1995) amended notice 3328 as follows:

LT Museum - 'Educational Liaison' added *

Design - 'Products' added.

Market Research - existing replaced by 'Continuous Market Research, ad hoc Market Research, communication of research findings'.

Market Planning - existing replaced by 'Fares & Ticketing Policy, Customer service standards, Market segments & new opportunities, Modelling/forecasting, Network & service planning, Market trends & information, Marketing Plan.'

Public Affairs - existing replaced by 'Government liaison, Public Relations, Media Relations, Boroughs Liaison, LRPC Liaison, Customer Charters'.

Customer Services - 'Fares revisions' replaced by 'Fares & season ticket refunds'.

Advertising & Publicity - existing replaced by 'Customer information, Publicity, Information strategy implementation, Advertising, Promotions, Direct marketing'.

* (responsibilities for Education & Schools liaison transferred from Public Affairs)

In 00/12/1995 responsibility for Revenue Apportionment transferred to Corporate Planning from Economic Planning & Development. Richard De Ste Croix remained in charge of the process to determine the allocation of revenue from all forms of joint ticketing.

By 00/12/1995 the Design Management Team had moved to 9th Floor Broadway Buildings. Under Jeremy Rewse-Davies were Roger Hughes (no title); Christopher Nell, Design Manager (Environments); Corynne Bredin, Graphics Manager; and a temporary design assistant.

Early in 1996 responsibility for overseeing Privilege Tickets & BR Travel Warrants was transferred from the Commercial Office to Passes & Permits (part of HR directorate). By at least 00/04/1996, the Commercial Office was known as the Fares Office.

In 00/01/1996 the new Market Planning Group was brought into being: Geoff Hobbs, Richard Parry & Steve Wright had formerly been Economists working under Adam Goulcher in LT Market Analysis.

In about 00/02/1996 responsibility for Revenue Apportionment was transferred to Corporate Planning (part of Financial Planning & Control directorate).

From 12/02/1996 responsibility for administering the WH Smith Stationery Contract was transferred from LT Marketing Procurement to LT HR (Office Services) - with exception of the printing element of the WH Smith contract (i.e. binders & folders, cash bags & labels, printed envelopes, photocards & Travelcard wallets) which remained within LT Marketing.

In about 00/02/1996, the Passenger Liaison Unit was renamed the Consultation & Liaison Unit (it was responsible for liaising with the LRPC and the London Boroughs).

In 00/04/1996, under the Corporate Relations Manager (C Filby) were 'Corporate Relations Executives' for: Parliamentary, Comm/Business, Local Government/Pressure Groups, Project Liaison Support. There was also a Passenger Liaison Group.

The Tourism Department (4 strong) was responsible (1996) for promoting LT travel abroad. The Customer Information Strategy Team (8 strong) was responsible (1996) for developing electronic gateway signing, whiteboard specs. and organising training to PSD staff in using the PA system.

On 11/04/1996 the PASS office moved from Greenwich to Harbour Quay, Docklands.

The Market Planning department was responsible (1996) for developing market policies and initiatives for LT's networks and services and fares and ticketing systems; also for provision of market information, analysis, modelling & planning systems support to all business units in the LT group.

The LT Real Time Team of the TIS was (1996) responsible for ensuring that comprehensive, accurate & up to date travel information was available for travel information staff and thus, the customers.

Within the A&P Department, the Assistant Customer Information Manager (R14) was (1996) responsible for managing the Wayfinder, Service Change & Publicity Support units.

By 00/06/1996 LUL/LT design had been brought under LT control.

From 08/07/1996 Justin Gutmann reported to Adam Goulcher instead of directly to Norman Cohen; also Steve Perry reported to Barry Le Jeune instead of to Roger Harding (PASS) to allow Roger Harding to concentrate more on the PRESTIGE Project.

It was announced in 00/07/1996 that Advertising & Publicity & the Public Affairs Divisions were being merged and that a Head of Marketing & Communications was being sought.

The 'Marketing Directory' published in 00/10/1996 detailed the Marketing organisation as follows:

Norman Cohen, Marketing Director

- (vacant), Head of Communications
 - Philip Carter, Media Relations Manager (with Press; Media Facilities teams)
 - Mike King, Customer Information Manager (with Customer Information [including a Publicity Support & Campaign subsection]; Signs; Creative Service teams)
 - Mike Stallard, LUL Customer Information Strategy Manager
 - Claire Filby, Corporate Relations Manager (with Corporate Support; Corporate Events; Corporate Relations teams)
 - Charlie Edelman, Advertising Manager (with Advertising, Tourism teams)
 - Allen Wetherell, Passenger Liaison Manager
- Barry Le Jeune, Head of Customer Services
 - Mary Cooke, Travel Information Services Manager (including Travel Information Centres; Travel Information Call Centre [giving routeing & ticketing information]; Lost Property Office)
 - Peter Legg, Fares Manager (with Rail Fares Implementation; Road Fares Implementation; Refunds teams)
 - John Harris, Customer Services IT Manager (including ROUTES; Office Systems; Information Systems teams)
 - Paul Naylor, Customer Service Centre Manager (with Penalty Fares/Charter; Correspondence teams)
 - Steve Perry, Business Support Manager (with Personnel, Procurement; Accounts; Financial Processing; Safety & Administration; IT teams)
- Jeremy Rewse-Davies, Head of Design
 - Corynne Bredin, Graphics Manager [corporate identity and image, signing and customer information, publications and graphic communication standards]
 - Christopher Nell, Design Management - Environments [stations, bus stations, bus shelters, offices and shops]
 - Innes Ferguson, Product Design Manager [trains, bus stops, seats, cable management systems]
(all three sections supported by Design Consistency; Design Support subsections)
- Adam Goulcher, Head of Market Planning
 - Richard Parry, Fares & Ticketing Policy Manager
 - Steve Wright, Market Development Manager
 - Geoff Hobbs, Economic Planning Manager
 - Gerry Weston, Operational Research & Information Systems Manager (with Information System; Operational Research teams)
 - Phil McKenna, Transport Planning Manager (with Transport Planning Policy team and separate Transport Planning teams for East, West and Central/North/South)
 - Roger Torode, PRESTIGE Marketing Manager
 - Malcolm Fairhurst, Planning Adviser
 - Justin Gutmann, Market Research Manager (with Continuous Market Research and two Market Research teams)
- Sam Mullins, Director, LT Museum

- Rob Lansdown, Head of Communication & Displays (with a Design team)
- Helen MacKintosh, Deputy Director (with Sales; Commercial & Development [including protection of intellectual property rights]; Visitor Services; Marketing; Education teams)
- Mark Dennison, Head of Curatorial Services (with an Archive team)

- Alan Sewell, Financial Controller (with a Financial Administration team)
- Roger Harding, General Manager of PASS
 - Ron Button, Operations Manager (with Supplies; Area Field [representatives & revenue collection]; Field [bulk sales & commercial sales development] teams)
 - David White, EPOS Project Manager (with Administration; Systems Administration; Application System teams)
 - Rob Robinson, Financial Controller (with Revenue & Security; Accountant teams)

The Press Cuttings agency at the end of 1996 was 'Premium Press'. This firm failed and went into receivership on 21/03/1997 but they failed to advise LT Press Office (Media Monitoring) until 25/03/1997.

By at least 00/11/1996, the following were known collectively as LT Group Services (although the abbreviation 'LGS' was often used as the financial computer programme could only cope with three descriptive letters):

LT Board:

Safety
Human Resources
Marketing

Financial:

Special Projects & Investigations,
Pensions,
Audit,
Group Financial Planning & Control,
Group Financial Accounting,
Secretary & Legal.

On 03/02/1997 Geoffrey Ellerton was appointed Head of Marketing Communications, responsible for and leading the overall co-ordination of the following teams:

- Advertising & Publicity
- Public Affairs
- Underground Customer Information Project
- Jubilee Line Marketing ('recently' established)

In 00/02/1997, PASS was about to take over responsibility for the network of agents in the rest of the UK and overseas in addition to the 2350 agents in the London area already part of PASS.

In 00/10/1997, Allen Wetherell took on a new role as Customer Information Strategy Implementation Manager (reporting to Mike King) responsible for co-ordinating the effective implementation of projects from the "Right time, right place" programme which had formerly been the province of the Customer Information Strategy team (which was wound up earlier in the year) and which had been passed to other units for review and completion. Also the Passenger Liaison Unit and Corporate Relations were amalgamated into a new Public Affairs department under a newly created post of Public Affairs Manager for which Claire Filby had been selected. Direct reports to Geoffrey Ellerton, Head of Communications with their responsibilities were:

- Charlie Edelman, Advertising Manager - advertising and promotional strategy for LT, LTB and LUL, including external advertising, sales promotion, direct market and tourism
- Mike King, Customer Information Manager - strategy, design, production and distribution of all customer information and publicity support material
- Claire Filby, Public Affairs Manager - communicating with Parliament, Whitehall, local Government pressure groups, and opinion formers on local and corporate issues; liaison with LRPC and statutory consultation with London Boroughs
- Phil Carter, Media Relations Manager - managing media relations, explaining and promoting LT's activities and policies and monitoring coverage
- Stephen Jolly, Manager, Projects Marketing - project-managing the overall marketing of the Jubilee Line extension and other major projects.

LT Museum (1997) had a "Visual Image Services" department - the manager, Ian Bell, was available to take or supply pictures for internal publications.

On Norman Cohen's retirement in 00/12/1997 reporting lines were as follows:-
 To Geoff Ellerton - Design, LT Museum, PASS; to Adam Goulcher - Customer Services.
 On 14/04/1998 Market Planning and the Market Research Section moved to Telstar House.

At the end of May 1998, the JLE Project PR and Press Office transferred to LT Marketing Communications under Geoffrey Ellerton.

From 15/06/1998 Marketing was transferred from Denis Tunnicliffe to David Bailey, Director of Development.

On 11/10/1998 61 posts in LT PASS were transferred to TranSys, as part of the PRESTIGE project. By 5/2001, PASS outlets were known as Local Travel Ticket Outlets.

With the impending retirement of David Bailey, the following reporting changes took place on 25/07/1999:

To Derek Smith, MD

Market Planning	Adam Goulcher
Marketing Project Manager	Stephen Jolly
Marketing Project Manager	Peter Lawrence

To Mike Swiggs

Market Planning	Barry Le Jeune
Advertising & Publicity	Charlie Edelman
Customer Information	Mike King
LT Museum	Sam Mullins
Public Affairs	Claire Filby
Media Relations	Philip Carter
Fares Office	Peter Legg
Design	Christopher Nell

On 19/09/1999 Customer Services (TIC, TICC, Lost Property, Fares, Advertising & Publicity, and LT Museum transferred to TLT Administrative Services.

Key Personnel

Agnew, Nick P 05/10/1998 - 18/09/1999	Design Standards Review Manager
Bredin, Ms Corynne J B 1995 - 18/09/1999	Graphics Manager
Button, Ron H 08/05/1995 - 1997	Field Operations Manager (part of PASS) (Operations Manager by 1996)
Carter, Philip J 1996 - 18/09/1999	Media Relations Manager #
Cohen, Norman V 05/05/1995 - 00/12/1997	LT Director of Marketing (later in 1995 LT Marketing Director)
Cooke, Mrs Mary F 00/12/1995 – 18/09/1999	Travel Information Services Manager
Dean, Paul J 1995 - 1995	Corporate Planning Manager (part of Business Planning)
De Ste Croix, Richard c1995 -c00/02/1996	Market Analysis Manager
Edelman, Ms Charlie c1996 – 11/07/1999 12/07/1999 – 18/09/1999	Advertising Manager § Head of Advertising & Publicity
Ellerton, Geoffrey 03/02/1997 - 00/03/1999	Head of Marketing Communications aka Head of Communications

Fairhurst, Malcolm H 08/05/1995 - 1995 1995 1996 – 00/06/1999	Economic Planning & Development Manager (part of Business Planning) ø Group Economic Adviser ø Planning Adviser ø
Ferguson, Innes c1996 – 18/09/1999	Product Design Manager
Filby, Claire c1996 - 00/10/1997 00/10/1997 – 18/09/1999	Corporate Relations Manager (reporting to Head of Public Affairs) Public Affairs Manager (aka Public Relations Manager)
Garrie, Neil 08/05/1995 - c1995	Head of Communication
Godfrey-Davies, Ivor 08/05/1995 - 00/08/1995 00/08/1995 - 15/06/1996	Corporate PR & Publicity Manager (part of Communications) Head of Public Affairs
Goulcher, Adam M 08/05/1995 – 18/09/1999	Market Analysis Manager (part of Business Planning) (Head of Market Planning by 00/09/1995) ø and Designate Director of Marketing Planning (LU) by 00/06/1999, although still also responsible for LT Marketing activities.
Grant, Malcolm D 08/05/1995 - 1995	BR/LT Contracts Manager (part of Business Planning)
Gutmann, Justin N 00/12/1995 -18/09/1999	Market Research Manager
Harding, Roger W 08/05/1995 - 10/10/1998	General Manager Pass Agents Sales Service (PASS)
Harris, Jean M 00/08/1995 - 09/08/1996	Head of Advertising & Publicity
Harris, John P 1996 - 18/09/1999	Customer Services IT Manager aka Information Systems & Technology Manager
Hobbs, Geoff 00/01/1996 -18/09/1999	Economic Planning Manager ø

Hughes, Roger J 08/05/1995 - c1995	Corporate Design Manager (reporting to Design Director)
Inches, Edward 00/02/1998 - 00/03/1998 00/03/1998 - 10/10/1998	Sales Manager, LT PASS Operations Manager, LT PASS
Jolly, Stephen 1997 - 1998 1998 - 18/09/1999	Manager, Projects Marketing Marketing (Project) Manager (Jubilee & East London Line)
King, Mike J 11/12/1995 - c1995	Customer Information Manager § (reporting to C Edelman from at least 11/07/1999)
Lawrence, Peter 1999 - 18/09/1999	Marketing Project Manager
Legg, Peter Norman 00/12/1995 -18/09/1999	Fares Manager
Le Jeune, Barry 08/05/1995 - 00/08/1995 00/08/1995 - 18/09/1999	Head of Passenger Liaison Head of Customer Services
MacKintosh, Ms Helen 1995 1996 - c1997	Assistant Director LT Museum Deputy Director LT Museum
McCormick, Holly 06/04/1995 - 1995	Strategic Planning & Appraisal Manager
McKenna, J Philip 08/05/1995 - 18/09/1999	Transport Planning Manager (part of Business Planning) ø
Mather, Gaynor 08/05/1995 - c1995	Transport Strategy & Surveys Manager (part of Business Planning)
Meads, Richard H 06/04/1995 - 1995	Head of Business Planning
Mills, Jeff C 08/05/1995 - c1995	Advertising & Publicity Manager
Mullins, Sam 08/05/1995 - 18/09/1999	Director, LT Museum
Naylor, Paul 00/12/1995 -18/09/1999	Customer Service Centre Manager

Nell, Christopher 1995 - 09/01/1999 10/01/1999 -	Design Management - Environments Acting Head of Design
Parry, Richard J L 00/01/1996 - 18/09/1999	Fares & Ticketing Policy Manager ø
Perry, Steve R 1995 -18/09/1999	Business Support Manager (Marketing)
Rewse Davies, Jeremy 08/05/1995 - 09/01/1999	LT Design Director (Head of Design by 00/12/1995)
Robinson, Robert J M 08/05/1995 - 10/10/1998	Financial Controller, PASS (part of PASS)
Rolfe, William C E 08/05/1995 - 15/12/1995	Travel Information Service Manager
Shire, Roger S 08/05/1995 - 00/11/1995	Media Relations Manager (part of Communications)
Stallard, Mike J 1995 -1997	LUL Customer Information Strategy Manager § (on secondment in Europe 1997)
Steel, Robin 08/05/1995 - 00/09/1995	Development Planning Manager
Torode, Roger B 1996 - 09/11/1997	PRESTIGE* Marketing Manager ø
Webster, Malcolm J 1995 - c1995	Transport Strategy & Surveys Manager (part of Business Planning)
Wetherell, Allen c1996 - 00/10/1997 00/10/1997 - 18/09/1999	Consultation & Liaison Manager (Passenger Liaison Manager by 00/10/1996) Customer Information Strategy Implementation Manager (‘Implementation’ dropped by 1998)
Weston, J G 06/04/1995 - 00/12/1995 00/01/1996 -18/09/1999	Operational Research Manager (part of Business Planning) Operational Research & Information Systems Manager ø (Operational Research & Systems Manager by 1998)

White, David J

08/05/1995 - 10/10/1998

EPOS Project Manager (part of PASS)

Wilson, Mike T

08/05/1995 - 15/12/1995

(D.e.s. c1964)

Assistant Commercial Manager

Wright, Steve W

00/01/1996 - 18/09/1999

Market Development Manager ø

Zaloga, Mike

1995 -

c1997

Manager, Customer Environment Standards (Development Manager CES by 1996)

Notes

ø - Part of Market Planning from 00/01/1996, under Adam Goulcher.

* - Prourement of Revene Services Ticketing Information Gates & Electronics.

§ - Originally reporting to Head of Advertising & Publicity and, after 00/08/1996 with the departure of Jean Harris, these reported direct to NV Cohen.

- Reported to N V Cohen

3.22 Data Processing/Group Management Services

Historical Notes

In 1963, the Computer Manager's Office was formed. The Computer Manager was responsible for all preparatory work connected with LT's new computer, for its operation and for advising on its possible additional applications.

In 1965, Operational Research was transferred to this department from the Commercial Office (part of Public Relations). The Management Services Officer was responsible for the Operational Research and Organisation & Methods Section.

In 1967, the Principal Computer Assistant, PH Wraight, was responsible primarily for programming standards and the co-ordination of programming work.

On appointment as Computer Development Manager in 1968, PH Wraight was responsible to the Management Services Officer for the selection, design and implementation of a new computer applications and related procedures.

In 1968, the Management Services Officer was responsible for organisation and methods, operational research, systems planning and central work study services. The Computer Manager and the Computer Development Manager continued to report to PI Welding. The Principal Assistant, Computer Development Group, was responsible for investigating the future use of computers by LT.

In 1969, the Data Processing Manager was responsible for all computer activities in London Transport (earlier in 1969 he had been seconded from LT's computer consultants).

On appointment as Acting Data Processing Manager in 1969, CW Blatchford, on secondment from John Hoskyns & Co, was responsible for the installation and commissioning of a new computer early in 1970 and the takeover of work from the EMIDEC installation.

On appointment as Principal Organisation & Methods Assistant in the Management Services Office in 1969, WPS Palmer was responsible for the work of the O & M Team, the form control section and the Clerical Work Control Team

In 1969, the PEA (Management Services), DE Webb, was responsible for controlling the Central Work Study Consultancy Service.

In 1970, the Organisation & Methods Officer (a new post), was responsible for recommending and effecting changes in LT organisation and methods in order to improve the use of the Executive's resources. He reported to the Data Processing Officer.

In 1970, the Principal Computer Assistant, PR Provest, was responsible for the day to day working of LT's computers and AW Walker was responsible for programming activities.

In 1972, responsibility for Organisation & Methods passed from Data Processing to the Chief Establishment Officer.

The department reported as follows: from at least 1972-1980 to JG Glendinning; 1980-1983 to Ian Phillips.

In 00/09/1976 the following all reported directly to the Data Processing Manager:-

- Assistant Data Processing Manager (Systems)
- Assistant Data Processing Manager (General)
- Computer Development Manager
- Computer Operation Manager.

From 1983 it became the responsibility of the Director of Administration (qv).

Key Personnel

Blatchford, C W

20/10/1969 - 1973 Data Processing Manager
 (originally a consultant with John Hoskyns & Co until appointed, later to LT)

Brown, R C

1981 - 1983 Technical Support Manager

Erwin, G J

1975 - c1978 Computer Operations Manager

Fowling, J R

1979 - 1980 Assistant Data Processing Manager (Systems)
 1980 - 1981 Systems Implementation Manager
 1981 - 1983 Group Systems Manager

Gallop, G O

18/02/1963 – 07/06/1969 Computer Manager (responsible to the CEO for at least some of this period)

Gardner, J L

1979 - 1981 Systems Officer (Rail AFC)

Greig, Angus M

17/08/1970 - 1972 Organisation & Methods Officer

Harman, W

02./01/1969 - 1970 Principal Computer Assistant

Hornsell, Jack L

1980 - 1983 Group Organisation & Methods Manager

Hutson, E J

25/03/1968 - 1969 Principal Assistant, Computer Development Group
 1969 - 1971 Principal Computer Assistant

Jones, E T

02/01/1969 – 08/02/1970	Principal Computer Assistant
09/02/1970 - 1978	Computer Development Officer
1979 - 1980	Computer Operations Manager
1980 - 1981	Data Processing Manager
1981 - 1983	Data Centre Manager

Marshall, W

1967 – 31/12/1969	Principal Computer Assistant (Operation)
01/01/1970 - 1975	Computer Operation Manager

Mendler, E F

1973 - 1978	<u>Data Processing Manager</u>
1979 - 1980	<u>Chief Data Processing Manager</u>
1980 - 1983	<u>Group Management Services Director</u>

Oggier, R E F

1965 - 1970	PEA (Computer Manager's Office)
1970 - ?	Principal Research Assistant

Palmer W P S

1969 - ?	Principal Organisation & Methods Assistant
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Provest, Peter R

1970 - ?	Principal Computer Assistant
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Smith, D J

1981 - 1983	Systems & Development Manager
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Spargo, B

1969 - 1970	Assistant Computer Development Manager
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Walker, A W

1970 - ?	Principal Computer Assistant
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Webb, D E

05/05/1969 - 1970	Principal Executive Assistant Management Services
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Weight, R J

1981 - 1983	Computer Operations Manager
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Welding, Pat I

1965 - 1968	Management Services Officer
1968 – 10/10/1969	Director of Management Services

Wheat, Michael H

11/07/1966 - 1968	Principal Assistant (Management Services)
1968 - 1970	Management Services Officer

Wheeler, R M

1975 -	1978	Assistant Data Processing Manager (Systems)
1979 -	1980	Data Processing Manager (Systems)
1980 -	1981	Group Systems Manager

Whitaker, H

1965 -	1967	Data Processing Manager
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Wraight, P H

1967 -	06/10/1968	Principal Computer Assistant (Development)
07/10/1968 -	31/12/1969	Computer Development Manager
01/01/1970 -	1975	Assistant Data Processing Manager
1975 -	1980	Assistant Data Processing Manager (General)
1980 -	1982	Departmental Services Manager

3.23 Design

Historical Notes

Between 1981 & 1986 responsibility for Design belonged to the Director of Architecture and Design. On 01/04/1994 Ian Bell joined LT Design Directorate from LBL Audio-Visual Aids Unit to undertake photographic and video-making assignments. In 00/05/1995, LT/LUL Design combined under the LT Marketing Directorate.

Key Personnel

Hughes, Roger J

c1987 - 07/05/1995

Corporate Design Manager

Levey, Michael F

1980 - 1981

Design Manager

Rewse-Davies, Jeremy

1989 - 07/05/1995

Design Director (also known originally as Director of Design)

Turner, R E

1986 - 1988

Design Director

3.24 Productivity

Historical Notes

This department reported to John Cameron.

Key Personnel

Eberall, Peter W

1980 - 1981 Productivity Officer

Greig, Angus, M

1979 - 1982 Senior Productivity Officer

Ingleton, John E

1979 - 1981 Director of Central Productivity Unit

Wagon, D J

1980 - 1983 Group Productivity Manager

3.25 Administration

Historical Notes

On 13/07/1983 the grouping of departments under the Director of Administration was announced.

In addition to the above, the Director of Administration was responsible also for the following departments: Solicitor, Risk Management, Medical, Architecture & Design, Organisation & Methods and (from 1984) Payrolls.

On 30/06/1986, Computer Services was privatised as Data Networks Plc (part of Duport Plc). On 01/05/1987 Business Services (responsible for computer systems, development & software maintenance) was sold to CAP. By 00/07/1987, CAP had acquired Data Networks Plc.

On 9/10/1987, the Director of Administration left LRT and was not replaced. Colin Chitty was retitled G M (Corporate Services) reporting to Ian Smith. Colin's responsibilities were: overall achievement of targets and policies for Corporate Services and monitoring progress against plans and budgets in the following areas: Risk Management, Payrolls, Office Planning & Services, Bullion Services, Operational Research, Architectural, Legal & Medical Services, Technology & Networks and LRT Builders.

In 1988, Operational Research transferred to LUL. On 03/10/1988, the Technology & Network group was transferred to LBL.

Key Personnel

Brown, R C

1983 - 1984 Technical Support Manager

Chitty, Colin H

1986 – 09/10/1987 General Manager (Professional Services)
10/10/1987 - 00/01/1988 General Manager (Corporate Services)

Day, Mrs Rosemary

01/01/1983 - 09/10/1987 Director of Administration

Dennett, G M

1983 - 1984 Group Productivity Accountant

Fitzhugh, Dr Henry Antonie

1983 - 1984 Technology & Telecommunications Services Manager
1984 - 1986 Technology & Telecommunications Manager

Gilbert, Colin E

1987 - 1988 Technology & Network Manager

Herbert, J H	1985 -	1986	Computer Services Manager
Horsnell, Jack R	1983 -	1984	Group Organisation & Methods Manager
	1984 -	1985	Central Accountant Manager (Business Services)
Jones, E T	1983 -	1984	Data Centre Manager
	1984 -	1987	Technical Manager (Business Services)
Parker, R T	1983 -	1984	Assistant Group Productivity Manager
Rose, J D	1984 -	1985	Rail Accountant Manager (Business Services)
Scott, Gavin	1983 -	1984	Personnel Officer (Central Departments)
	1984 -	1986	Personnel Services Manager
Smith, D J	1983 -	1984	Systems Development Manager
	1984 -	1987	Business Account Manager (Business Services)
Smith Ian S	1985 -	1986	Business Services Manager
Wagon, Derek J	1983 -	1984	Business Services Manager
	1984 -	1985	Management Consultant (Business Services)
Weight, R J	1983 -	1984	Computer Services Manager

3.26 LT Trading

Historical Notes

In the Autumn of 1984, Trading Services was established to be responsible for LRT Builders (formerly the Chief Civil Engineer's Works & Building Department) and Bus Engineering Ltd (formerly the bus workshops at Chiswick, Aldenham and Effra Road). After these organisations had been sold off (qv) LT Trading was re-established in 00/01/1990 to bring together the various trading units of LT. LT Trading was responsible as follows: 1990-1991 to J Telford Beasley; 1992-1993 to Dr A Watkins.

Apart from other trading units shown, LT Trading was also responsible for LT Advertising (to 04/12/1993); LT Catering (to 21/03/1993); Medical (from 00/04/1994); Corporate Affairs (from 00/04/1994); LT International (from 1990).

LT AAL was sold on 15/08/1994. The Director left in 00/12/1994. The remaining parts of LT Trading were distributed as follows:

Unit for the Disabled; Bus Passenger Infrastructure; Tendered Bus Division; Victoria Coach Station	to LT Buses
PASS; LT Museum	to LT Marketing
Medical	to LT Occupational Health (00/05/1995)
LT Public Affairs	to LT Marketing (00/05/1995)

Key Personnel

Brindle Alan

1992 - 1994 General Manager Finance, LT Trading

Fairhall, William R

1984 - c1988 Director of Trading Services

Harkness, Ian J

00/12/1990 - 00/12/1994 Director of LT Trading

Johnson, N E

1990 - 1992 Finance Controller, LT Trading

3.26 LT Trading (ctd)

3.26.01 LT Builders

Historical Notes

The Works & Building Department of the Chief Civil Engineer became LRT (or LT) Builders in 00/03/1984, subsequently becoming part of LT Trading Services later in the year. At some time in 1987, LT Builders became the responsibility of Colin Chitty (General Manager, Professional Services). In 00/05/1987 LRT Signwriters (established within LT Builders by 00/08/1986) was privatised in a management buy-out (the first within LT). In 00/11/1987 the remainder of LT Builders was disbanded. The department was based at Farm Lane to 1927, the Richmond (later known as Empress) Place and from 1930 at Parsons Green.

Key Personnel

Hodges, G E

1985 - 1986 Contracts Manager

Kerbey, B R

1984 - 1985 Personnel Manager

Kinsella, D

+1985 - 1987 Finance & Systems Manager

Poplett, A E

1985 - 1987 Commercial Manager

Wardle, J T

1984 - 1986 General Manager

3.26.02 Distribution Services

Key Personnel

Clark, M D

1984 - 1988 Distribution Services Manager

3.26 LT Trading (ctd)

3.26.03 Unit for Disabled Passengers

Historical Notes

The unit was formed within the Press & Public Relations Directorate at the end of 1984 and was incorporated into LT Trading from Group Planning in 1990. The Unit transferred to LT Buses in 1995.

Key Personnel

Braddock, Andrew J

1991 - 1995 Head of Unit for Disabled Passengers

Shaw, Anthony G

1990 - 1991 Head of Unit for Disabled Passengers

3.26.04 Bus Passenger Infrastructure Unit

Historical Notes

This unit was established on 26/11/1990 to take responsibility for bus stops, stands and shelters from LT Group Planning. In 00/11/1991 it was announced that controllers were being appointed to manage major bus stations. Five had been appointed by Spring 1992. On 1/8/1993, LT Advertising's Outdoor (shelter) section was transferred to the unit. BPIU transferred to LT Buses on 30/05/1994.

Key Personnel

Cordey, R A

26/11/1990 -summer1994 General Manager, LT Bus Passenger Infrastructure Unit

3.26.04.01 Bus Passenger Infrastructure Management Meetings

See LT229/1 for Nick Newton's copies of minutes and papers 01/08/1991 (Meeting no. 7) to 23/06/1994 (No Meeting No.). (1 bundle only – incomplete).

Meetings appear to have been attended only by Newton (as General Manager TBD); – later Brindle (as General Manager Procurement); Cordey (as General Manager LT BPI) and Bourne as Finance & Administration Manager, Procurement).

Agendas divided business under 2 headings: 'Formal Business' usually re PER's, and 'Other Business' which covered a wide range of issues, including feedback / update items,

Meetings appear to have been monthly. It is unclear who the Secretary was.

3.26.05 Pass Agents Sales Service

Historical Notes

In 00/09/1990, staff of London District Pass Distributors (set up by arrangement with the National Federation of Retail Newsagents) were transferred to LT becoming the LDP Unit. On 09/05/1991, LTPD became part of LT Trading. On 04/07/1994 an EPOS (Electronic Point of Sale) Manager was appointed to implement EPOS in PASS outlets within 2 years. PASS transferred to LT Marketing on 08/05/1995.

Key Personnel

Bishop, K

05/08/1991 - 1993 Financial Controller

Bowthorpe, J

1990 - 1990 Acting General Manager

Button, Ron H

1991 - c1994 Field Sales Manager
1994 - 07/05/1995 Field Operations Manager

Harding, Roger W

1990 - 1991 General Manager, LT Pass Distribution
1991 - 07/05/1995 General Manager, Pass Agents Sales Service

Robinson, Robert J M

1995 - 07/05/1995 Financial Controller

White, David J

04/07/1995 - 07/05/1995 EPOS Manager

3.26.06 LT Museum

Historical Notes

On 23/05/1973, the LT Collection (formed of "LT" items from the former BTC Museum at Clapham) opened at Syon Park. The LT Collection closed on 31/12/1977 and reopened at Covent Garden as the LT Museum in 00/03/1980.

On 01/03/1989, the Museum became a charitable trust, with a view to it becoming an independent body. However, following John Telford - Beasley's appointment as LT Chairman, the status of the Museum as a Trust was reviewed. In early 1990 it was agreed that LRT would resume full control of the Museum from 01/03/1990. As the Trust had by this time been established with full charitable status it was decided it should be retained, but

for it to be re-named the [LT?] Transport History Trust and for its remit to be that of encouraging and funding relevant research.

A subsidiary, LTM Enterprises Ltd, was established, in 00/05/1991, as the “trading arm” of the Museum, in order to exploit commercial opportunities in the growing market of high quality museum gifts.

Reporting lines were as follows:

1979 - 1981 to Director of Press & Public Relations;
1981 - 1983 to Ian Phillips;
1983 - 1988 to Basil Hooper;
1988 - 1989 to J Telford Beasley;
from 1990 was part of LT Trading.

On 08/05/1995 control of the Museum passed to LT Marketing.

Key Personnel

Fopp, M A

1984 - 1987 Director, LT Museum

Scott, Andrew J

00/01/1988 - 00/08/1994 Director, LT Museum

Stephens, Peter D

1979 - 1984 Director, LT Museum

London Transport

3.26.06.01

London Transport Museum Board

Covering Dates c1980 - 15/12/1994

Historical Notes

Other Titles

Quorum

Where & When LT Museum or 55 Broadway

Constitution & Duties The LT Museum Board was abolished when Standing Order No. 1 was revised - {see LT Board Minute 2846}.

Surviving records See RC Account 141Box 72 Also LT188 for copies of minutes

Committee Members

Chairman

Deputy Chairman

London Transport

3.26.06.02

London Transport Museum Advisory Committee

Covering Dates c1985 - c1995

Historical Notes

Other Titles

Quorum

Where & When Advisory Committee meetings were preceded by lunch and took place in the Museum Lecture Theatre

Constitution & Duties To advise the LT Museum Board. Members were appointed by the Main Board of the Executive (i.e. the LT Board). Members of the Museum Board were usually invited to attend the lunch and the meeting of the Committee.

Surviving records

Committee Members

Chairman

c31/03/1985 - 1995 Robbins, R M

Deputy Chairman

Members

c31/03/1985 -	1995	Barker, Professor T C	(External Advisor)
c31/03/1985 -		Hume, T A	(External Advisor)
c31/03/1985 -		Levey, M F	(External Advisor)
c31/03/1985 -	1995	Lord Montagu of Beaulieu	(External Advisor National Motor Museum)
c31/03/1985 -		Simmons, Professor Jack	(External Advisor)
c1985		Fopp, Michael A	(Member as LTM Director)
	1995	Hafer, Gordon	(Transport Consultant, ex-LUL)
	1995	Hebditch, Max	(Director, Museum of London)
	1995	Green, Oliver	(Head of Colchester Museum & Visitor Services)
	1995	Jackson, Alan	(Transport Historian)

Attendees

c31/03/1985 - Green, Oliver

London Transport

3.26.06.03

London Transport Museum Advisory Panel

Covering Dates 1995- Present

Historical Notes

Other Titles

Quorum

Where & When

Constitution & Duties To assist in the setting of policy and the review of performance by the Museum.

Surviving records

Committee Members

Chairman

c00/00/1995 - Cohen, Norman

Deputy Chairman

Members

c00/00/1995 -	Mullins, Sam	
c00/00/1995 -	Agnew, Nick	
c00/00/1995 -	Hendy, Peter	
c00/00/1995 -	Houlihan, Michael	(Director, Horniman Museum)
c00/00/1995 -	Cole, Professor Stuart	(Director of Transport Research & Consultancy, University of North London)
00/09/1995 -	Barker, Professor Theo	(Transport historian LSE)
00/09/1995 -	Staines, Brian	(Friends of LTM)

Attendees

Professional Advisors

London Transport

3.26.06.04

The Friends of the London Transport Museum

Covering Dates c1985

Historical Notes

Other Titles

Quorum

Where & When Met every 1-2 months

Constitution & Duties 'The Friends of the London Transport Museum' was established as a registered charity for the purpose of supporting the work of the Museum.

Surviving records

Committee Members

Chairman

c1985

Thacker, Colonel L B A

Members

c1985

Crane, I

c1985

Fopp, M A

c1985

Garbutt, P

c1985

Lansdowne, H J

c1985

Levey, M F

c1985

Stephens, P D

c1985

Thomas, G D

c1985

Whitaker, H

c1985

Wilkins, F E

Secretary

c1985

Bruce, J G

Attendees

Professional Advisors

London Transport
3.26.06.05
Management Meetings

Covering Dates c1985

Historical Notes

Other Titles

Quorum

Where & When Held every 1-2 months at the LTM.

Constitution & Duties Chaired by the Museum Director, attended by the senior members of staff, to review performance and other issues at the LTM.

Surviving records

Committee Members

Chairman

c1985

Fopp, M A

Members

c1985

Freeborn, J D

c1985

Green, A O B

c1985

Beamish, M C

c1985

Walton, M G

c1985

Head of Deputy Head Attendant

Secretary

Attendees

Professional Advisors

London Transport

3.26.06.06

London Transport Museum Safety Committee

Covering Dates c1985

Historical Notes

Other Titles

Quorum

Where & When Met as required, but usually not less than 4 times per year.

Constitution & Duties

Surviving records

Committee Members

Chairman

c1985

Fopp, M A

Members

c1985

Bird, R J

(Technical Advisor to the Committee)

c1985

Greenberg, A W

(Representative for Salaried Staff)

c1985

Webster, A

(Representative for Miscellaneous
Wages Grades)

c1985

Beamish, M C

(Museum Safety Officer)

Secretary

Attendees

Professional Advisors

London Transport

3.26.06.07

Local Joint Consultative Committee

Covering Dates c1985

Historical Notes

Other Titles

Quorum

Where & When Met when matters arose, but not less than twice per year.

Constitution & Duties

Surviving records

Committee Members

Chairman

c1985

Fopp, M A

Members

c1985

Greenberg, A W

(Staff Representative)

c1985

Riddell, J M R

(Staff Representative)

Secretary

Attendees

Professional Advisors

3.26 LT Trading (ctd)

3.26.07 Tendered Bus Division

Historical Notes

The Tendered Bus Unit was established within LT Group Planning in 1985. In 00/05/1990 the Unit became part of LT Trading and was renamed Tendered Bus Division shortly afterwards. In 00/04/1994, Tendered Bus Division became LT Buses' Procurement Department

In July 1992, it became clear that the implementation of deregulation of buses could not be carried out in the concurrent parliamentary session and was to be postponed - the earliest date becoming 08/1995. 31/07/1992 a Special Management Meeting re Tendered Bus Division's role was held (see LT8/44 for minutes).

A sub-committee was set up with Clive Hodson as Chair, to discuss the best strategy for London's bus service in the time prior to deregulation. they recommended that the privatisation of the London Buses subsidiary companies be accelerated to allow them to compete effectively once deregulation was implemented. It was also advised that bus services which had not yet been subject to competitive tendering, which was administrated through a block grant system be replaced with a series of negotiated contracts.

This strategy was approved by the LT Board and the Secretary of State for Transport. One of the conditions was that the TBD was responsible for negotiating the contracts, which were to be completed by the end of 1992 with implementation from 01/04/1993.

A small team led by Newton, Bourne and Wren, were to carry out the negotiations which were to be agreed by the Executive Committee (not TBD).

The future function of several central LBL departments needed to be reviewed, including Network Services, Central Traffic Division, Buses Public Relations, and Central Marketing

Key Personnel

Bourne, Robert J

1990 - c1994 Finance & Administration Manager

Brindle, Alan

1994 - 00/06/1994 General Manager, TBD

Newton, Nick G

1989 - 1990 General Manager, Tendered Bus Unit [see LT229 for papers from this period]

1990 - 1994 General Manager, Tendered Bus Division

Wren, Malcom B

1990 - 1991
1991 - 00/03/1995

Service Development & Operations Manager
Development Manager

Section Number **Part Two, Section 3.26.07**
LT Trading, Tendered Bus Division

Meeting Title **Service Planning Meeting**

Covering Dates 1989 - 1994

Historical Notes

Other Titles

Quorum

Where & When

Monthly meetings.

From 00/01/1990 in Commercial & Transport Planning Managers Office.

From 12/10/1990 in Conference Room, 5th floor, Broadway Buildings.

From 12/1992 in Commercial & Transport Planning Manager's Office, 1st floor 55 Broadway.

From 02/1993 in the Planning & Marketing Manager's Office (TBD) Room 519 5th floor Broadway Buildings, from 21/04/1993 these were to take place on a Tuesday.

Constitution & Duties

Previously held as Service Planning Meetings, these were continued in 1989 but as the formal liaison point between the re-organised Group Planning and the Tendered Bus Division. The meetings were to serve as the formal review and agreement of service changes proposed by Tendered Bus Division.

Thus, as at 26/04/1989 it was seen to serve a similar purpose to the London Buses Service Planning Review Meeting (SPRM). Comments arising from service planning consultation exercises were to be submitted direct to the Tendered Bus Unit Manager whilst comments arising from Area Route Network Surveys were to be submitted directly to Group Planning.

As at December 1989, a summary report was to be given to the Executive Committee every two months. The Service Planning Meetings were also to review four-weekly performance reports.

From 21/04/1993 the Service Planning Meetings altered in response to the new service planning arrangements. See LT8/54/02 for notes on how the Service Planning Process altered from 01/04/1993. Separate Service Planning Management Meetings were held between LT Planning and LBL (every 4 weeks on a Monday) and between LBL and TBD (every 4 weeks on a Tuesday). These meetings were to ratify proposals for service changes and review financial and service performance - particularly where performance was unsatisfactory. A Service Planning Steering Group met on Wednesdays, after the Service Planning Management Meetings to note/confirm changes which were agreed; discuss any major or controversial proposals; review ARNS schemes; examine corridor schemes and generally review performance.

There were plans to have been 3 more meetings after Number 22, however they were to be superseded by Service Change Management Meeting (SCMM) and may not have taken

place. SCMM's were to take place on Wednesday's in Richard Smith's Office with Chris Holland as Secretary.

Surviving records LT000008.

Board / Committee Members

Chairman

00/12/1988	24/01/1989	Newton, N G
15/02/1989	15/10/1992	Collins, P H
12/11/1992	06/12/1994	Halle, R W

Committee Members

00/12/1988	00/12/1989	Lynn, D
26/04/1989	00/12/1991	Newton, N G
00/12/1988	01/04/1991	Wren, M B
00/12/1988	15/10/1992	Halle, R W
00/12/1988	06/12/1994	Richardson, D A
26/04/1989	06/12/1994	Weston, M J
21/07/1989	21/07/1989	Cheema, Mrs M K
13/10/1989	06/12/1990	Greenwood, Ms S
28/02/1990	10/10/1991	Couldrey, M J (attended some 4 meetings in total)
06/12/1990	06/12/1994	Davies, D G
17/09/1992	only	Couldrey, M J
21/04/1993	06/12/1994	Walker, I P
21/04/1993	16/07/1993	de Ste Croix, R
01/04/1993	06/12/1994	Bradley, P J
25/05/1993	06/12/1994	Hagues, A N (attended some 4 meetings in total)
26/04/1994	only	Couldrey, M J (deputising for Davies)
12/01/1994	only	Couldrey, M J (deputising for Davies)

Secretary

00/12/1988	15/02/1989	Weston, M
26/04/1989	01/04/1993	Bradley, P J
28/02/1990 -	17/09/1992	Walker, I P acted in Bradley's absence
23/05/1991	only	Hursthouse, S J acted in Bradley's absence
01/04/1993	06/12/1994	Hursthouse, S J

Attendees

12/11/1992	only	Beaver, Stella (observing as work experience)
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Professional Advisors

None attended

3.27 Development & Research

Historical Notes

On 01/01/1948 the department reported to the Chairman. On 01/01/1949, the responsibility for the laboratory moved from the CME (Road) to this department. At least in 1950, Operational Research was a part of the CD&R office. On 01/10/1951 the Planning Officer's post was vacant. In 1954, the Planning section of the department transferred first to the Secretary, then to the Commercial Office (part of Public Relations qv) and the Research Department reported directly to the Chairman. In 1962 the department reported to AH Grainger; 1972 to KG Shave, and from 1973-1978 to WW Maxwell. In 1979 the Scientific Adviser's officer transferred to Engineering Directorate (Railways).

With the appointment in 1969 of AG Collings as Scientific Adviser, the department was retitled Department of the Scientific Adviser (instead of Research).

In late 1971, the organisation structure, under the Director General, was:

- Mechanical Engineer (Design
 - Principal Design Assistant
 - Chief Draughtsman (Road)
 - Chief Draughtsman (Rail)
- Head of Mechanical Engineering (Development, Road & Rail Division)
 - Traction Engineer (Rail) (who assumed responsibility for ultrasonic testing)
 - Electronics Engineer (Rail)
 - Development Engineer (Chassis)
 - Development Engineer (Power Units)

These posts were formerly in the CME's (Design & Development) Department prior to late 1971 and moved back under the CME in 1972 (see below & section 4.09)

In late 1972, SF Smith and Scientific Services moved from Research & Development to the Chief Mechanical Engineer.

Key Personnel

Churchill, J D C

1950 - 1954 Principal Executive Assistant office of the Chief Development & Research Officer

Collings, Arthur Geoffrey

1955 - 1960 Principal Scientific Assistant (Office of Superintendent of Laboratories)

1960 – 00/07/1961 Assistant Superintendent of Laboratories (Officer from 1960)

00/07/1961 - 30/03/1969 Assistant Director of Research

31/03/1969 - 1976 Scientific Adviser

Fitzhugh, Dr Henry Antonie

1976 - 1978 Scientific Adviser

Hankin, B D	1956 -	1960	Principal Scientific Assistant
Latter R W	1969 -	?	Scientific Adviser (Chemistry)
McKenna, David	1945 -	1948	Development & Research Officer
Menzler, Frederick August Andrew	<u>1945 -</u>	<u>1954</u>	<u>Chief Development & Research Officer</u> (departed to assist John Cliff, Executive Officer for Staff and Welfare, in consideration of principle and policy in staff matters)
Richards, J	1969 -	?	Scientific Adviser (Physics & Engineering)
Roberts, O J	1962 -	1967	Chief Chemist (Generating Stations)
Shaw J	1969 -	?	Scientific Adviser (Metallurgy)
Smith, Stanley F	<u>01/07/1971 -</u>	<u>1972</u>	<u>Director General of Research & Development</u>
Styles, Harold E	1950 -	1962	Superintendent of Laboratories (Officer from 1954)
	<u>1962 -</u>	<u>1969</u>	<u>Director of Research</u>
Wilford, Arthur Thomas	1949 -	1950	Superintendent of Laboratories
	1950 -	1954	Director of Research
	<u>1954 -</u>	<u>1961</u>	<u>Director of Research</u>

3.28 Safety Development

Historical Notes

In 00/03/1995, Safety Audit (formerly part of the LT Solicitor's Office) and the Safety element of the former LUL Safety & Quality Directorate combined to create LT Safety Development. This Department reported to Denis Tunnicliffe in his role as LT Board Member.

By 00/02/1995, the LUL Safety & Quality Library (known by this time as LT Information Services) transferred to Safety Development from LUL Safety & Quality.

Responsibilities from 00/06/1995 were as follows:

Paul Stirk, Management Systems:

Safety Management Systems, Environment Management Systems, third party safety management. By 05/04/1996 - provided guidance & support in producing effective HS&E management systems.

Peter Wickham, Policy & Legislation:

influence formulation, facilitate compliance, set policy & standards, corporate objectives, input to business planning, co-ordination of external relations, safety & environment advisory service. By 05/04/1996 - formulated policy and acted as LT focal point for new & revised health, safety & environmental legislation. Co-ordinated LT/LUL Environmental Strategy & provided environmental guidance. Supplied advisory support for businesses without their own advisers.

Mike Maynard, Analysis & Assessment:

risk assessment & decision support, incident investigation & data analysis, safety indicator development & target setting. By 05/04/1996 - provided support for an analytical approach to safety management & acted as custodian of the LUL Corporate quantified risk assessment.

Richard Lashwood, Audit:

security, committee support, office management, corporate safety memory, monitoring,

also responsible for D Burton: audits, change validation. By 05/04/1996 - undertook safety & environmental audits & provided support to the Safety Audit Committee.

From 05/04/1996, in recognition of the growing visibility & interest in environmental matters the department's title became 'Safety & Environmental Development'. The office management, IT and finance support functions were the responsibility of Support Services.

By at least 00/11/1996, the following were known collectively as LT Group Services (although the abbreviation 'LGS' was often used as the financial computer programme could only cope with three descriptive letters).

LT Board:

Safety

Human Resources

Marketing

Financial: Special Projects & Investigations, Pensions, Audit, Group Financial Planning & Control, Group Financial Accounting, Secretary & Legal.

In 00/01/1997, Richard Lashwood moved to a new post of General Manager (Safety & Environmental Policy) to be accountable for the Policy & Legislation Section and to lead the LUL Environmental Stakeholders Group in its 'Everest' support work. David Burton ceased to report to Richard Lashwood, instead reporting direct to Paul Godier.

In 00/05/1998 the department moved from Broadway Buildings to Albany House.

Key Personnel

Burton, David W P

00/06/1995 - 04/04/1996

Safety Audit Manager

05/04/1996 - 18/09/1999

Safety & Environmental Audit Manager

Godier, Paul G A

00/03/1995 - 04/04/1996

Head of Safety Development for LT (Became Head of LT Safety Development by 00/10/1995)

05/04/1996 - 18/09/1999

Head of Safety & Environmental Development

Lashwood, Richard J

00/03/1995 - 04/04/1996

Head of Safety Audit

05/04/1996 - 00/01/1997

Head of Safety & Environmental Audit

00/01/1997 - 18/09/1999

General Manager (Safety & Environmental Policy)

Lindfield, Julian

00/02/1995 - 00/05/1995

Senior Consultant

Maynard, Dr Mike J

00/02/1995 - 1995

Senior Consultant

00/06/1995 - 18/09/1999

Analysis & Assessment Manager

Melville, Mrs D

1995

Senior Consultant, Safety Policy

Nichol, David

00/02/1995 - 1995

Quality Policy Manager (for a few months only)

Sinclair-Williams, Michael

01/12/1997 - 18/09/1999

Safety & Environmental Development Systems Manager (shown in 00/10/1997 diary insert [sent for printing prior to appointment] as 'Management Systems Manager'); Systems Manager by 00/03/1998.

Stirk, Paul

26/06/1995 - 00/06/1997

Safety & Environment Management Systems (Management Systems Manager by 00/10/1995)

Strzelecki, Mike

00/02/1995 - 1995

Business Services Manager (S&Q Project Manager by 00/06/1995)

Wickham, Peter S

00/02/1995 - 1995

Senior Consultant

00/06/1995 - c1996

Policy & Legislation Manager

3.29 London Transport Buses

3.29.01 General

LT Buses was established in 00/01/1994 with the responsibility for executing LT's statutory duty in providing, developing and maintaining safe, reliable and efficient bus services in London. Clive Hodson was appointed as Managing Director (reporting to Dr Watkins who was Chairman of LT Buses) with the first duty of reporting to the LT Board in 00/02/outlining the scope, organisation and powers of this new group, drawing on the work produced by a recent working party. Mr Hodson retained his existing role as MD of LBL.

It was intended that LTB would be operational and incorporate all bus-related activities by 01/04/1994. Broadway Buildings was the Headquarters of LTB.

LTB was formally launched 01/04/1994, with responsibility for all London's bus services, bringing together the activities of London Buses Ltd, the Tendered Bus Division (LTB's Procurement Department), Bus Passenger Infrastructure and part of Group Planning.

From 00/04/1994, Dr Alan Bailey took over as Chairman of LTB from Dr Watkins who had left.

The following appointments were also made:

Clive Hodson, Managing Director

Norman Cohen, Operating Services Director

Richard Smith, Market Development Director

Other members: T Sheppeck; D Bayliss; Veronica Palmer (Director General of the Bus & Coach Council).

From 30/05/1994 the following projects became the responsibility of LTB.

Countdown; BEST; Bus Passenger Infrastructure; Communication Systems - all to Norman Cohen, Operating Services Director; and

Bus Service Planning (including Network Review Team, QSI Section and Local Licensing section (from LT Planning) and the Bus Priority teams - all to Richard Smith (Market Development Director)

Appointed mid 1994:

Alan Brindle, Finance Director

Michael Ensor, Procurement Director.

In 00/07/1994 Paul London was appointed Revenue Manager (reporting to Norman Cohen)

Appointments made in the Summer of 1994 were:

Under Market Development Director:

Richard Halle, Service Change Manager

Nigel King, Head of Bus Priority & Traffic Unit

Simon Brown, Principal Engineer (he also retained duties with LBL, reporting to Norman Cohen for these).

Under Operating Services Director:

Graham Elliott, Operations Manager

Paul London, Revenue Manager

Dick Cordey, Infrastructure Development Manager

On 17/10/1994, Jean Harris was appointed Communications Manager, responsible for Press, PR & Marketing.

On 31/10/1994, LBL Personnel staff transferred to LTB.

From 00/01/1995, the LT Buses Board (which met four weekly) consisted of:

Chairman	P J Ford
Deputy Chairman	Sir Alan Bailey
MD LT Buses	C Hodson
LT Marketing	(vacant)
Board Member for Finance	A J Sheppeck
Procurement	M D Ensor
Non Executive	J K Isaacs
Operations	N V Cohen
Market Development	R S Smith
Finance	A Brindle
VCS	W E C Hillman

In 1995, Safety Analysts (R18 grade), reporting to the Safety Monitoring Manager, were devising and implementing actions to ensure LT met its statutory duty as regards the safety of buses operating under contract to LT. They used AICS (Accident Information Collection System) and GIS (Geographical Information System) databases. They were assisted by the Safety Administrator (AA Grade).

In 1995, the following groups transferred to LT Buses:
Unit for Disabled Passengers (from LT Trading);
Victoria Coach Station (from LT Trading);
Croydon Tramlink from (LT Group Planning)

By 04/03/1995, the transfer of some former LBL staff and some LT Central Businesses & Services staff to LTB was complete.

In 00/05/1995 LT Buses issued a loose leaf A5 ring binder with detailed organisation, including photographs of senior staff.

From 08/05/1995, Graham Elliott, Operations Manager and Paul London, Revenue Manager, reported to Clive Hodson. Derek Cordy, Infrastructure Development Manager, and Barry Linton, Operations Systems Manager, reported to Richard Smith. Jean Harris, Communications Manager continued to report to Richard Smith, and also to Norman Cohen in his new role as LT Director of Marketing.

In 1995 responsibilities included the following:

- Infrastructure Development Manager: (Under Development Manager (Premises) were two architects, a building surveyor and premises staff.)
- Development Manager: Stops and Shelters
- Operations Systems Manager: Countdown & BEST
- Revenue Manager: Revenue Protection Managers (East) & (West) and PCO squad
- Communications Manager: Press, marketing & public correspondence sections

By at least 1995 VCS Travel was known as VCS World Travel.

In the Autumn of 1996 an internal team comprising directors and senior managers was charged with assessing LT Buses' operations and structural requirements for developing further its close relationships with London's boroughs, bus operators, LT itself and its own staff. Analysis of comments received from various sources, including 150 personal interviews, identified a number of recurring comments which suggested desirable changes to enable LT Buses to continue to provide the best possible service for bus passengers in London. As a result a new management structure was put in place in 00/03/1997. Under the previous management structure, there were 3 directors - Finance, Procurement (Contracts & Operator performance) and Market Development (bus service development, infrastructure development and strategic planning). The new structure included a new department, Operations & Services, consolidating key activities of service development, service performance and monitoring. This department provided a more focused integrated accountability for the planning and delivery of bus services. The Market Development department became Planning & Development, retaining most of its existing responsibilities but with a greater emphasis on the promotion of buses and bus priority through closer co-operation with the London Boroughs, working with LT Marketing and developing long-term investment plans. The Procurement Directorate continued to be responsible for the Commercial element of the bus service tendering process and placed a greater emphasis on stimulating competition by encouraging new operators into the London bus market. Brian Everett ceased to be responsible for contract monitoring but took over responsibility for management development programmes. Alan Brindle was to concentrate on developing management information systems to support the new arrangements. The overall purpose of the changes was to adjust to changing market conditions and produce better value for money.

On 19/09/1999 LT Buses transferred to TLT.

Key Personnel

Elliott, Graham

03/03/1997 - 12/07/1998

Operating Services Manager

Hodson, Clive

00/01/1994 - 18/09/1999

Managing Director

London, Paul C

03/03/1997 - 01/11/1998

Revenue Services Manager

Smith, Richard S

13/07/1998 - 18/09/1999

Planning & Development Director

3.29.02 Operations (Operating Services from 18/09/1995) - part of Market Development from 00/04/1995-02/03/1997

Historical Notes

CentreComm (the Buses emergency communications centre for all bus operations in London, at 210/212 Baker Street) became part of LTB and was managed by Operating Services. The Centre was run round the clock by a Controller (R17) and up to 4 Assistant Controllers on duty at any one time.

Early in 00/01/1995, Barry Linton was appointed Operations Systems Manager (reporting to Norman Cohen) responsible for key projects throughout LTB, in particular Countdown and BEST.

In 00/05/1995, the organisation of Operating Services was as follows, the Director's post being vacant:

Graham Elliott, Operations Manager

George Charnick, Centrecomm Manager

Paul Blackwell, Deputy Operations Manager & Area Manager (North West)

Chris Edney, Area Manager (Central)

Tony Treen, Area Manager (South East)

Peter Claughton, Area Manager (North East)

Ken Davidson, Area Manager (South West)

(Area Managers were responsible for cleaning, maintenance, repair, siting and publicity at bus stations, stops, shelters, stands; management of temporary diversions, major event planning; day to day traffic matters including liaison with utilities and police; 24-hour support and attendance at major incidents)

Dick Cordey, Infrastructure Development Manager

Alan Murray, Development Manager (Premises) (management and development of bus stations and stands)

Chris Kershaw, Development Manager (Stops & Shelters) (management and development of stops and shelters)

Ron Jury, Infrastructure Support Manager (general administration)

Barry Linton, Operations Systems Manager

Stephen Balogh, Countdown Project Manager

Harry King, General Manager, Communications Systems

Roger Torode, BEST Project Manager

Paul London, Revenue Manager

Bob Cooper, Ticketing Equipment Manager (development and maintenance of bus ticketing equipment)

Linda Withers, Revenue Support Manager (allocation of ticketing equipment, fares and ticketing procedures, recruitment and administration)

Bernie Wells, Investigation & Prosecution Manager (also included Penalty Fares administration)

Peter Watters, Revenue Protection Manager (West) (management of Revenue Protection Inspectors, Security Squad and covert operations)

Mary Moore, Revenue Protection Manager (East) (management and training of RPIs, Night revenue squad)

The Operating Services organisation was divided into 5 areas, Northwest, Northeast (based at Turnpike Lane), Southeast (based at Eltham), Southwest and Central (based at Baker Street). Each area had an Operating Services Manager (R15 grade) responsible for: Managing provision of bus stations, stops and stands; on-the-road support services for bus operations; overseeing mobile supervisors & bus station staff; liaison with bus operators & local utilities regarding street works & diversions.

The Premises Maintenance Manager (R17 grade), in Infrastructure Development was (1995) responsible for keeping LT Buses' bus stations & off-highway stands clean, safe & serviceable, using external contractors.

Area offices were relocated as follows:-

North East Turnpike Lane Bus Station to Stratford Office Village on 18/12/1995

South West London House, Hammersmith to Sycamore House on 21/12/1995

North West 172 Buckingham Palace Road to Premier House, Gayton Road, Harrow by 1997

South East at Eltham Bus Station

Central at 210/212 Baker Street

The areas were borough-based

From 18/09/1995 the Operations Section was retitled Operating Services and the Revenue Section was retitled Revenue Services.

Revenue Services (part of Operating Services) was (1996) responsible for revenue protection on LT Buses, including in-house ticket inspectors, on-bus passenger security and the provision of ticketing equipment to bus operators.

Within Revenue Services was the Emergency Ticket Pack section (1996) which was responsible for sending these packs to bus operators: personnel were one supervisor (HCA) and a junior clerk. Emergency ticket packs were supplied (1998) to operators by an outside agency under contract to LTB.

From 03/03/1997 Operations & Services became a separate directorate and Revenue Services & Operating Services came under the direct control of the Managing Director. This directorate was responsible, inter alia, for the planning, development and performance monitoring of bus services and the provision of on-the-road support to the bus operators and customers.

The Stops & Shelters Section, within the Infrastructure Development Department, included a small Publicity Team responsible, inter alia, for roadside timetables and publicity and managing the contract for posting this information (1997).

Key Personnel

Cohen, Norman V

00/04/1994 - 00/04/1995

Operating Services Director

Cordey, Richard A 1994 - 1995	Infrastructure Development Manager
Davidson, Ken 02/11/1998 - 18/09/1999	Acting Revenue Protection Services Manager (reporting to G Elliott)
Elliott, Graham 1994 - 17/09/1995 18/09/1995 - 00/03/1997 13/07/1998 - 11/10/1998 12/10/1998 - 18/09/1999	Operations Manager Services Manager Operating Services Manager Operating and Revenue Services Manager
Hall, Beverley A 1998 - 18/09/1999	Planning and Performance Manager
Hallé, Richard W 00/03/1997 – 12/07/1998	Head of Service Development (Bus Network Manager by 1998)
Heath, Mike G 03/03/1997 - 18/09/1999	Operations & Services Director
Johnson, Neil 13/07/1998 - 11/10/1998 12/10/1998 - c1998	Countdown/AVL Project Manager Countdown/AVL Operating Manager
Kavanagh, Clare 1998 - 12/07/1998 13/07/1998 - 18/09/1999	Service Development Manager Service Development and Budget Manager (aka Service Development Manager)
King, Harry 13/07/1998 - 18/09/1999	General Manager Communication Systems, aka Communications Systems Manager
Linton, Barry M 00/01/1995 - 1995	Operations System Manager
London, Paul C 00/07/1994 - 17/09/1995 18/09/1995 - 00/03/1997	Revenue Manager Revenue Services Manager
Richardson, David 1998 - 18/09/1999	Special Projects Manager
Sayburn, David 1994 - 00/03/1995	Group Traffic Officer (or Manager)

Smith, Kevin D

00/03/1997 - c1997 Contracts Performance & Monitoring Manager

Thompson, Andrew

13/07/1998 - 11/10/1998 AVL Systems Co-ordinator

12/10/1998 - 18/09/1999 AVL Project Manager

3.29.03 Market Development (including Operations 00/04/1995 until 02/03/1997 q.v.)/Planning & Development

Historical Notes

In 00/05/1995, the organisation of Market Development was as follows under the Director, Richard Smith:

Dick Hallé, Head of Service Development

Beverly Hall, Area Planning Teams Manager (service planning for all areas excluding the Central area with planning teams for East and West)

David Richardson, Central Area Planning & Support Manager (to whom reported a QSI monitoring Manager and the Bus Licensing Manager; also responsible for service change information)

Clare Kavanagh, Service Development Manager (responsible for planning analysis, modelling, demand forecasting and passenger surveys)

Nigel King, Head of Bus Priority & Traffic Unit

Kevin Gardner, Principal Traffic Engineer (Bus Priority Networks, bus lanes, traffic signals)

Clive Muzzelle, Principal Traffic Engineer (traffic policy and Red Routes)

Jean Harris, Communications Manager

Paul Naylor, Press & Passenger Services Manager (press relations, passenger's charter to whom reported the Bus Consultation Manager and the Correspondence Manager)

Mike King, Advertising & Publicity Manager

Alison Roberts, Assistant Advertising & Publicity Manager (passenger information, advertising campaigns for capital projects, market research)

John Coates, Print Production & Administration Manager (print and production of publicity material, distribution of publicity material, administration)

Ed Thompson, Strategy & Policy Manager (research and analysis into fares, tickets, off-bus revenue, concessionary fares, corporate planning, business case development, AVL development)

Simon Brown, Principal Engineer (safety, environment, bus design, construction, legislation, vehicle maintenance standards)

On 26/06/1995 the Communications Systems Group (LTB) moved from Manor House to Trinity Park, Chingford. Communications Systems was part of Operations Systems. (Communications Systems had its own letterhead with a "radio beacon" secondary mark and, surprisingly, a London Buses logo in the bottom left hand corner).

In 1996 Mystery Travellers were employed by this Directorate under the Project Research Manager (R16). The Passenger Data section employed the Traffic Surveyors to record loadings and take surveys.

From 00/03/1997, Richard Smith retained his existing responsibilities including development of LT Buses' corporate plans and policies, infrastructure, information systems

and bus priorities but with an enhanced focus towards promoting buses and bus priorities, working with LT Marketing to improve passenger communications and developing long term investment plans for buses. Also from this date Operations & Services became a separate directorate.

With the secondment of Richard Smith to the LT Transition Team for an initial period of 3 months from 13/07/1998, responsibilities of this Directorate were amended:- Bus Priority and Traffic and Strategy and Policy to Strategy; Principal Engineer and Infrastructure Development to Procurement. This was NOT reflected in the 1999 telephone directory.

Key Personnel

Brown, Simon J

1994 - 12/07/1998 Principal Engineer

Cordey, Richard A

1995 - 12/07/1997 Infrastructure Development Manager

Hallé, Richard W

1994 - 00/03/1997 Service Change Manager (Head of Service Development by 00/05/1995)

Harris, Jean

17/10/1994 - 00/08/1995 Communications Manager

King, G Nigel

1994 - 12/07/1998 Head of Bus Priority & Traffic Unit aka Bus Priority & Traffic Manager (Head of Bus Priority & Traffic Unit from 00/03/1997)

King, Harry

c1995 - 12/07/1998 General Manager, Communications Systems

Linton, Barry M

1995 - c1997 Operations Systems Manager

Smith, Richard S

00/04/1994 - 02/03/1997 Market Development Director

03/03/1997 - 19/07/1998 Planning & Development Director

Thompson, Ed

c1994 - 12/07/1998 Strategy & Policy Manager

Torode, Roger B

c1995 - c1996 Project Manager (B.E.S.T.)

Webber, Roger

1994 - 00/03/1995 Development Manager

3.29.04 Finance

Historical Notes:

On 31/01/1995, David Hiller was appointed IT Manager, (reporting to the Finance Director) responsible for developing the IT strategy, setting and ensuring compliance with IT standards and procedures, providing technical support for the maintenance of IT systems, development of existing and new systems, and the collection of data from bus operators.

From 00/03/1997 the Finance Director took on responsibility for leading a project to define and implement LT Buses' management information requirements.

In 00/05/1995, the organisation of Finance was as follows under the Director, Alan Brindle:
Bill Bostock, Financial Controller

Paul Boon, Financial Accountant (with sections for general ledger, accounts receivable, accounts payable)

Peter Grovners, Management Accountant (management information)

Lionel Shields, Financial Planning Manager (financial planning & project management) (vacancy), Performance Analyst

David Hiller, IT Manager

Mike Bensley, External Systems Manager

Paul Phillips, Assistant External Systems Manager

Jackie Williams Operations Support Supervisor

(both responsible for providers of IT skills and knowledge, developing and supporting business systems and computers, defining standards and procedures for IT, capturing and reconciling data from bus operators)

John Coupe, Data Quality Manager (controlled issue of emergency ticket packs, revenue reconciliation, lost mileage, stationery supply to bus operators)

John Marshall, Contract Compliance Manager (verification of receipts taken on buses and ticket equipment issued to depots; reconciliation of mileage operated and lost)

From 13/07/1998 Alan Brindle acted as Key LT Buses client for the PRESTIGE project.

Key Personnel

Bostock, William G

17/10/1994 - 18/09/1999

Finance (or Financial) Controller

Brindle, Alan

1994 - 18/09/1999

Finance Director

Elliman, Colin

c1997 - 1999

Contract(s) Compliance Manager

1999 - 18/09/1999

Senior Management Accountant (Acting)

Hiller, David J

03/01/1995 - 18/09/1999

IT Manager

London, Paul C

12/10/1998 - 18/09/1999

Ticket Technology Manager

Marshall, John

c1995 - c1997

Contract Compliance Manager

3.29.05 Procurement**Historical Notes**

The Operations section of the LTB Procurement Organisation was retitled "Contract Performance" in 00/04/1995 in order to reflect, more accurately, areas of responsibility and to avoid confusion with "Operating Services" areas.

In 00/05/1995, the organisation of Procurement was as follows under the Director, Michael Ensor:

Brian Everett, Contract Commercial Manager

Marina Ainsworth, Contract Administration Manager (to whom were responsible two Contract Controllers for Gross and Net Costs)

Mike Weston, Contract Tendering Manager (to whom were responsible two Contract Tendering Teams (one each for Gross and Net Cost contracts))

(vacancy), Contract Performance & Monitoring Manager

John Wood, Contract Performance Manager (with performance teams for both south and north)

Brian Burke, Contract Monitoring Manager (monitoring service quality, vehicle cleanliness and staff attitude)

Ian Brownhill, Safety Monitoring Manager (safety monitoring, accident data analysis, management of vehicle inspections)

On the resignation of Michael Ensor on 17/11/1995 Brian Everett acted as Head of Procurement on a temporary basis. In consequence, from at least 14/12/1995, (date of Organisation Notice 3353) Marina Ainsworth covered the role of Contracts Commercial Manager and Mark O'Donovan covered the role of Contracts Administration Manager.

The Contracts Monitoring & Performance Department within the Procurement Directorate was (1996) responsible for ensuring that the services provided by bus operators met the standards laid down by LT Buses, the DoT and the Passengers' Charter.

In 00/03/1997 the Procurement Director took on the tasks of developing new tendering structures and strategies, encouraging new operators into the market; and also became responsible for staff development throughout LT Buses.

From 13/07/1998 Brian Everett worked with More Group plc in developing the Adshel partnership arrangements.

Key Personnel

Ainsworth, Ms Marina c1995 - 18/09/1999	Contracts Administration Manager (reporting to BD Everett) (Contracts Commercial Manager in early 1996)
Brown, Simon J 13/07/1998 - 18/09/1999	Principal Engineer
Brownhill, Ian c 1995 - 1997	Safety Monitoring Manager (reporting to Performance Management & Monitoring Manager) (Contracts Monitoring & Safety Manager by 00/00/1997)
Burke, Brian c1995 - c1996	Contracts Monitoring Manager (reporting to Performance Management & Monitoring Manager)
Cordey, Richard A 13/07/1998 - 18/09/1999	Infrastructure Development Manager
Ensor, Michael D <u>1994 - 17/11/1995</u>	<u>Procurement Director</u>
Everett, Brian D c 1995 - 02/06/1995	Contract Commercial Manager (later Contracts Commercial Director)
<u>03/06/1995 - 18/09/1999</u>	<u>Procurement Director (initially Acting Head of Procurement from 18/11/1995, 'Acting' dropped by 1996)</u>
Smith Kevin D 1995 - 00/03/1997 c1997 - 18/09/1999	Contracts Performance & Monitoring Manager Procurement Development Manager
Weston, Mike J c1995 - 18/09/1999	Contracts Tendering Manager (reporting to BD Everett) (Bus Contracts Tendering Manager from 00/03/1997)
Wood, John J N c1995 - 1997	Performance Management Manager (Contracts Performance Manager by early 1996) (reporting to Performance Management & Monitoring Manager)

3.29.05.01 LT Buses Procurement Service Planning Management Meeting

Covering Dates c1994

Chairman
C1994

Halle, R W

Secretary

c1994

Hursthouse, S J

See LT229 for Meetings 11-15 only. Check if a complete set is held by ? Hursthouse.

3.29.06 Strategy

Historical Notes

A new group, reporting to the MD from 13/07/1998.

Key Personnel

Gardner, Kevin

00/08/1998 - 18/09/1999

Head of Bus Priority and Traffic Unit ('Unit' dropped by 10/1998)

Hallé, R W (Dick)

13/07/1998 - 18/09/1999

Head of Strategy

King, Nigel

13/07/1998 - 1998

Head of Bus Priority and Traffic

Thompson, Ed

13/07/1998 - 18/09/1999

Strategy and Policy Manager

3.29.07 Croydon Tramlink

Historical Notes

Reported to Clive Hodson, LT Board Member.

Key Personnel

Bradberry, Clive

05/08/1996 - 02/03/1997
03/03/1997 -

Engineering Manager, Tramlink
Project Manager, Tramlink

Bygate, J

00/03/1994 - c1994

General Manager, Croydon Tramlink Project

Heath, Mike G

00/01/1995 - 02/03/1997

Project Manager, Tramlink/Joint Ventures

Hewitt, Philip

1997 - 18/09/1999

Project Engineer

3.29.08 Unit for Disabled Passengers

Historical Notes:

The unit was responsible (1996) for co-ordinating initiatives to improve accessibility to buses and the Underground for the disabled; also for managing the Government's funding of the London Dial-A-Ride services. The Unit for Disabled Passengers reported to Clive Hodson, LT Board Member.

In 1997, the role was stated (in 'on the move') as:

- To offer advice to LT Buses/LUL on how to improve accessibility for mobility impaired people at Underground Stations and on trains and buses (and, under contract, this service was also provided to DLR)
- To supply information to mobility impaired and disabled people.

Key Personnel

Braddock, Andrew J

1995 - 18/09/1999

Head of Unit for Disabled Passengers