

# Index

*Note:* Page numbers followed by “*n*” indicate notes.

- Alternative strategies (1973–1987), 69–79
- American Werewolf in London, 114*n*2
- Anti-waste league, 63–64
- Appropriate innovation, 42
- Arthur Latham, 73
- Automatic stabiliser effects, 42
- Automatic train control, 41
  
- Barber Boom, 52
- Behavioural chaos, 100
- British Telecom privatisation, 64
- British Transport Commission (BTC), 17
- Bromley Borough Council, 74
- Buchanan Report, 11
- Business history, 2–3, 86, 113
  
- Cars
  - exnovation and innovation at London Transport (1948–1962), 35–41
  - and innovation, 33–35
  - in London, 114
  - LTE(GLC) loses, 44–46
  - missed turning point, 42–44
  - New Transport World of 1963, 41–42
  - ownership, 11, 13, 33–34, 47
  - ownership, 33–34
  - return journey (1983–1987), 46–48
  - revolution, 11, 24, 48, 117
- Case studies, 2
- Centralised hierarchical planning, 59
- Chairmen, 5, 45, 55, 80, 85–88, 88–99, 99–112, 116
- Charles Lathan, 88
- Citizens, 63, 66–67, 74, 79, 115, 117, 119
- Class-based political standpoint, 62
- Collapse phase, 100
- Conception phase, 100
- Congestion, 12–14, 39, 41, 95, 119
- Conservative Party, The, 62
- Consumers, 11, 14, 115
  - choice, 10, 35, 66, 79
  - individualised choices and transactions of, 74
- Corporate governance, 2
- Costs, 11, 22, 30, 44–45, 55, 108, 118
  - minimising, 48, 72–73, 76–77, 79
- Customers, 39, 54, 67, 75, 115
  
- David Wetzel, 73
- Decline, 5, 13–15, 53, 59–61
- Deloitte, 28, 104–105
- Divestment, 42–43
  
- Economics, 2
  - element, 113
- Efficiency, 24, 59, 65, 68, 89, 108
- Eleanor Lewin, 73
- Elections, Municipal and General, 3, 115
- Environmentalism, 10
- Exceptional personalities, 86–87
- Exnovation, 35–36, 43 (*see also* Innovation)
  - at London Transport 1948–1962, 35–41
- Expenditures, 20, 51–53

- Failure, 2, 61  
 Fair Fares, 48–51  
 Fare Freeze, 55, 58, 70, 95, 98  
 Fares (*see* Fare Freeze; Fares Fair; Zonal Fares)  
 Fares Fair, 45, 119  
 Finance, 33, 48–58  
     decline and fall, 53–57  
     expenditures, 51–53  
     Fair Fares, 48–51  
     observations, 57–58  
 Financial management, 57  
 Financial stringencies, 117  
 Financial systems, 2  
 Frank Pick, 66, 85, 92, 94  
 Fresh capital investment, 36–37
- Generalisability, 2–3  
 Greater London Council (GLC), 5, 17, 27, 42–43, 49, 99  
 Growth matrix strategy planning tool, 67  
 Guillebaud Committee, 38
- Hallmarks of decline, 60  
 Herbert Morrison, 66  
 Historical fidelity, 2  
 Home-working revolution, 117  
 Hooliganism, 43
- Innovation, 4, 31, 33–35  
     cars and, 33–48  
     at London Transport 1948–1962, 35–41  
 Inquiry (1955), 25, 37, 39–40, 46  
 Institutional logic, 75
- Ken Livingstone, 5, 28, 62, 73, 75, 107  
 Kings Cross disaster, 110
- Labour Party, 62  
 Labour Party, The, 61–62, 73, 88  
 Labour politics, 20  
 Land values, 49  
 Larry Smith, 73
- Leadership, 32, 67, 85, 86, 91, 111–112, 118  
     of London Transport, 86–87, 117  
 Legitimising strategy, 59  
 Leslie Chapman, 5, 8, 27–28, 53, 99–100, 102  
 London County Council (LCC), 49, 118  
 London County Council, The, 3, 49  
 London Labour Party, 88  
 London Passenger Transport Act (1933), 64  
 London Passenger Transport Board (LPTB), 17, 94  
 London politics, 61–65  
 London Regional Transport (LRT), 14, 31, 46, 74, 75–76, 109  
 London Transport, 1–2, 3–4, 33, 59–60, 113–114 (*see also* Public transport)  
     alternative history of, 118–119  
     alternative strategies (1973–1987), 69–79  
     anachronistic principles, 118  
     Bus Advert, 12  
     decline, 59, 60–61  
     historical arguments and omissions, 7–16  
     leadership and post-war chairmen of, 86–87  
     London politics, 61–65  
     Pick and Ashfield’s strategic legacy, 65–67  
     post-war experience, 116  
     strategy (1948–1973), 67–69  
     theoretical dilemmas, 4–5  
 London Transport Board (LTB), 17, 63  
 London Transport Board, The, 5, 17, 63, 74, 94, 99–100  
 London Transport Executive (LTE), 5, 17, 88  
     in 1948–1962, 17–24  
     albatross around neck of London’s ratepayers, 25–30

- collection of placemen and non-entities, 24–25
- nationalisation by back door, 30–32
- London Transport Executive, The (BTC and GLC), 5, 17, 88, 93–96
- London Transport Executive under aegis of British Transport Commission (LTE-BTC), 17
- Longevity, 60
- Lord Ashfield, 16, 19, 22, 24, 31, 33, 36, 54, 65, 77, 85, 110, 114, 115
- Lord Latham, 18–20, 23, 54, 66, 82, 89, 98
- LSE, 101
- LTE-Greater London Council (LTE-GLC), 17
  - in 1970–1973, 42–44
  - loses, 44–46
- Maintenance costs, 22
- Management of London Transport, 117
- Managerial traits, 86
- Manning, 63, 68, 115
- Martin Wiener, 99
- Merle Amory, 73
- Ministry of Transport (MoT), 21
- Municipal capitalism, 48
- Municipal politics, 64
- National Health Service, 58
- Nationalisation by back door, 30–32
- New Public Management (NPM), 76, 108, 111
- New Transport World (1963), 41–42
- Oil crisis, 26–27, 45, 56, 119
- One Man Operation, 14, 21, 43, 98, 108
- Organisational reform, 89
- Organisational storytelling, 85
- Organisational strategy, 114
- Overmanning, 51–52
- Ownership, 33–34
- PA International Consulting Group, 16, 28–29, 42, 46
- Parking, 22–23, 68, 91
- Passengers (*see* Citizens; Consumers)
- Paul Garbutt, 8, 49, 74, 99
- Pay per mile computation, 51
- Penny per Mile system, 49
- Pick and Ashfield's strategic legacy, 65–67
- Pick-Ashfield model, 15, 62, 111
- Planning, 10, 21, 57, 67, 88, 97
- Policy decisions, 59
- Political fixing, 115
- Political partisanship, 56
- Population, 30, 34, 58, 71, 77, 114
- Post-war Chairmen, 85
  - in 1948–1978, 88–99
  - in 1978–1987, 99–110
  - of London Transport, 86–87
  - in retrospect, 110–112
- Post-war leadership, 85
- Post-war malaise, 85
- Power of property, 64–65
- Pre-war strategy, 67
- Private transport, 47
- Product, 36
  - innovation, 37
  - values, 109
- Productivity, 23, 29, 52, 114–115
- Profit maximisation, 4, 6, 48, 59, 69, 72, 115, 117
- Property
  - interest in London, 64
  - power of, 64–65
  - private, 69
  - sanctity of, 49
  - taxes, 63, 71, 119
  - values, 49
- Public transport, 6, 35, 47, 62–63, 115, 117
  - arguments for, 11
  - decline, 85
  - element of, 14
  - finance of, 40
  - New Left's conception of, 62

- provision, 1, 22, 44, 116–117
- purpose, 15, 57
- social purposes, 50
- usage, 34
- wartime boom in, 18
- Qualitative analysis, 2
- QUANGO-like idea, 40, 46
- Quantitative analysis, 2, 85
- Ralph Bennett, 5, 27–28, 83, 84, 99–100, 104, 109, 111
- Ratepayers, 56, 70
- Rational optimisation, 35
- Rationalisation, 66
- Rebellion phase, 100
- Reithian public service, 58
- Return journey (1983–1987), 46–48
- Revenues, 20, 44, 49, 53, 60, 76
  - farebox, 40
  - maximising, 48
- Ridership, 15, 28–29, 33, 56, 58–59, 60, 115, 117
- Road charging, 96, 119
- Road staff shortage, 42
- Sanctity of property, 49
- Senior leadership, 117
- Sir Alec Valentine, 38, 82, 92, 93, 94
- Sir Brian Robertson, 67
- Sir Desmond Plummer, 96
- Sir George Gibb, 65
- Sir Horace Cutler, 27–28, 99, 100–106, 107
- Sir John Elliot, 20, 22, 25., 67, 82, 89–92
- Sir Keith Bright, 29–30, 76, 77, 84, 100, 108, 110–112, 116, 117
- Sir Kenneth Robinson, 16, 27, 56, 83, 98–99, 110
- Sir Maurice Holmes, 24–25, 82, 94–95, 99
- Sir Peter Masefield, 28, 30–31, 46, 76, 83, 100, 106–107, 111–112, 116
- Sir Richard Way, 16, 26–29, 28, 32, 47, 83, 96, 98, 102, 111–112, 116
- Socialism on Rates, 65
- Soft Budget Constraints, 61
- Staff Shortage, 13–14, 42–43
- Staffing, 14, 22
- Story telling, 59, 60
- Strategic legacy, 65–67
- Strategic Narrative (*see* Story telling)
- Strategy, 4, 31–33, 53, 65–70
- Subsidy, 27–30, 49, 57, 91, 109, 119
- Subterranean gothic, 114
- Systemic over-crowding, 47
- Technical accounts, 113
- Technical innovations, 41
- Ticket pricing, 72, 115
- Transport, 93
  - history, 3–4, 61, 113
  - provision, 116
  - revenues, 48–49
- Transport Act (1962), 24
- Transport for London (TfL), 1, 81, 117–118
- Transportation, 3
- Turnaround, 5–7, 14, 32, 36, 61
- Underground Electric Railways Company of London (UERL), 65
- Urban transport system, 11
- Utility maximisation, 45, 59, 69, 75, 88, 115
- Visionary leadership, 67
- Wages, 14, 53, 56, 90–92
- Zero tolerance policy, 78
- Zonal Fares, 30, 38, 40, 47, 50, 75, 108