

# The LONDON MIDLAND and SCOTTISH RAILWAY



FOUNDED 1963

THE L M S  
S O C I E T Y



**The LMS CHIEF OPERATING  
SUPERINTENDENTS  
1923 to 1948.**

**L. G. Warburton**

**LMS Society Monologue No 12**

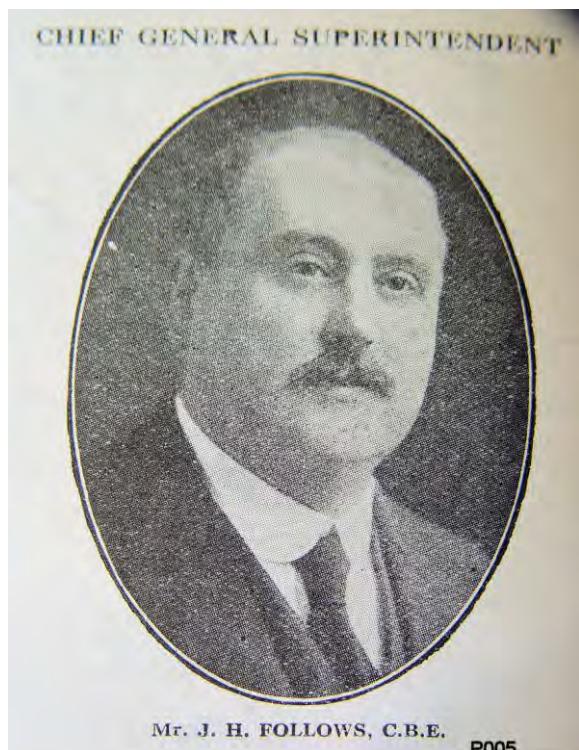
## LMS Operating Superintendents. 1923 to 1948.

1. J. H. Follows 1/1/1923 to 1/1/1927.
2. C. R. Byrom 1/1/1927 to 1/6/1938.
3. T. W. Royle 1/1/1938 to 1/1/1944.
4. S. H. Fisher 1/1/1944 to 31/12/1947.

On its inception the LMS Railway was the largest company in the world and therefore required chief officers of the highest calibre. It is noticeable that railway writers generally fail to pay much attention to the staff as without staff nothing would be achieved. It is true that locomotive engineers such as Stanier, Churchward, the Stevensons and others in that field have been the subject of biographies, but other than that staff rarely get a mention. Accordingly this paper will deal with the LMS Operating Superintendents. The title of Superintendent was a feature of all railways but it is interesting to note that around 1935 this title was dropped in favour of Manager.

Apologies are made for the poor portraits, but without the Railway Gazette and similar publications there would be no pictures.

### Plate 1.



LMS Magazine

**John Henry Follows CBE, MVO, M.Inst.T** was born in Sandiacre in 1869, the son of Mr A. Follows who was also a railwayman being employed by the Midland Railway for forty years.. J. H. Follows was the first LMS Chief Operating Superintendent and began his railway career on the Midland Railway in June 1890, aged 20. After passing through various grades he was appointed Station Master at Sawley on the Trent and Derby line in 1895. In 1897 he was promoted to the position of District Inspector at Normanton and in April 1901 he became Traffic Inspector with headquarters at Derby. In December of the same year he was given charge of the Derby District as Traffic Inspector and in 1907 was

transferred to the personal staff of the Chief General Superintendent, becoming Superintendent of Freight Trains in 1911. In 1912 he was appointed as Divisional Superintendent where his duties embraced almost all the line and two years later he was made Superintendent of Operation. In 1917 Follows was appointed as Acting General Superintendent in the absence of the General Superintendent on active service and on the retirement of Lieut. Col Paget in 1919 he succeeded to the post of General Superintendent. On the formation of the LMS on 1<sup>st</sup> January 1923 he was appointed Chief General Superintendent on £6000 pa. With the pending retirement of the LMS General Manager, H. G. Burgess on 31<sup>st</sup> March 1927, the management style of the LMS changed with the appointment of Sir Josiah Stamp as President who required the assistance of four Vice Presidents to take responsibility for various areas of the business. In this respect J. H. Follows together with S. H. Hunt were appointed Vice Presidents on 1<sup>st</sup> January 1927 with specific responsibility for Railway Traffic Operating and Commercial. The other Vice Presidents being J. Quirey and R. W. Reid. J. H. Follows was awarded the Order of CBE in the New Years Honours list in 1927 when he was created M.V.O. (4th Class). He retired on 1<sup>st</sup> March 1932 and died at Derby on 13<sup>th</sup> December 1938.

## Plate 2.



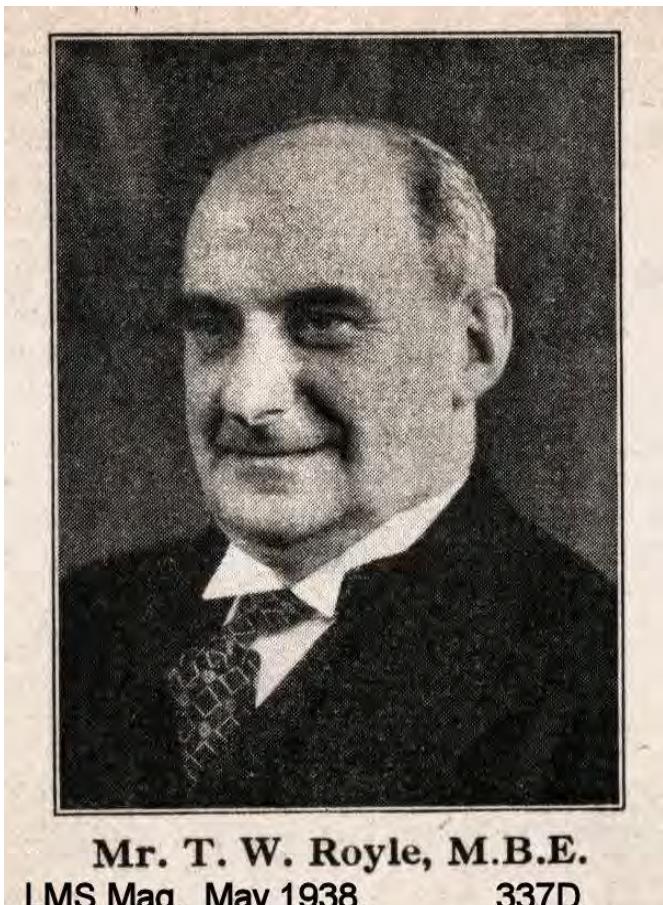
LMS Magazine

Charles Reginald Byrom OBE, CVO, M. inst. T., was born in Frankby Vicarage, Cheshire in November 1878 and educated at Shrewsbury School. He entered the service of the LNWR at Leamington in September 1896. In June 1897 he was transferred to the District Superintendent's Office in Birmingham, and, after serving in various capacities in the Operating Section, he was, in 1901, appointed an Outdoor Assistant to the Superintendent of the Line. In 1907 he was appointed to the position of Assistant District Traffic Superintendent of the Central Wales and Swansea District until 1911 when he became Assistant District Superintendent at Euston. In November 1912 he was appointed Freight Train Assistant to the Superintendent of the Line, ultimately succeeding W. M. Turnbull as

Assistant Superintendent of the Line in 1918. In January 1922 when the L&Y and LNW Railways were amalgamated he was appointed Assistant General Superintendent (Southern Division) on £2000 pa. In January 1923, on the formation of the LMS, he became General Superintendent (Passenger Commercial) at Derby on £3000pa. In August 1924 he was appointed Assistant Chief General Superintendent, Derby on the same salary until it was increased to £3500 on 1<sup>st</sup> January 1925. On 1<sup>st</sup> January 1927 he was appointed Chief General Superintendent, Derby on £4000pa following the appointment of J. H. Follows as a Vice-President. His salary was increased to £4500 on 1<sup>st</sup> January 1929, and to £4750 on 1<sup>st</sup> January 1937. On 1<sup>st</sup> June 1938 he retired as Chief Operating Manager and granted leave on full pay until 1<sup>st</sup> December 1938. Of interest is the fact that Byrom was in charge of the Royal Train during three reigns for which King George VI conferred on him the Honour of Commander of the Victorian Order and in addition presented him with a pair of cufflinks.

T. W. Royle replaced him, see plate 3.

**Plate 3.**



**Mr. T. W. Royle, M.B.E.**  
LMS Mag, May 1938. 337D

LMS Magazine

T. W. Royle MBE, Minst.T entered L&YR service in August 1898 in the Trains Section of the Passenger Superintendents Office, and was transferred to the personal staff of the Passenger Superintendent in 1900. He remained there until October 1914 when he was appointed Confidential Assistant to the then Superintendent of the Line, in connection with the Railway Executive Committee in London. In February 1919 Mr Royle was appointed Assistant Superintendent of the Line on £2000pa and on the amalgamation with the LNWR on 1<sup>st</sup> January 1922 he became Assistant Divisional Superintendent and in 1923 Assistant General Superintendent (Western Division) on £2500pa. On 1<sup>st</sup> August 1924, following the re-organisation of the Chief General Superintendents Office, he became Divisional

Superintendent, Manchester on the same salary. From 1929 until 1932 he was Divisional Superintendent of Operation, Manchester and in the latter year he became Assistant Chief Commercial Manager and in 1935 Chief Assistant Commercial Manager. On the retirement of C. R. Byrom he was appointed Chief Operating Manager on 1<sup>st</sup> June 1938, his salary being £4000pa, increased to £4500 on 1<sup>st</sup> September 1940. On 1<sup>st</sup> September 1944 he was appointed Vice President on £6000pa, increased to £7000 on 1<sup>st</sup> November 1945. S. H. Fisher was then appointed Chief Operating Manager.

**Plate 4.**



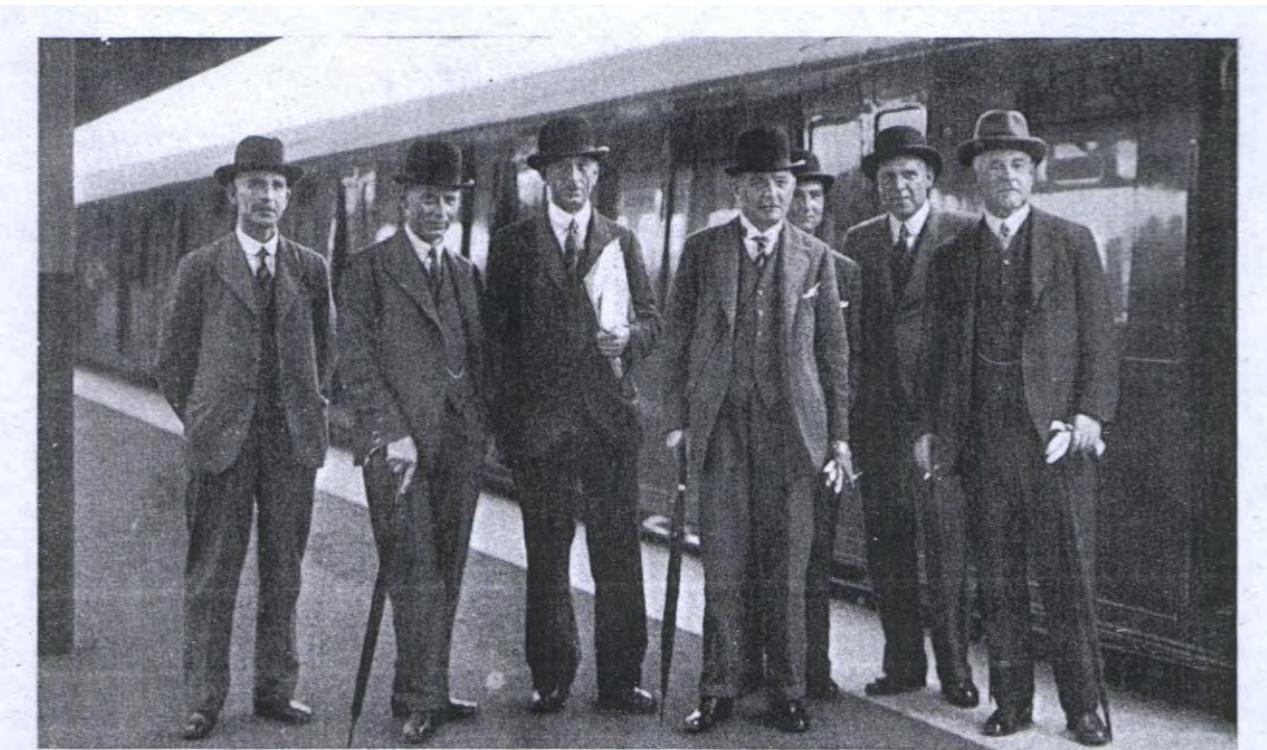
Railway Gazette.

**S. H. Fisher** was the fourth and last LMS Chief Operating Manager who was educated at Repton School before entering the service of the LNWR in March 1904. Having gained experience in the Goods and Traffic Departments he was appointed Outdoor Assistant to the Superintendent of the Line in 1910. In November 1912 he was appointed Assistant to the District Inspector at Euston for the Southern Division of the LNWR and in May 1919 was made Assistant District Superintendent at Liverpool for the Northern District. In March 1922, the Crewe District Goods Manager's District was converted into a Traffic Superintendent's District and Fisher was appointed District Traffic Superintendent there. On the formation of the LMS he became Operating Assistant at Crewe to the Chief General Superintendent. In 1927 his salary was £1100pa. On 1<sup>st</sup> January 1932 he was appointed Operating Assistant to the Chief Operating Superintendent at Derby with a salary of £1550.

On 1<sup>st</sup> May 1934 he was appointed Assistant Chief Operating Manager, Euston his salary being £1550 that gradually increased to £2750 until, on 1<sup>st</sup> January 1944, he became Deputy Chief Operating Manager at the Wartime HQ in Watford his salary now being £3250. He eventually became Chief Operating manager on 1<sup>st</sup>

August 1944 on £4000 that was raised to £5000 by the time the LMS ceased to exist in 1948.

### Plate 5



*Left to right: Mr. A. Oldham, Divisional Signalling and Telegraph Engineer, Derby; Mr. S. H. Fisher, Operating Assistant to the Chief Operating Manager; Mr. J. W. Watkins, Assistant Divisional Superintendent, Derby; Mr. Ashton Davies, Chief Commercial Manager; Mr. H. G. N. Read, Assistant District Passenger Manager, London; Mr. G. H. Loftus Allen, Advertising and Publicity Officer; and Mr. C. R. Byrom, Chief Operating Manager.* [Topical Photos.]

*Group of L.M.S.R. Officers at Upminster during press inspection, Barking-Upminster electrification*

Rly. Gaz. 16/9/1932 P11.

This picture was taken at Upminster at the time of the widening and electrification from Barking to Upminster in 1932 during a press inspection. From left to right - A. Oldham, Divisional Signal & Telegraph Engineer, Derby; S. H. Fisher, Operating Assistant to the Chief Operating Manager; J. W. Watkins, Assistant Divisional Superintendent, Derby; Ashton Davies, Chief Commercial Manager; H. G. N. Read, Assistant District Passenger Manager, London; G. H. Loftus Allen, Advertising and Publicity Officer; and C. R. Byrom, Chief Operating Manager. The picture therefore features two LMS Chief Operating Managers, Byrom in post and Fisher.

Railway Gazette.

Acknowledgments.

Public Record Office, Kew.

Railway Gazette.

LMS Magazine

Railway Year Books.

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This monologue belongs to a series produced by members of the LMS Society to provide a background to the activities and achievements of the LMS Railway during its existence from 1st January 1923 to 31st December 1947

Details of other publications in the series and of the wider bibliography of members of the LMS Society, refer to the Society's website

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*Published by  
L. G. Warburton,  
"Adsborough Cottage",  
Thurloxford,  
Taunton TA2 8RF  
Somerset*

*October 2017 September 2017.*

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