## Contents

*Introduction and acknowledgements*  

1. **Introductory essay: Whitehall since the Fulton Report**  

2. **The Whitehall machine: structure and process**  
   2.1 *Peter Hennessy*  
      The structure and organization of Whitehall  
      23  
   2.2 *Patrick Dunleavy*  
      The architecture of the British central state  
      26  
   2.3 *Hugh Heclo and Aaron Wildavsky*  
      The Whitehall village  
      35  
   2.4 *Colin Thain and Maurice Wright*  
      The private government of public money revisited  
      41  
   2.5 *Maurice Wright*  
      Policy community and policy network  
      49  

3. **Civil servants and ministers: power, influence and public policy**  
   3.1 *Barbara Castle*  
      Mandarin power  
      61  
   3.2 *Michael Hesletine*  
      Where there's a will  
      68  
   3.3 *David Faulkner*  
      Policy making in the Home Office  
      72  
   3.4 *Lord Callaghan*  
      Whitehall under one party rule  
      75  
   3.5 *Sir Patrick Nairne*  
      Mandarins and ministers: a former official's view  
      79  
   3.6 *Sir Kenneth Stowe*  
      Good piano won't play bad music  
      86  
   3.7 *William Plowden*  
      Politicizing the civil service  
      92  
   3.8 *Anthony King*  
      The consequences of the career politician  
      96  
   3.9 *Richard Rose*  
      Steering the ship of state  
      103