

Contents

Introduction: Change and Decay

xvii

Part One: POLITICS

1 Monarchy: the Surviving Tribe	3
2 Parliament: the Faltering Pendulum	15
3 Conservatives: Consensus and the Iron Lady	36
4 Trade Unions: Politics, Wages and the Dole	58
5 Labour: the Widening Rift	79
6 The Alliance: the Fragile Centre	99
7 Realignment: the Move to the Right	112

Part Two: GOVERNMENT

8 Schools: the Private Resurgence	129
9 Universities: Expanding, Contracting	147
10 The Law: Judges and Politics	169
11 Civil Service: the Unloved Establishment	186
12 The Treasury: Can the Centre Hold?	207
13 Local Government and Regions: Decentralisation Defeated	218
14 Police: the Sharp End of Government	232
15 Scientists and Engineers: Frustrating the Future	240
16 Diplomats: Salesmen and Spies	259
17 Armed Forces: the Victory for Secrecy	276

Part Three: FINANCE

18 The City: the Permissive Old Lady	295
19 Bankers: the International Island	305
20 Pensions and Insurance: the Reluctant Owners	320

Part Four: INDUSTRY

21 Farmers: the Pre-industrial Revival	335
22 Companies: Bigness and Smallness	342
23 Entrepreneurs: the Outsiders Come Inside	360
24 Corporations: the Chairmen and the Conscience	373
25 State Capitalists: Governments and Industry	388
26 Nationalised Industries: Custodians or Competitors?	396
27 Multinational Corporations: the Global Market	409
28 The Press: the World and the Street	423
29 Television: the End of Paternalism?	440

Conclusion: The Post-Imperial Trap

<i>Conclusion: The Post-Imperial Trap</i>	462
---	-----

Index

<i>Index</i>	485
--------------	-----

Index

A

Abercorn, Duke of, 29–30
Aberdeen University, 157, 161, 330
Abergavenny, Marquess of, 308
Abergavenny, Marchioness of, 4
ACC, 448, 450–1, 456
Accepting houses, 314–15
Accountants, 189
Acheson, Dean, 475
Acland Burleigh School, London, 133
Acland, Sir Antony, 265
Acland, Sir Richard, 106
A'Court, Robert Holmes, 436, 450–1
Actuaries, 322, 329
Adams, Walter, 163
Adeane, Lord, 4
Adnams (brewers), 345
Adorian, Paul, 448
Advanced Gas-Cooled Reactor, 254–5
Advertising Standards Authority, 453
Advisory Board for the Research Councils, 248
Advisory Council for Applied Research and Development, 248
Advisory Council for Scientific Policy, 244, 248
Afghanistan, 86
Agricultural Research Council, 241
Agriculture *see* Farmers and farming
Agriculture Acts (1947, 1957, 1964, 1967), 337
Agriculture, Fisheries and Food, Ministry of, 195, 202, 337
Aims of Industry, 377
Airco (US company), 386

Aircraft carriers, 289–91
Airey, Sir Lawrence, 201
Airlie, Lord, 315
Airlie, Countess of, 4
Aitken, Sir Max, 424, 427
Aitken, Jonathan and Tim, 446
Alderson, John, 236, 238
Alexander, Sir Kenneth, 159
Alfven, Hannes, 252
Allaun, Frank, 96, 137
Allen, Sir Douglas *see* Croham, Lord
Allen, Sir Geoffrey, 248
Allen, Maj-Gen John, 172
Alliance (*see also* Liberal party; Social Democratic party), 108–9, 111, 113–18, 438, 472
Allianz company (Germany), 322
Allied Breweries, 343, 348, 357
Allied-Lyons company, 344, 381
Allied Tactical Air Force (NATO), 288
Alloway, Percy, 251
Amalgamated Society of Railway Servants, 67
Amalgamated Union of Engineering Workers (AUEW), 66, 68
Amara, Roy, 420
Ambassadors, 263–5
Amery, Julian, 57
Anderson, Eric, 139–40, 143–4
Anderson, Lindsay, 138
Anderson, Robert O., 434–5
Anderton, James, 238
Andover Grammar School, 181
Andrew, Prince, 57
Anglia Television, 454, 457
Annan Committee on the Future of Broadcasting, 444–5, 454
Anson, Malcolm, 351

Anti-Nazi League, 89
Anyone for Denis?, 48
 APEX (union), 75
 Arabs, 370
 Araskog, Rand, 413
 Arbuthnot Latham merchant bank, 314–15
 Archer, Peter, 97, 172
 Ardwick, Lord, 428
 Argentina, 25, 56, 267, 274, 289–91, 299, 429–30, 476
 Aristocracy (and titles) (*see also* Lords, House of; Peerage), 27–8
Ark Royal, HMS, 289
 Arlott, John, 99
 Armed forces, 276–92
 Arms sales, 281–2
 Armstrong, Sir Robert, 49, 124, 193–4, 201, 208, 274, 473
 Armstrong, Sir William, 187–8, 190–1, 198, 204
 Army
 and class, 276–7
 in Falklands crisis, 250
 regimental structure, 129
 role and organisation, 282–3
 salaries, 283
 Arts Council of Great Britain, 48
 Artus, Ronald, 323
 Ashley, Jack, 24
 Ashmore, Admiral Sir Edward, 288
 Ashton, Joe, 24
 Ashworth, Professor John, 152–3, 159
 Asian immigrants, 20
 Asquith, H. H., 1st Earl, 100, 104, 109, 183
 Associated Communications, 300
 Associated Newspapers, 453
 Associated Rediffusion, 448
 Associated Society of Locomotive Engineers and Firemen (ASLEF), 65, 67, 406
 Associated Television, 448–50
 Association of Cinematographic, Television and Allied Technicians (ACTT), 75, 455
 Association of Directors and Producers, 445
 Association of Scientific, Technical and Managerial Staff (ASTMS), 66, 74, 387
 Association of University Teachers, 75
 Aston University, 150, 152, 159, 162
 Astor family, 424, 432
 Astor, David, 434–5
 Astor, Hugh, 348
 Astor, Nancy, Lady, 21
 Athenaeum Club, London, 244
 Atholl, Duke of, 28
 Atlantic Alliance, 94, 104
 Atlantic Richfield, 434
 Atomic Energy Authority, 253–6
 Attenborough, Peter, 140
 Attlee, Clement, 1st Earl, 16–17, 23, 136, 223, 390, 396
 Attorney General, 183
 Auditor-General, 189
 Augmundus (Lord Chancellor), 184
Australian, The (newspaper), 434

B

B., Colonel *see* Johnstone, Col Hugh
 Bagehot, Walter
 on danger to nation, 462–3
 on monarchy, 8, 10, 16
 on parliament, 23
 on Princes of Wales, 3, 12
 on senior civil servants, 202
 Bailey, Sir Alan, 201
 Bailey, Sir Brian, 457
 Bailey, Martin, 415
 Baker, Kenneth, 390
 Ball, George, 421
 Ball, Robert, 321
 Balliol College, Oxford, 143, 165–6, 191, 201, 266
 Balogh, Lord, 205
 Bancroft, Sir Ian, 190–4
 Bank of England
 aristocratic influence declines, 473
 and bank mergers, 306, 311
 character and role, 295–9
 crisis (1973), 301–2
 and Crown Agents, 464
 and developing countries, 304
 and Falklands, 299
 and government, 298, 301
 Governor, 301–4
 and industry, 316–17

and Iran crisis, 298–9
 and Laker, 318
 and merchant banks, 314
 and monetarist policy, 213
 and money supply, 302
 nationalised, 297–8
 and pension funds, 317, 325, 328
 Radcliffe on, 297
 rescue operations, 302–3
 Thatcher and, 55, 213, 302–3
Bank of Scotland, 308
Banking Information Bureau, 317
Banks and bankers (*see also*
 Merchant banks; and individual
 banks)
 administration, 306–8
 and Bank of England, 304–6
 in City of London, 295–6
 competition, 306
 credits, 316–18, 331
 failures, 302
 foreign interests, 309
 and industry, 315–19
 lending under Heath, 40
 mergers and take-overs, 306–11,
 358
 and nationalised industries,
 399–400
 and pension funds, 325
 privileged position, 305–7, 309
 profits, 306, 310
 world crisis, 304
Banks, Tony, 228
Bar Council, 173
Barber, Anthony, Lord, 39–40, 212,
 309–11
Barbican Centre, London, 295
Barclays Bank, 301, 305–7, 308
Baring Brothers merchant bank, 311,
 314–15
Baring, Sir John, 300, 314–15
Baring, Nicholas and Peter, 314–15
Barlow, Sir William, 401
Barnett, Correlli, 145
Barnett, Joel, Lord, 82–3, 85, 209–10
Barristers
 appointment to Bench, 177–8
 dress, 170
 in House of Commons, 19–20, 183
 Law Officers of the Crown, 183
 and Oxbridge, 178
 powers and position, 170, 173–4
Barron, Sir Donald, 308
Barrow, Jocelyn, 446
Basnett, David, 64, 66, 69, 78, 95,
 135, 217
Bass Charrington (brewers), 343–4,
 456
Bates, Edward (group), 302
Bath University, 150, 159, 162
Baverstock, Donald, 442–3, 447
Baxendell, Sir Peter, 352, 381, 387,
 417
Beaverbrook, Max Aitken, Lord, 95,
 424–5, 427, 437
Beckett, Angus, 205
Beckett, Sir Terence, 217, 377
Bedford school, 201
Beecham group, 350
Beeching, Lord, 405
Beer *see* **Brewers**
Beer, Ian, 140
Beer, Professor S. H., 23
Bell, Richard, 67
Bellini, James, 448
Benn, Tony
 and abolition of Lords, 27
 advisers, 228
 background, 91, 136, 472
 and British Leyland, 392
 career, character and ideas, 71,
 91–3
 and civil service, 203
 contests deputy leadership of
 party, 106, 108
 and defence, 281
 defends trade unions, 82
 as Energy Minister, 254, 404
 and EEC referendum, 102
 and Falklands, 291
 on IMF, 410
 and industrial democracy, 378
 as Industry Minister, 389
 and Labour party structure, 96–8
 loses seat in 1983, 116–17
 and monarchy, 10
 on multinationals, 410
 on NEC, 96
 and nuclear power, 254, 256
 and parliamentary debating, 23
 on pension funds, 327
 on Press ownership, 422, 425

Benn, Tony - *cont.*
 renounces title, 26
 Sapper supports, 75
 and Scargill, 70-1
 as Technology Minister, 91, 388-9
 and trade unions, 92, 108
 and Weinstock, 384
 on workers' rights, 360

Bennett, Arnold, 346

Benson, Lord, 171

Berisford, S. and W., 381

Bermondsey by-election (1983), 111

Bernstein family, 448

Bernstein, Alex, 449

Bernstein, Sidney, 449

Berridge, Roy, 398

Berrill, Sir Kenneth, 260

Berry family, 424

Bevan, Aneurin, 15, 88, 95, 117

Bevan, Silvanus, 307

Bevan, Timothy, 307, 312

Beveridge, William, Lord, 64

Bevin, Ernest, 76, 260

Bicester, Lord, 312

Bickerstaffe, Rodney, 59, 66

Bide, Sir Austin, 395, 398

Biffen, John, 121, 213, 358, 435-6

Biggs, Norman, 377

Billingham-on-Tees, 380

Bingham, Sir Thomas, 415

Birk, Lord, 428

Birk, Ellis, 450

Birkbeck College, London, 154, 162

Birley, Sir Robert, 145

Birmingham, 152, 308

Birmingham University, 157, 162, 416

Birt, John, 444

Bishop, R. E. D., 159

Bishops Stortford, 108

'Black economy', 354-5

Black Muslims (USA), 474

Blackett, Lord, 245

Blackpool, 38, 60

Blacks (Negroes), 20, 180, 239

Blake, Robert, Lord, 43

Bletchley, 273

Blumenthal, W. Michael, 9

Blunden, George, 300

Boardman, Lord, 307, 308

Bolt, Robert, 317

Bolton, Sir George, 369

Bondi, Sir Hermann, 255

Bonham-Carter, Mark, 118

Booker company, 350

Booth, Albert, 97, 378

Border Television, 457

Boston Globe, 6

Boston of Heversham, Lord, 456

Bough, Frank, 446

Bow Group, 212

Bowden, Lord, 241

Bowman, Sir James, 397

Boyd, Sir John, 68, 446

Boyd-Carpenter, Lord, 348

Boyle, Edward, Lord, 44

Boyson, Rhodes, 162

Bradford Grammar School, 94, 135

Bradford University, 152-3, 159

Braine, Bernard, 237

Bramall, Ashley, 280

Bramall, Sir Edwin, 280

Brand, Lord, 312

Brandon, Lord, 180

Brandts merchant bank, 314

Brandt, Willy, 41

Bretherick, J., 324

Bretherton, Russell, 262

Brewers, 343-5

Brewster, Kingman, 374

Bridge, Lord, 180

Bridgeman, Viscount, 343

Bridges, Lord, 191

Briggs, Asa, Lord, 155

Brightman, Lord, 180

Brighton Marina Company, 330

Bristol University, 158, 162

Britannia (royal yacht), 10

Britannia Arrow, 457

British Aerospace, 397

British Airports Authority, 398

British Airways, 51, 398-9, 402, 466-7

 pension fund, 324

British Aluminium company, 312, 373

British American Tobacco company ('Bats'), 350-1, 381, 413, 468

British and Commonwealth Shipping Company, 457

British Army of the Rhine (BAOR), 283

British Association for the Advancement of Science, 245
British Bank (Middle East), 310
British Broadcasting Corporation (BBC)
 administration, 445–8
 and Annan Committee, 444–5
 balance, 445, 456
 breakfast TV, 445–6
 finances, 444
 Foreign Services, 261
 licence-fee, 443, 445–6, 458
 monopoly, 441, 445
 news, 442, 455
 paternalism, 441–2, 460
 politics, 444–5, 456
 radio, 442
 satellite and cable TV, 459–60
 staffing, 443, 445
 and Ulster, 455
 world service, 442
British Council, 261
British Electric Traction, 448, 456
British European Airways, 402
British Gas Corporation, 398, 404
British Leyland
 bank credit, 316
 Chairman, 398
 collapse, 328, 389, 470
 Edwardes runs, 393–5
 formed by merger, 92, 389, 392
 government aid, 51, 389–90
 and pension fund investments, 328, 332
 staff economies, 467
 strikes, 78
British Motor Corporation *see* British Leyland
British National Oil Corporation, 326, 401–2, 416
British Nuclear Fuels Ltd, 253, 256
British Overseas Airways Corporation (BOAC), 396–7, 402
British Oxygen Company, 373, 386–7
British Petroleum, 366, 373, 381, 413–16
British Printing Corporation, 362–3
British Rail
 Board, 397–8, 404–6
 and GEC, 384
pension fund, 324–5, 327–8
subsidised, 51, 114
British Steel Corporation, 51, 71, 114, 378, 398–9, 406–8
 pension fund, 324, 330
British Technology Group (BTG), 469
British Telecom, 391, 398, 401
 pension fund, 326
Britoil, 402
Brittain, Vera, 105
Brittan, Leon, 120–1
Brittan, Sam, 120
Brixton
 Prince of Wales visits, 13
 riots, 54, 180, 238–9
Broackes, Nigel, 364, 367, 427
Brockway, Lord, 31
Bromley Council, 229
Brook, Sir Norman *see* Normanbrook, Lord
‘Brook’s Law’, 191
Brooke Bond, 308
Brown Shipley merchant bank, 315
Brown, George (Lord George-Brown), 81, 84, 207, 216, 262
Brown, Leslie, 322
Brown, William, 457
Brunel University, 159, 162
Brussels *see* European Economic Community
Bryant, Sir Arthur, 9
Brzezinski, Zbigniew, 259
Buckingham, University of, 163
Buckton, Ray, 67
Building societies, 306
Bullard, Julian, 266
Bullard, Sir Reader, 266
Buller, Patricia, 288
Bullock, Lord, 377–8
Bunch, Sir Austin, 398, 400
Burger, Warren, 171
Burke, Edmund, 18, 21
Burmah Oil Company, 332
Burnet, Alastair, 458
Burnett, J. H., 157
Burnett-Stuart, Joseph, 315
Burnham, James, 360
Burns, Sir Terence, 201, 214–15

Burt, Thomas, 79
 Burwood, G., 324
 Bury Grammar School, 202
 Butler, Sir Clifford, 159
 Butler, R. A., Lord, 37-9, 193, 196,
 201
 Butler, Sir Richard, 340
 Butterworth, J. B., 159
 By-elections, 99, 107-11

C

Cabinet
 Economic Committee, 212
 Lawyers in, 183
 and Oxbridge, 164, 166
 under Thatcher, 48-9, 119-22, 473
 Wilson's, 84, 94
 Cabinet Office, 49, 193-4, 201, 208,
 247, 273-4, 466
 Cable and Wireless, 397, 402
 Cable television 459-60
 Cadbury, Sir Adrian, 300
 Calder Hall power station, 253
 Callaghan, James
 aides, 49
 background, 43
 and City, 328
 defeat, 47, 76, 85
 and education, 132
 and entrepreneurs, 367
 and Healey's economic policy, 212
 and insurance companies, 328
 and life peers, 30
 and nuclear power, 254
 and nuclear weapons, 282
 Observer supports, 435
 and party, 98
 as prime minister, 85
 and Queen, 6, 9
 represents police, 237
 retires as prime minister, 93
 and SAS, 286
 and trade unions, 81-2
 and wage restraint, 76
 Callard, Sir Jack, 377
 Calvocoressi, Peter, 276
 Cambridge University *see* Oxbridge
 Camden (borough), 226
 Camden School for Girls,

Hampstead, 132
 Cameron, Stuart, 381
 Campaign for Labour Party
 Democracy (CLPD), 89-90
 Campaign for Labour Victory
 (CLV), 102
 Campaign for Nuclear Disarmament
 (CND), 68, 89
 Campaign for Real Ale (CAMRA),
 344
 Campaign for the Promotion of
 Salford University (CAMPUS),
 152
 Campbell of Eskan, Lord, 27
 Campbell, Duncan, 271-2, 274
 Campbell, Roy, 168
 Camrose, Lord, 430
 Canada, 255
Canberra (ship), 290
 Cannon, Les, 58
 Capital radio, 453
 Caplan, Gerald, 301-2
 Carey, Sir Peter, 251
 Carlisle, Mark, 150
 Carlyle, Thomas, 269
 Carr family, 424, 428
 Carr, Lord, 321
 Carr-Ellison, Sir Ralph, 457
 Carrington, Lord
 as Defence Minister, 278, 281
 as Foreign Secretary, 53, 266-8
 and Heath, 39
 and miners' crisis (1974), 41
 resigns over Falklands, 56, 119,
 267, 274, 290
 in Thatcher cabinet, 48, 53
 and Washington embassy, 265
 and Zimbabwe independence, 8,
 266, 274
 Carron, Bill, 68
 Carter, Jimmy, 9, 45, 298
 Carver, Field-Marshal Lord, 142,
 278-9, 282
 Cassels, John, 216-17
 Castle, Barbara, 81-2, 84, 93
 Catto, Lord, 315
 Cave, Sir Richard, 381
 Cavendish Laboratory, Cambridge,
 162, 246
 Cavenham company, 381
 Cedar Holdings, 301

Central Electricity Generating Board, 400-1

Central Intelligence Agency (USA), 269, 271

Central Policy Review Staff ('Think Tank'), 208, 247-8, 254, 260-1

Central Television, 448, 450-1, 453-4, 456

Centralisation, 219-21, 227-31, 466-7, 471-2

Centre for Policy Studies, 46, 406

Centre for World Development Education, 7

Cervantes-Saavedra, Miguel de, 476

Chamberlain, Joseph, 224

Chamberlain, Neville, 98, 190

Chambers, Sir Paul, 382

Channel Four, 454, 460

Channel Television, 457

Channel Tunnel, 243, 252

Chapple, Frank, 63-4, 66, 116, 217

Charles, Prince of Wales

- character, 11-12
- and Commonwealth, 13
- on family firms, 13, 386
- position and role, 11-14
- private secretary, 4
- upbringing, 11
- wedding, 10-11

Charterhouse (school), 140

Charterhouse Group, 375

Charterhouse Japhet merchant bank, 315

Chatham, William Pitt, 1st Earl of, 10

Chatham dockyard, 284

Cheltenham, 271

Cherwell, Lord, 247

Chesshyre, D. H. B., 166

Chesterfield Grammar School, 265

Chevaline programme, 282

Chief Constables, 235-8

Chief of Defence Staff, 278, 280

Chief Scientific Advisers, 241, 246-7, 280

Christ Church, Oxford, 166, 184, 193, 201-2, 266

Christie, Agatha, 350

Christopher, Anthony, 452

Church of England, 220

Church of Scotland, 221

Churchill, Sir Winston, 16-17, 23, 37-8, 46, 56, 114

Churchill, Winston (grandson), 57

Citibank (USA), 305, 309, 313-14

City (*see also* individual institutions)

- character, 295-7, 313, 315, 483
- Edwardes on, 393
- and pension funds, 328
- personal connections and trust, 474
- and small businesses, 354

Wilson Committee on, 298, 316-17, 325, 328-30, 354

City University, London, 150, 159

Civil and Public Servants'

- Association, 188

Civil Service and Civil Servants (*see also* individual departments)

- administrative college, 188
- amateurism and incompetence, 189, 198
- and audits, 189
- Benn and, 203
- careers, 199
- centralisation, 466
- classes, 187-8
- Commons select committee on, 22
- competitive entry, 129, 186
- delays, 203
- interdepartmental relations and composition, 194-6
- and monarchy, 3
- organisation and reforms, 186-90, 193-4, 196-8, 464-5
- and Oxbridge, 199
- pensions, 191-2, 201, 324, 332
- power, 21, 25, 191
- Rayner and efficiency in, 197
- recruitment, 164, 187-9
- relations with ministers, 202-3
- retirement careers, 190, 204-6
- and scientists, 188-9
- secrecy, 269
- staff and career structure, 199-201
- strike (1981), 53, 192, 194
- and technologists, 187
- trade unions, 188
- Thatcher and, 49-50, 124, 191-4
- unpopularity, 191-2

Civil Service Department

- abolition, 193-4
- and accountants, 189
- established, 187-8, 469

Civil Service Department – *cont.*
 and Treasury, 190, 208, 466

Clarendon Commission (1861), 140, 199

Claridge's Hotel, London, 348–9

Clark, Sir Robert, 300, 314–15, 456

Clarke, Jonathan, 171

Clay, John, 322

Clearing banks *see* Banks and bankers; and individual banks

Clore, Charles, 343, 348, 365

Cluff, Algy, 167, 364

Clydesdale Bank, 307, 318

Coal, 403–4

Coatham School, 191

Cockfield, Lord, 121

Cohn-Bendit, Daniel, 87

Cole, Lord, 418

Colleges of Advanced Technology, 148, 151, 156

Collins, John, 321

Commercial Television (*see also* individual companies), 448–56

Commercial Union Insurance Company, 321

Common Agricultural Policy (CAP, of European Economic Community), 337–8

Common Market *see* European Economic Community

Common Wealth Party, 106

Commons, House of (*see also* Members of Parliament)
 character, 16–18, 21, 23
 committees, 21–3
 debates, 23
 diminished esteem for, 24–5
 and elections, 31–2, 34–7
 members and composition, 18–21
 reporting, 23–4
 working time, 19

Commonwealth, 3, 7, 13, 263, 336

Commonwealth Development Corporation, 13

Commonwealth Secretariat, 263

Communist Party of Great Britain, 86–7, 91

Companies *see* Corporations

Competition Act, 358

Comprehensive schools, 130–5, 140, 164, 464

Concorde (aeroplane), 247, 252

Confederation of British Industries (CBI), 375–8, 468

Confederation of Health Service Employees (COHSE), 74

Conference (journal), 138

Connaught Hotel, London, 348

Connolly, Yvonne, 452

Conran, Sir Terence, 364

Consensus, 52, 79, 203

Conservative party
 adaptability, 37
 assertiveness, 123, 125
 and Bank of England, 302
 and by-elections, 56, 109
 and CBI, 377
 composition, 472
 defeat (1974), 41
 and Falklands crisis, 56–7, 110
 funding, 356
 and individual freedom, 45, 55
 industrial policy, 378–9, 390–1, 469
 and JPs, 175–6
 on large companies and monopolies, 353, 356, 358
 leadership succession, 37–43, 472–3
 local government reorganisation, 224, 227, 229–30
 and monetarism, 45
 and nationalised industries, 396–7, 399–408
 newspaper ownership, 437–8
 and nuclear power, 255
 occupations of MPs, 20
 and Open University, 160
 in parliamentary elections, 32–4
 policy, 38–9, 46, 125
 privatisation, 401–3, 405
 and regions, 221–3
 and SDP/Liberal challenge, 55–6
 and schools, 136, 139
 support, 99, 115
 tax cuts, 375
 and trade union control, 81
 trade union voters, 61, 78
 and Treasury planning, 215–16
 and unemployment, 471, 479
 and universities, 156
 victories under Thatcher, 34, 47, 112–15

Constitution, Royal Commission on (1968), 221

Consumers, 160, 344, 357

Cooper, Sir Frank, 191, 280

Cooper, Jack, Lord, 69

Co-operative Press, 426

COPA, 339

Corfield, Sir Kenneth, 252

Corn Laws, 336

Cornwall, Duchy of, 13

Coronation Street (television programme), 449

Corporations and Companies (*see also* individual firms)

- and Conservative party, 379
- employ ex-civil servants, 205
- gigantism, 353, 356, 467-9
- and industrial relations, 377-8
- management, 360-1, 379-80, 467
- monopolies and mergers, 342-9, 350-3, 358, 389, 466-8, 471
- multinational, 409-22, 439
- output, 342
- ownership, 365
- paternalism and benefits, 373-6, 386
- personal direction, 360
- and recession, 379, 465
- recruitment, 164
- small, 353-5, 468
- turnover, 380-1

Cotton, Jack, 365

Cottrell, Sir Alan

- and nuclear power, 252, 256-7
- science policy, 189, 240-1, 243, 247-9

Cottrell, Thomas, 381

Council for Social Democracy, 103

Council of Engineering Institutions, 251

Council of Europe, 230

'Council of Industry' (proposed), 405

Counter-revolutionary warfare (CRW), 286

Counties, 224-5

Courage (brewers), 344, 350

Courtauld, Samuel, 411

Courtaulds, 382, 383, 412

Courts of law, 174-9, 185, 234

Cousins, Frank, 20, 76, 81, 83, 241, 388

Coutts Bank, 307

Couzens, Sir Kenneth, 202

Cowdray, Lord, 312-13

Crane, Sir James, 235

Crawford, Frederick, 152

Crawford, P. W., 159

Crichel Down, 267

Crick, Professor Bernard, 23

Cripps, Sir Stafford, 88, 298

Crocker Bank (California), 308

Croham, Lord (*formerly* Sir Douglas Allen), 162, 190-1, 206

Crosby by-election, 109

Crosland, Anthony

- in cabinet, 84
- death, 93
- forms new polytechnics, 156
- and Healey, 94
- and local government, 224, 227
- as Minister of Education, 130
- Owen on, 95
- and public schools, 473
- The Future of Socialism*, 85, 224, 470

Crossman, Richard

- on consensus, 79
- and Dame Evelyn Sharp, 202
- and farming, 335
- and local government, 224-5
- on monarchy, 9
- on parliament, 16
- schooling, 142
- and science, 241
- on state opening of parliament, 15
- and trade unions, 81, 84
- on Warwick University, 150
- in Wilson cabinet, 81

Crown Agents, 464

Crowther, Lord (*formerly* Sir Geoffrey), 130, 221, 347, 363

Crowther-Hunt, Lord (*formerly* Norman Hunt), 187-8

Croydon by-election, 108

Cryer, Bob, 90

Cubbon, Sir Brian, 202

Cudlipp, Hugh, Lord, 425, 428

Cullen, Alexander, 452

Cumbrian Newspapers, 457

Cummings, 479

Curtis, Leslie, 237

Customs and Excise, Board of, 195, 202
 Czarnikow (commodity brokers), 381

D

D-notices, 259
 Dacre, Lord (Hugh Trevor-Roper), 30
 Dagenham Grammar School, 201
 Dahrendorf, Ralf, 163
Daily Express, 426-7, 429-30, 437
Daily Herald, 428
Daily Mail, 425-7, 429-30, 438, 448
Daily Mirror, 40, 106, 426-30, 438
Daily News (USA), 429
Daily Sketch, 424, 426
Daily Star, 424, 426-7, 429, 438
Daily Telegraph, 7, 46, 424, 426, 430, 438, 456
Daily Worker, 86
 Dainton, Sir Frederick, 242, 248-9
 Dalgety company, 381
Dallas (television programme), 8, 460
 Dalton, Hugh, Lord, 143
 Dalyell, Tam, 20
 Dancy, John, 138-9
 Darlington by-election (1983), 111
 Dartington Hall (school), 160
 Darwin, Charles, 245
 Day, Sir Robin, 24, 99, 458
 Deakin, Arthur, 76
 Dealtry, Eddie, 161
 'Declaration of a Hundred', 106
 Deering, Ronald, 398
 Defence *see* Armed forces; Army; Defence, Ministry of; Royal Air Force; Royal Navy
 Defence, Ministry of
 arms sales, 281-2
 and Falklands crisis, 290
 integration, 464
 and intelligence, 271
 Permanent Secretary, 201
 Rayner's reforms, 197, 277
 scientists at, 246
 and secrecy, 271, 280-1
 size, 195
 structure, 278-82

Deferre, Gaston, 223
 Dell, Edmund, 314, 357, 378
 Denning, Rear-Admiral Norman E., 181
 Denning, Lt-General Sir Reginald, 181
 Denning, Lord, 27, 177, 179, 181-2, 185, 229, 239
 Denniston, Alexander, 273
 Derby, 14th Earl of, 207
 Derer, Vladimir and Vera, 89
 De Rothschild *see* Rothschild
 Deterding, Sir Henri, 411, 416-17
 Devolution (regional), 220-3
 Devonshire family, 472
 Devonshire, Duke of, 29, 30
 Dickens, Charles, 245, 364-5
 Dilhorne, Lord, 174
 Dimbleby, Richard, 442
 Diplock, Lord, 181
 Diplomats and diplomatic service
 and British malaise, 478
 careers, 263-4
 extravagance, 260-1
 and Oxbridge, 265
 reforms, 260-1, 263
 status, 259-60
 and trade, 264
 and Treasury, 259-60
 'Direct grant' schools, 135
 Disraeli, Benjamin, 1st Earl of
 Beaconsfield, 17, 43, 46, 202-3, 207, 464
 Dobson, Sir Richard, 393
 Docker, Sir Bernard, 322
 Donne, David, 381
 Donnison Report (1970), 130, 136
 Donoughue, Bernard, 49
 Donovan, Lord, 81
 Douglas-Home, Sir Alec *see* Home, Lord
 Douglas-Home, Charles, 433
 Dounreay power station, 256
 Dow Chemical Company (USA), 314, 410
 Downey, Gordon, 22
 D'Oyly-Carte, Dame Bridget, 348
 Drabble, Margaret, 9
 Drain, Geoffrey, 64, 66, 217, 300
 Drake, Sir Eric, 414, 416
 Drayton, Harley, 363, 448

Dryden, John, 244
 Du Cann, Edward, 22, 198, 214, 303, 369
 Duff, Sir Antony, 274
 Dufferin and Ava, Marquess of, 27
 Duffy, Terence, 64, 66, 68, 217
 Dugdale, Sir Thomas, 267
 Dukes, 27-9
 Dukes, Charles (*later Lord Dukeston*), 69
 Duncan, Emma, 131*n*
 Duncan, Sir Val, 260
 Duncan-Sandys, Lord *see* Sandys, Duncan
 Dundas, H. S. L., 456
 Dundee University, 159
 Dunwoody, Gwyneth, 97
 Durham University, 157
 Durham, Kenneth, 381, 418, 469
 Dyke, Greg, 446

E

Eagle Star Holdings insurance company, 322, 450
 East Anglia, University of, 148, 150, 158, 162
 Eastern Counties Newspapers, 457
 Eccles, David, 1st Viscount, 142
 Ecole Nationale d'Administration, 188
 Economic Affairs, Department of, 81, 207, 216, 466, 469
Economist, The (journal), 153, 331, 358, 431
 Edinburgh Academy, 180
 Edinburgh University, 157, 161, 180
 Education (*see also* Schools, Universities, and names of individual institutions), 129-30, 463
 Education and Science, Department of, 132, 135, 154, 201
 Edward VII, King, 12
 Edward VIII, King, 12
 Edwardes, Sir Michael, 393-5, 407, 469, 474
 Edwards, George, 316
 Edwards, Nicholas, 121
 Edwards, Sir Ronald, 389

Elections (*see also* By-elections), 31-5, 112-25, 480-1
 Electrical, Electronic, Telecommunications and Plumbing Union (EETPU), 66
 Electricity Council, 398, 400
 pension fund, 301, 324, 450
 Electricity industry, 400-1
 Electricity Supply Industry Fund, 330
 Electronics industry, 366, 384, 468
 Elite
 armed forces, 277
 French, 118
 and meritocracy, 140
 Oxbridge, 164
 and risk-taking, 145
 and schooling, 134-6, 140-1, 144-5
 and students, 149
 values, 475
 Elizabeth I, Queen, 46
 Elizabeth II, Queen *see* Queen, HM the
 Ellis, Sir Ronald, 281
 Elmhirst, Dorothy and Leonard, 160
 Elwyn-Jones, Lord, 184
 Embassies, 260, 264-5
 EMI *see* Thorn-EMI
 Employment, Department of, 195, 202
 Energy, Department of, 197, 202, 400, 466
 Engineering Authority, 252
 Engineers
 Finniston report on, 252-3, 463
 and management of nationalised industries, 399-400, 407
 and Oxbridge, 167-8
 profession and status, 249-53
 and polytechnics, 156
 and university cuts, 152-3
 England, Glynn, 400-1
 English, David, 427
 English, Michael, 172
 Entrepreneurs, 145, 355, 359, 360-72, 468-9
 Environment, Department of the, 195-6
 Essex, University of, 150, 158, 162
 Esso (Exxon) Petroleum Company, 381, 411, 413, 420

'Establishment, The', 206, 260, 464, 472
Eton College
 admission to, 143
 bankers, 307, 308, 313, 315
 borrowing privileges, 313
 in cabinet, 48, 119, 143
 in civil service, 193, 201-2
 in Foreign Office, 265-6
 and Guards, 284
 and insurance companies, 321-2
 MPs, 20
 positions and powers, 473-4
 status and character of school, 141, 143-4
 and Tory leadership, 37, 39
Eurodollars, 313, 315
European Economic Community (Common Market)
 and agriculture, 337-9
 Carrington and, 266
 and centralised power, 219-20
 and civil service departments, 195
 and Commons, 25
 Conservatives and, 37-8
 diplomats and, 21, 75, 261-3
 entry under Heath, 40-1, 193, 477
 financial contributions, 338
 and foreign competition, 477
 and individual nations, 219
 and Labour leaders, 94
 Labour opposition to, 102-3, 112, 116, 263
 Macmillan favours, 37
 and national malaise, 441, 476-7
 and recession, 51
 referendum on (1975), 102
 SDP supports, 107
 Thatcher on, 50, 52, 263
 TV and, 441
 and Whitehall decisions, 208
European Ferries, 314, 456
European Parliament, 100
Evans, Gwynfor, 221
Evans, Harold (Harry), 433
Evans, Moss, 64, 66, 76-8, 95, 217
Evans, Trevor, 250
Evening News, 424
Ewing, Winifred, 221
Exchequer, Chancellor of the, 22, 212-13

Exeter University, 158, 162, 367
Exeter, Marquis of, 348
Expense accounts (see also Management), 374
Exxon *see* **Esso**
Ezra, Lord, 403

F

Falcon, Michael, 321
Falkirk High School, 202
Falkland Islands
 Bank of England and, 299
 BBC and, 444
 campaign, 289-92
 Carrington and, 266-7
 and Conservative popularity, 110
 costs, 292
 and diplomatic negotiations, 265-8
 Guards in, 284
 and intelligence services, 274
 national response to, 110-11, 291-2, 475-6, 479, 482
 news management, 280, 291
 and parliament, 16, 25
 Press and, 429-30, 433, 475
 and recruiting, 283
 Thatcher and, 25, 56-7, 114, 122, 268, 475-6, 480
Farmers and farming (see also Common agricultural policy), 335-41, 357
Farnham, Lord, 315
Faulkner, Lady, 446
Fearless, HMS, 289-90
Feather, Vic, 61-2
Feilden, Geoffrey, 250
Ferranti electronics company, 390
Financial Mail (Johannesburg), 415
Financial Times, 305, 318, 424, 426, 431, 438
Finham Park School, Coventry, 133
Finniston, Sir Monty, 240, 245, 251-2, 406, 463
Fisher, Alan, 73-4
Fisher, Sir Henry, 174
Fleck, Lord, 382
Fleming Committee (1944), 137
Fleming, Ian, 350

Fleming, Robert, merchant bank, 315
 Flowers, Lord (Sir Brian), 151, 247, 252, 255-7
 Food production and prices, 335, 338, 340-1
 Foot, Michael
 background, 472
 career and character, 95
 election campaign (1983), 112
 and Falklands crisis, 25, 56
 and Labour peers, 123
 and Lords reform, 26
 in parliament, 17, 23
 and party electoral procedure, 98
 as party leader, 95, 98, 103, 108
 and Queen, 6
 resigns leadership, 116
 on Tebbit, 54
 on trade unions, 81, 95
 and 'Tribune', 88
 Forbes, Lord, 457
 Ford Motor Company, 373, 377, 381, 413
 Foreign and Commonwealth Office
 (see also Diplomats)
 and Civil Service, 195, 259, 264
 and Commonwealth, 262-3
 and EEC, 7, 52, 261-3
 and Falklands crisis, 267, 290-1
 and Hong Kong Bank, 309
 and intelligence, 269, 273
 Oxbridge successes in, 199, 265
 position, 259-60
 questioned by select committees, 22
 reforms, 260-1, 263, 463
 secrecy, 269, 271
 Thatcher and, 44, 49, 261, 263, 268
 Foreign Secretary, 266-8
 Forman, Sir Denis, 449, 457
 Forster, Archibald, 381
 Forster, William, 130, 134
 Forte, Charles, Lord, 30, 347-9, 361, 370
 Forte, Rocco, 348
Forward March of Labour Halted, The, 88
 Fourth Channel (television), 454
 Fowler, Norman, 121
 Fox, Paul, 449
 France, 17-18, 134, 211, 257, 262, 316-17, 338, 470
 Franklin, Sir Michael, 202
 Franklin, R. N., 159
 Franks, Lord, 274
 Fraser, House of, 370
 Fraser, Lord, 181
 Fraser, Sir Angus, 202
 Fraser, Sir Campbell, 217, 457
 Fraser, Sir Hugh, 42, 370-1
 Fraser, Ian, 315
 Fraser, Sir Robert, 451
 Freeman, John, 449, 456
 Fretwell, Sir John, 265
 Friedman, Milton, 45
 Frost, David, 446
 Fukuda, Takeo, 9
 Fulton, Lord: Report on Civil Service (1966-68), 187-91, 194, 198, 200, 205

G

Gadd, Staffan, 315
 Gaitskell, Hugh, 68, 83, 129, 136, 142
 Gallaher tobacco company, 381
 'Gang of Four' (earlier, Three), 103-4, 106, 108, 111
 Gardiner, Lord, 174, 177, 184-5, 233
 Gardiner, John, 389
 Garner, Frederick, 322
 Garrick Club, London, 174, 178
 Garvin, Clifton, 420
 Gas industry, 404
 Gas Council pension fund, 324
 Gaulle, Charles de, 38, 57, 262, 477
 Geneen, Harold, 412, 421
 General and Municipal Workers Union (GMWU), 20, 65-6, 69, 76
 General Electric Corporation, 254, 358, 381, 383-4, 391
Gentleman's Magazine, 23
 George III, King, 10, 12
 George, Edward, 300
 George-Brown, Lord *see* Brown, George
 George Watson's College, Edinburgh, 143
 Geraghty, Tony, 286

Germany, West, 283, 316–17, 390, 467

Gerstacker, Carl, 410

Gibbs, Antony, merchant bank, 310, 314

Gibson, Bob, 324

Giles, Frank, 433

Gill, Jack, 450

Gill, Ken, 87

Gilmour, Sir Ian, 30, 47, 53–5, 119, 473

Giordano, Richard, 386–7, 474

Giro, National, 306

Giscard d'Estaing, Valéry, 6, 9, 52, 119

Gladstone, William Ewart, 17, 22

Glasgow University, 157, 161, 202

Godley, Wynne, 211

Gold, Jack, 443

Goldsmith, Sir James, 145, 361–4

Goldsmith, Walter, 377

Goodman, Arnold, Lord, 172, 451

Gordon Walker, Patrick, Baron, 93

Gormley, Joe, Lord, 403

Government Communications Headquarters (GCHQ), 271, 273

Gowrie, Lord, 31

Grade family, 448

Grade, Lew, 449–51

Grafton, Duchess of, 4, 9

Grammar schools (*see also Schools*), 130, 133, 134–7, 139–40, 463

Grampian Television, 457

Granada Television, 448–9, 454, 456

Grand Metropolitan Hotels, 343, 346, 381

Grant, John, 116

Grant, P. J., 322

Grantham Grammar School, 121, 135

Grantham, Roy, 75

Gray's Inn, 173

Greater London Council, 223, 228–9, 235, 237

Grebénik, Eugene, 189

Greene King (brewers), 345

Greene, Sir Hugh, 345, 447

Greenhill, Lord, 204

Grierson, Ronald, 389

Griffith, Professor, J. A. G., 181

Griffith-Jones, Mervyn, 179

Griffiths, Eldon, 237

Grigg, John, 44

Grimond, Jo, Lord, 99–101, 118, 165

Grindlays Bank, 314

Grinstead, Stanley, 346, 381

Gross Domestic Product, 213

Grosvenor House (London), 347

Grunwick dispute (1977), 180

Grylls, Michael, 317

Guardian (newspaper), 103, 106, 426, 430–1, 433, 436, 438, 457

Guardian Royal Exchange insurance company, 321

Guards, 3, 284–5

Guernsey Press Ltd, 457

Guest, Keen and Nettlefold, 308, 381

Guinness and Company (brewers), 344

Guinness Mahon merchant bank, 314–15

Guinness Peat bank, 399

Gunter, Ray, 20, 84

Guth, Wilfried, 163

H

Haig, Alexander, 57

Hailsham, Lord (Quintin Hogg) on centre politicians, 99
on conservatism, 44
education, 143, 166
on government policy, 186
on judges, 185
manner, 174, 184
on lawyers, 170, 176, 179
and Lord Chancellorship, 26, 120–1, 183–5
and party leadership, 38–9, 184
renounces title, 38
as Science Minister, 241, 244
in Thatcher cabinet, 48, 143, 481
and university expansion, 148

Haldane, Lord, 242, 248

Haley, Sir William, 473

Hall, Sir Arnold, 245, 379

Hall, Robert, *see* Rotherhall, Lord

Halley, Esmond, 244

Halstead, Ronald, 379

Hambro Life insurance company, 322
 Hambros merchant bank, 315
 Hambro, Jack, 312
 Hambro, Jocelyn, 315
 Hamilton, Sir Denis, 452
 Hampden, Lord, 312
 Hancock, Sir David, 202
 Hanson, (Sir James), Lord, 379
 Harcourt, Lord, 312
 Hardie, Jeremy, 310
 Harewood, Earl of, 8
 Harlech Television, 456
 Harlech, Lord, 456
 Harmegnies, 230
 Harmsworth, Alfred *see* Northcliffe, Lord
 Harold Fielding (Continental) Ltd, 457
 Harriman, Sir George, 392
 Harrington, Illtyd, 229
 Harris, Andy, 90
 Harris, Kenneth, 435
 Harrison, D., 158
 Harrods store, 358, 370-1
 Harrow school, 140
 Hartwell, Lord, 426, 430, 438
 Harvey, Wilfred, 363
 Harvey-Jones, John, 373, 380-2, 387, 469, 481
 Harwell atomic research station, 253
 Haseler, Stephen, 102
 Haslam, Robert, 381, 398, 408
 Haszeldine, Robert, 151
 Hattersley, Roy, 93, 97, 116-17, 138, 238, 356-7
 Hawkins, Arthur, 400
 Hayek, Friedrich, 44-5, 53
 Hayes, Sir Brian, 202
 Hayward, Ronald, 97
 Headmasters, 132-3, 137-9
 Headmasters' Conference, 138, 142
 Heads, Barry, 449
 Healey, Denis
 army rank, 94, 276
 at Balliol, 94, 165
 borrows from IMF, 211, 215
 as Chancellor, 93-4, 212, 214-15
 defence cuts, 277
 as Defence Minister, 93, 242, 279, 281
 and defence scientists, 242
 on economic control, 211
 and economic policy, 212-13, 215
 and election (1983), 112-13
 on middle-class Labour government, 85
 monetarist control, 45
 and Sir P. Moore, 4
 in party leadership elections, 93-5, 98, 106-8
 rejects centre party, 103
 resigns deputy leadership, 116
 school, 94, 135
 and trade unions, 82
 and Wass, 214
 Health and Social Security, Department of, 195
 Healy, Gerry, 228
 Heath, Sir Barrie, 377
 Heath, Edward
 appoints Hailsham Lord Chancellor, 184
 and Sir T. Armstrong, 193-4
 and Sir W. Armstrong, 190-1
 army rank, 276
 background, 43
 at Balliol, 165-7
 and banks, 301
 and Civil Service, 190-2, 196-7, 469
 and Commonwealth, 7
 and economic policy, 212
 education, 130, 165, 184
 and EEC entry, 37, 40, 193, 262, 466
 and entrepreneurs, 367
 fall, 41-3, 70, 98
 ignores NEDC, 216
 industrial policy, 40, 389-90
 and Lords reform, 26
 and miners, 70
 and oil embargo, 414
 as party leader, 39-41, 43, 47
 and Queen, 6
 sets up 'Think Tank', 208
 stubbornness, 52
 and Thatcher, 48, 52, 124
 and Tiny Rowland, 369
 and trade unions, 59, 65, 70, 72, 81
 and unemployment, 51
 U-turns, 114, 190, 216

Heath, Edward – *cont.*
 wage restraint, 41

Heffer, Eric, 96–7, 472

Hele, James, 140

Heller, Robert, 352

Henderson, Sir Nicholas, 261, 265

Henderson, Robert, 315

Henry VIII, King, 220

Heriot-Watt University, 159

Hermes, HMS, 289–90

Heron Group, 451

Heseltine, Michael, 54, 121–2, 227–9, 279, 335

Hewitt, Tim, 449

Heytesbury, Lord, 451

Highbury Grove School (London), 133

Hill Samuel merchant bank, 313–15, 325, 399–400

Hill, Charles, Lord, 447

Hill, Graham, 315

Hill, Sir John, 253, 256, 258

Hill, Ted, 64

Hillhead by-election, 56, 109–10

Hills, G. J., 158

Hinsley, Harry, 157

Hobday, Sir Gordon, 456

Hobsbawm, Eric, 88

Hodge, Alexander, 321

Hodgkin family, 243

Hodgson, Sir Maurice, 382

Hogg, Christopher, 383, 389, 469

Hogg, Douglas, 184

Holden-Brown, Sir Derek, 381

Holdsworth, Trevor, 381

Holland, Stuart, 90, 93, 390

Hollom, Sir Jasper, 300, 302

Home, Lord (Sir Alec
 Douglas-Home), 26, 38–9, 42, 85, 143, 166, 213, 472, 481

Home Office and Home Secretary, 22, 195–6, 202, 233, 235, 446, 455

Hong Kong and Shanghai Bank, 309–11, 314

Hooper, Sir Leonard, 273

Horam, John, 20

Horner, Arthur, 61

Hosenball, Mark, 179, 271

Hoskyns, Sir John, 49

Hotels, 345–9

Houghton-le-Spring Grammar School, 201

Household Division (army), 284

Housing, 225, 306

Howard, George, Lord, 446–7

Howarth, Tom, 138

Howe, Sir Geoffrey
 as Chancellor, 212–14
 condemns perks, 375
 economic policy, 45
 as Foreign Secretary, 120–2, 268
 in leadership ballot (1975), 42
 and pension funds, 332
 relations with Treasury, 214
 as shadow Chancellor, 47
 and tax-rates, 50

Howell, David, 256

Hudson, Brian, 204

Hughes, Simon, 111

Hull University, 158

Hull, Gen Sir Richard, 277

Hume, David, 360

Hunt, Lord, 204

Hunt, Sir John, 193

Hunt, Norman *see* Crowther-Hunt, Lord

Hurd, Douglas, 40, 43, 263

Hutchinson, Lord, 272

Huxley family, 243

Huxley, Thomas Henry, 245

Hyde, John, 315

I

ICFC, 457

IG Farben, 380, 382, 420

If (film), 138

Imperial Chemical Industries (ICI), 354, 373, 375, 380–3, 412, 421

Imperial College, London, 151, 162, 243

Imperial Group, 381

Imperial Tobacco Company (Imps), 350–2, 357, 413, 468

In Place of Strife, 81

Inchcape, Earl of, 379, 381

Incomes policy *see* Wages

Ind Coope (brewers), 343

Independent Broadcasting Authority (IBA), 449, 451–9

Independent Schools Information Service (ISIS), 138

Independent Television News (ITN), 442, 458

Industrial democracy, 377-8

Industrial Relations Act (1971), 81

Industrial Reorganisation Corporation (IRC), 383, 388, 391

Industry (*see also* Corporations) and banks, 315 economies, 378-9 foreign competition, 477-8 government policy and planning, 388-92, 469-70 Heath and, 40 and insurance investment and pension funds, 320-1, 323, 329-30 output, 342 and Oxbridge, 144 worker participation, 377-8

Industry, Department of, 390, 466

Industry Act (1972), 40

Inflation (*see also* Prices; Wages), 40, 56, 87

Ingham, Bernard, 49

Ingram, D. J. E., 159

Inland Revenue, 195, 201, 374

Inner London Education Authority, 228

Inner Temple, 173

Inns of Court, 173

Institute for Workers Control, 90

Institute of Actuaries, 329

Institute of Directors, 216, 377

Institute of Economic Affairs, 45, 356

Institute of the Future, 420

Institution of Chemical Engineers, 250

Institution of Civil Engineers, 251

Institution of Electrical Engineers, 251

Institution of Marine Engineers, 250

Institution of Mechanical Engineers, 250

Institution of Production Engineers, 250

Institutional Shareholders' Committee, 328

Insurance, 320-3, 328-30

Intelligence services *see* Secret Services

Interest rates, 298

International Business Methods (IBM), 419, 421

International Computers Ltd (ICL), 330, 391

International Monetary Fund (IMF), 88, 92-4, 211-12, 215, 299, 410

International Telephone and Telegraph Corporation (ITT), 412-13, 419-20, 468

Interpol, 236

Invincible, HMS, 289-90

Iran, 264, 270, 298-9

Iranian embassy siege (1980), 286

Isaacs, Jeremy, 454-5

ITC pension fund, 456

Ivens, Michael, 377

J

Jackson, Tom, 74-5, 415

Jacobson, Lord, 428

James I, King, 221

James, C. L. R., 455

James, Henry, 365

Japan

- banks and industry, 315-17, 391
- company paternalism, 387
- competition from, 250, 407, 477-8
- motor industry, 394-5, 478
- and multinational corporations, 410
- planning, 217, 391
- technology, 408

Jardine, James, 237

Jarratt, Sir Alexander, 204, 426

Jarvis, Fred, 74

Jay, Antony, 6, 444-5

Jay, Douglas, 84, 93, 142

Jay, Peter, 265, 444-6

Jebb, Sir Gladwyn (*later Lord Gladwyn*), 262

Jefferson, Sir George, 217, 398, 401

Jenkin, Patrick, 121, 217

Jenkins, Clive, 63, 66, 74-5, 377, 402

Jenkins, Hugh, 324, 327, 330

Jenkins, Peter, 87

Jenkins, Roy
 on adaptable political system, 34
 and Sir R. Armstrong, 193
 at Balliol, 165
 and broadcasting, 444
 career and character, 103-4
 and economic policy, 212-13
 in election (1983), 113, 118-19
 and Hattersley, 117
 Hillhead seat, 109-10
 and Home Office, 196
 and police, 234
 President of European
 Commission, 93, 102
 proposes centre party, 102, 105
 resigns as Labour deputy leader,
 102, 117
 and SDP, 106
 and SDP leadership, 109, 111, 118
 Warrington campaign, 107
 in Wilson cabinet, 84
 Jenkins, Simon, 438
 Jenkins, Tom, 74
Jimmy Young Show, 25
 John Paul II, Pope, 475
 John, Brynmor, 97
 Johnson, Christopher, 316
 Johnson, Samuel, 23
 Johnston, Sir John, 446
 Johnston, T. L., 159
 Johnstone, Colonel Hugh ('Colonel
 B.'), 271-2
 Joint Intelligence Committee, 273-4
 Jones, George, 229
 Jones, Jack, 30, 63, 76-7, 82, 377
 Jopling, Michael, 121, 335
 Joseph, Sir Keith
 Education Secretary, 121
 and Heath, 39-41, 46
 industrial policy, 40, 390
 and MacGregor, 407
 and NEDC, 217
 political and economic ideas, 45
 resists Finniston's Engineering
 Authority, 251
 and social services, 41, 469
 supports Thatcher as leader, 46
 in Thatcher cabinet, 46
 Joseph, Sir Maxwell, 343, 345-6, 348,
 365
Journalist, The, 272

Jowett, Benjamin, 165
 Jowitt, Juliet, 452
 Judge, Harry, 164
 Judges, 165, 170, 177-80, 229
 Justice of the Peace *see* Magistrates

K

Kagan, Lord, 30
 Kaufman, Gerald, 97
 Kaunda, Kenneth, 8, 368
 Kay, H., 158
 Kearns, Sir Frederick, 205, 339
 Kearton, Lord, 245, 383, 388-9, 401,
 416
 Kee, Robert, 446
 Keele, University, 150, 158
 Keith, Lord, 181, 314, 399
 Kelly, A., 159
 Kelly, David, 133
 Kelly, Jimmy, 237
 Kennedy, Ludovic, 99
 Kensington and Chelsea: town hall,
 226
 Kent, University of, 148, 150, 159,
 162
 Kent, Geoffrey, 381
 Keynes, John Maynard, Baron, 306,
 318
 Kilbrandon, Lord, 221-2
 Kindersley, Lord, 312
 Kindleberger, Charles, 410
 King, Alexander, 244
 King, Anthony, 86
 King, Cecil, 142, 298, 424-5, 428
 King, (Sir John), Lord, 398, 402
 King, Tom, 121
 Kingman, John, 248
 King's College, London, 162
 Kingston Polytechnic, 160
 Kinnock, Neil, 96-7, 117, 472
 Kissin, Lord, 314, 399
 Kitson, Alex, 78, 87
 Kleinwort Benson Lonsdale
 merchant bank, 313, 315
 Knapp, Jimmy, 67-8
 Knight, Sir Arthur, 383
 Knight, Ted, 228
 Kohl, Helmut, 480
 Korea, 477-8

Kreisky, Bruno, 119
 Krupp company, 374, 411

L

Labour Co-ordinating Committee (LCC), 90, 93
 Labour party
 annual conference, 80, 96, 98, 108
 and BNOC, 415–16
 cabinets, 84
 and cash limits, 209–10
 and City, 296
 and Communist party, 87, 91
 and company mergers and monopolies, 352–3, 356
 composition, 80, 83
 constituency parties, 89
 control and organisation, 96–8
 and *Daily Mirror*, 428
 defence cuts, 277
 and devolution, 222
 and economic planning, 216
 and election (1983), 112–16, 479, 481
 and engineers, 250
 and expense accounts, 374
 and farming/land ownership, 335, 341
 first government (1924), 79
 founded, 67, 79
 and future, 470
 and GEC, 384
 General Secretary, 96–7
 government falls (1979), 76, 83, 93
 and House of Lords, 27
 ideas and policies, 481
 income, 96–7
 industrial policy, 388, 469
 and insurance companies, 378
 internal electoral reforms, 97–8
 and judges, 178
 and JPs, 176
 law reform, 184
 leadership, 93–8, 106, 108, 116
 leftward movement, 45, 86–93, 98, 102, 117–18
 Liberal pact, 34, 101
 and local government, 224, 227, 230

National Executive, 81, 88, 90, 96–8, 102, 104, 108
 occupations of MPs, 19–20
 opposition to EEC, 102–3, 112, 116, 263
 in parliamentary elections, 32–4, 37
 regional support, 115
 re-selection of MPs, 18, 90, 98
 revisionism, 85, 93
 right-wing revolt, 101–2
 and schools, 132, 136–9, 141
 in Scotland, 221
 and SDP/Liberal challenge, 109
 shadow cabinet, 97
 support, 85–6, 99, 113
 and taxation, 210
 and trade unions, 20, 58, 60–2, 64, 68, 70, 75–6, 78–84, 96–8, 102, 108, 116, 123, 377
 and university policy, 156
 and wage restraint, 82, 374
 Ladbrokes (bookmakers), 453, 456
 Laidlaw, Christopher, 330, 391
 Laing, Sir Hector, 300
 Laird, Gavin, 68, 116, 402
 Laker Airways, 308
 Laker, Sir Freddie, 318, 402
 Lambeth Borough Council, 227
 Lancaster University, 158, 162
 Land, 335, 341
 Lane, Lord, 179
 Langdale, Simon, 140
 Lansman, Jon, 90
 Lasdun, Sir Denys, 148
 Law and Lawyers (see also
 Barristers; Judges; Solicitors)
 administrative, 182
 in Commons, 20
 conservatism and remoteness, 171
 corruption in criminal cases, 234
 Denning on morality and, 181–2
 and individual freedom, 182
 numbers, 171
 and police, 233
 and politics, 183
 restrictive practices, 169–70, 463
 and Winchester, 142
 Law Commission, 180, 184
 Law Lords, 179–83, 229
 Law Society, 171–2

Law, A. Bonar, 43
 Lawson, Nigel
 and BNOC, 402
 in cabinet, 120-1, 166
 and CEGB, 401
 education, 166
 in NEDC, 217
 at Treasury, 213-14
 Lay Observer (for solicitors), 172
 Layfield, Frank, 227, 229
 Lazard Brothers merchant bank, 312-13, 315, 322, 407, 431
 Lazarus, Sir Peter, 202
 Lea, David, 377
 Leach, Edmund, 11
 Le Carré, John, 270
 Lee, Sir Frank, 262
 Lee, Jennie, Baroness, 160
 Leeds University, 157, 162, 243
 Leeds, Dukedom of, 27
 Legal and General Assurance Company, 321
 Legal Services, Royal Commission on (1979), 171
 Leicester University, 158, 162
 Leigh-Pemberton, Robin, 217, 300, 303-4
 Le Quesne, Sir Godfray, 356, 358, 435
 Lever, William (1st Viscount Leverhulme), 411, 417
 Lever, Lord, 136-7, 316-17
 Levin, Bernard, 443
 Lewin, Admiral Sir Terence (*later Lord*), 288, 290
 Lewis, John, Partnership, 378
 Leyland bus company *see* British Leyland
 Liberal party
 character, 100-1
 Croydon by-election victory, 108
 in election (1983), 113, 115
 idealism, 482
 Labour party eclipses, 99
 leadership, 99-100, 111
 and local government, 230
 pact with Labour party, 34, 100-1
 in parliamentary elections, 32-4, 99-100
 and regionalisation, 467
 and SDP, 106-8, 111, 118, 472
 support, 100-1, 112, 118-19
 in Wales, 100, 116, 220
 and Warrington by-election, 107
 and worker participation, 378
 Liddiard, Richard, 381
 Life peers, 26
 'Limehouse Declaration', 103
 Lincoln's Inn, 173
 Lindstrand, Per, 317
 Linklaters and Paines (solicitors), 172
 Littler, Sir Geoffrey, 201
 Littman, Mark, 174
 Liverpool
 banks, 306-8
 riots, 54, 237
 University, 157, 162, 243
 Livery companies, 296
 Livingstone, Ken, 228-9
 Lloyd, Lord, 308
 Lloyd George, David, 1st Earl, 99, 104, 183
 Lloyd's (insurance market), 295-6
 Lloyds Bank, 304-6, 308-9, 312, 316
 Local government and authorities
 funding, 224-5, 227
 and police, 235-8
 powers, 224
 reorganisation (1972), 221, 225-6
 Royal Commission on (Maud, 1969), 224
 and schools, 131-2, 137
 spending, 226-7
 and Whitehall control, 219, 223-30
 Local Government Act (1972), 224
 Local radio, 445
 Lockwood, Geoffrey, 156
 Loehnis, Anthony, 300
 London
 boroughs, 225-6, 229
 police, 233-6, 238
 London and County Securities, 301
 London Business School, 215
 London School of Economics, 87, 162-3, 166, 400
 London Transport, 228-9
 London Trust Company, 456
 London University, 148, 157, 161
 London Weekend Television, 449, 454, 456, 458

Longford, Francis Pakenham, Earl of, 9, 93, 143
 Longuet-Higgins, Christopher, 446
 Lonrho company, 358, 368–71, 381
 Lord Chancellor (*see also* Hailsham, Lord), 17, 26, 175–7, 179, 182–5
 Lord Chief Justice, 179
 Lord President of the Council, 17
 Lord, Alan, 204, 300
 Lords, House of (*see also* Parliament; Peerage)
 attendance, 31
 character, 25–7
 composition, 27, 31
 debates, 31
 and Law, 179–80
 reform, 25–7, 31
 Select Committee on Science, 247, 249
 Loughborough University, 159, 162
 LTV, 468
 Ludwig, Daniel, 368, 435
 Lusaka Conference (1979), 7–8
 Lyons, J. (company), 324
 Lyons, Roger, 387

M

M & D Technology, 330
 M & G Funds, 450
 MI5, 259–61
 MI6, 259–61, 263–4
 McAlpine, Lord, 30
 McAlpine, Malcolm, 379
 Macaulay, Thomas Babington, Lord, 186–7
 McCrum, Michael, 143
 MacDonald, Ramsay, 98
 McDonnell Douglas aircraft company, 318
 McFadzean, Frank, Lord, 398–9, 414
 McFarlane, J. S., 217
 MacFisheries, 411
 McGahey, Mick, 87
 McGarvey, Dan, 64
 McGowan, Lord, 380, 396
 MacGregor, Ian, 71, 398, 403, 406–8, 469, 474
 Machiavelli, N., 240, 463
 McIntosh, Ian, 318
 McIvor, Jill, 452
 McKay, Alexander, 250
 Mackenzie, J. C., 250
 Mackworth-Young, William, 314
 McLennan, Gordon, 87
 Macleod, Iain, 38, 476
 McMahon, Kit, 299–300, 303
 Macmillan, Harold
 appointments, 473
 and aristocracy, 37
 cabinets, 48, 54–5, 184
 and civil service, 196
 creates life peerages, 26, 30
 and Defence Ministry, 278, 464
 and EEC, 37–8, 262, 476–7
 on election (1983), 481
 sets up NEDC, 64, 215
 premiership, 37, 39–40, 46, 83–4, 483
 resigns leadership, 38
 and science, 241
 on Thatcher shadow cabinet, 47
 on Thatcher government, 51
 and trade unions, 58, 64
 on US relationship, 465
 and unemployment, 50
 and university expansion, 148
 McNaughton, Sir George, 250
 McNee, Sir David, 234
 McNicol, G. P., 157
 Magdalen College School, Northamptonshire, 133
 Magistrates (Justice of the Peace), 174–6
Mail on Sunday, 424
 Maisonrouge, Jacques, 409, 421
 Makins, Sir Roger, 262
 Maland, David, 131, 137
 Management, managers (*see also* Corporations), 339, 351–2, 360–1, 373–7
 Manchester
 banks, 308
 riots, 54, 238
Manchester Evening News, 431
 Manchester Grammar School, 131, 135–6, 201
 Manchester University, 148, 157, 162, 201, 418
 Institute of Science and Technology (UMIST), 151–2,

Manchester University – *cont.*
 162, 243

Manley, Michael, 163

Margaret, Princess, 8–9, 262

Margulies, E. S., 381

Marine Midland Bank (New York),
 309

Marjolin, Robert, 41

Mark, Sir Robert, 233–4, 236, 239

Marks and Spencer Ltd, 13, 198,
 354–5, 381, 385, 468

Marlborough School, 138–40, 181

Marlborough, Duke of, 28, 30

Marquand, David, 106, 153

Marris, Robin, 154

Marsh, Keith, 133

Marshall, R. G., 436

Marshall, Sir Roy, 158

Marshall, Sir Walter, 254–7, 401

Marsland, E. A., 158

Martin, L. W., 157

Martins Bank, 306–7

Marxism, 80, 87, 91, 93, 237–8, 482

Marxism Today, 91

Mason, Peter, 135

Mason, Sir Ronald, 280

Mason, Roy, 93, 278–9

Matthews, Bernard, 339

Matthews, P. T., 159

Matthews, Pat, 313

Matthews, Peter, 323

Matthews, Victor, Lord, 31, 425–7,
 429, 437, 450

Maud, Sir John (*later Lord*
Redcliffe-Maud), 224

Maude, Angus, 47

Maudling, Reginald, 38–9, 41, 47,
 193

Maxwell, Robert, 362–3, 428

May Gurney Holdings, 457

Mayors, 223

Meacher, Michael, 90, 93, 117

Medhurst, Brian, 323

Medical Research Council, 241

Meinertzhangen, Daniel, 322

Melbourne, Lord, 184

Melchett, Lord, 31, 399, 406

Mellish, Bob, 105

Members of Parliament (*see also*
Commons, House of)

earnings, 19

function and status, 18–19

influence on government, 23, 35

and intelligence, 272

occupations, 20, 183

and Oxbridge, 164, 167

re-selection, 18, 90, 98

trade unionists, 20, 78

Mencken, H. L., 425

Mendès-France, Pierre, 223

Menzies, Sir Stewart, 273

Merchant banks and bankers (*see*
also individual banks and
bankers)

character and activities, 295,
 311–15

and clearing banks, 311

Etonians in, 143, 315

and IRC, 389

mergers and takeovers, 314

and Oxbridge, 163

and pension funds, 325

Merchant Taylor's school, 140

Mercury Consortium, 401

Meritocracy, 139–40, 160

Merrison, Sir Alec, 158, 248

Merseyside (*see also Liverpool*), 228,
 237

Metal Exchange, 296

Methven, Sir John, 377

Michael, Bill, 450

Middle Temple, 173

Middlemas, Keith, 81, 96

Middlesex Polytechnic, 160

Middleton, Sir Peter, 49, 201

Midland Bank, 204, 304–8, 314
 and Laker, 308, 318

Mikardo, Ian, 88

Miles, Lord, 31

Militant Tendency, 10, 89–90, 98,
 117

Millan, Bruce, 97

Milne, Alasdair, 142, 443, 447, 460

Milton Keynes, 161

Miners (*see also National Union of*
Mineworkers), 41, 69–71, 403

Miskin, Raymond, 250

Mitchells and Butlers (brewers), 343

Mitsubishi company, 411

Mitterrand, François, 52

Monarchy and the Monarch (*see also*
Queen, HM the)

and Commonwealth, 7-8, 13
 as family, 3, 8-9, 11, 13
 finances, 10
 life-style, 5
 and parliament, 15
 Prince of Wales on, 13-14
 reputation, 5, 11
 royal wedding (1981), 10-11
 Monday Club, 48, 53
 Monetarism, 45, 51, 53, 213-15, 481
 Bank of England and, 302-3
 Monnet, Jean, 167, 193, 420, 477
 Monopolies Commission
 and bank mergers, 306, 310-11, 371
 and CEGB, 400
 and chickens, 357
 and hotels, 349
 and nationalised industries, 397
 and *Observer*, 435
 operations, 356-8
 and *Times*, 358, 432
 and Tiny Rowland, 371
 Montagu, Samuel, merchant bank, 313-15, 318
 Montesquieu, Charles de Secondat, Baron de, 183
 Moodie, Peter, 329
 Moore, Sir Philip, 4
 Morgan Grenfell merchant bank, 312, 314-15
 Morgan, J. P., 312
 Morgan, John, 324, 327, 443
Morning Star, 86, 427
 Morrell, Frances, 93, 228
 Morris, Rev William, 452
 Morrison, Herbert (Lord), 228, 397, 404, 408
 Morrow, Dwight, 167
 Morse, Sir Jeremy, 308, 316
 Mortimer, Jim, 97
 Mortimer, John, 9, 169
 Morton, Alastair, 314, 389
 Moser, Sir Claus, 193
 Mosley, Sir Oswald, 106
 Moss Side, 238
 Motor cars (*see also* British Leyland)
 as company perks, 373-4, 376
 industry, 392-5, 472, 478
 Mountain, Sir Brian, 322
 Mountain, Sir Dennis, 322
 Mountbatten, Louis, Earl, 6, 7, 12, 280
 Moynihan, Patrick, 163
 Muggeridge, Malcolm, 443
 Mullin, Chris, 93
 Multinational corporations *see* Corporations
 Murdoch, Dame Elisabeth, 428
 Murdoch, Sir Keith, 428
 Murdoch, Rupert
 foils Maxwell, 362
 and Hitler diaries, 434
 and London Weekend Television, 449
 newspaper ownership, 362, 425-9
 and Queen, 10
 personality, 361, 428
 buys *Times*, 48, 358, 426, 432
 Murphy, Sir Leslie, 390
 Murray, Len, 58, 62, 64, 73, 217

N

National and Local Government Officers' Association (NALGO), 66, 225
 National Association of Pension Funds, 325, 332n
 National Bus Company, 391, 398
 National Coal Board, 397-8, 403
 pension fund, 324, 327, 330
 National Commercial Bank, 306
 National Consumer Council, 357
 National Economic Development Council (NEDC; 'Neddy')
 and company mergers, 357, 468
 composition, 217
 under Heath, 40, 216
 and Labour party, 81
 and planning, 215-16, 391
 survival, 470
 and trade unions, 64
 National Enterprise Board, 366, 390-1, 393, 469, 470
 National Farmers Union, 195, 205, 337, 339-40
 National Freight Company, 397
 National Front, 234
 National Physical Laboratory, 241

National Research Development Corporation, 391, 469
 National Security Agency, USA (NSA), 271
 National Service, 277
National Star (USA), 429
 National Starch Company, 418
 National Union of Mineworkers (NUM), 20, 66, 69–71, 403, 408
 National Union of Public Employees (NUPE), 59, 65–6, 72–4
 National Union of Railwaymen (NUR), 67
 National Union of Teachers (NUT), 74, 132
 National Westminster Bank *see* NatWest Bank
 Nationalised industries (*see also* individual industries and boards)
 Chairmen, 398–9
 government policy on, 388–91, 396–408
 Labour policy, 83, 85–6, 102, 104
 management, 397–400, 469
 monopoly powers, 358, 468
 and parliament, 22
 and party politics, 472
 pension funds, 324
 Scargill on, 70
 Nationalised Industries Chairmen's Group (NICG), 398
Nationwide (television programme), 443
 Natural Environmental Research Council, 242
 Nature Conservancy Commission, 341
 NatWest Bank, 301–3, 305, 307, 308, 323
 Neave, Airey, 42, 44, 47
 Nehru, Jawaharlal, 7
 Neil, Andrew, 433
 Nelson of Stafford, Lord, 300
 Nestlé corporation, 421
 Network Committee, 454
 Neville, A. M., 159
 New Party (Mosley's), 106
New Socialist, 91
New Statesman, 272
 Newcastle University, 157
 Newman, Sir Kenneth, 235
 News International, 456
News of the World, 362, 424, 426, 428
 Newsom Committee (1965), 130, 137–8
 Newspapers (*see also* individual publications)
 editors, 436–8
 and national predicament, 479
 nature and influence, 423–4, 436–9
 ownership, 423–5
 political bias, 437–8
 popular, 425–30
 quality, 430–6
 and royal family, 12
 trade unions and, 425, 428, 432
 and TV, 439
 Newton, Sir Isaac, 244
New York magazine, 429
New York Post, 429
 Nicholson, Robin, 247
 Nicolson, Sir David, 381
 Nicolson, Sir Harold, 259, 265
 Nicolson, Nigel, 18
 Nixon, Richard, 6
 Nkomo, Joshua, 368
No, Minister (radio programme), 192
 Nobel Prizes, 151, 162, 243, 246
 Norcross, Lawrence, 133
 Norfolk, Duke of, 28, 30
 Normanbrook, Lord (*formerly* Sir Norman Brook), 191, 194, 447, 473
 North Atlantic Treaty Organisation (NATO), 94, 107, 279, 287–9
 Northcliffe, Alfred Harmsworth, Viscount, 423, 425, 432–3
 Northcote-Trevelyan report (1853), 186–7
 Northern Ireland (Ulster)
 and armed services, 277, 283
 Guards in, 285
 policing, 235
 Prior in, 54, 121–2
 riots (1969), 180
 SAS in, 286
 and secret services, 270
 TV reporting, 455
 and union, 223
 North Sea oil (and gas), 217, 366, 401–4, 414–15
 Norwich school, 202

Norwich Union insurance company, 321
 Nott, Sir John
 as Defence Minister, 54, 56, 279, 289
 and Falklands crisis, 56–7, 289–90
 and Navy cuts, 54, 289
 and Trident system, 282
 Nottingham High School, 135
 Nottingham University, 158, 162
 Nuclear disarmament, 241, 252–8, 400
 Nuclear power, 241, 252–8, 400
 Nuclear weapons, 107, 277, 282
 Nyerere, Julius, 368

O

Obote, Milton, 436
 O'Brien, Sir Leslie, 301
Observer
 character and fortunes, 434–6
 circulation, 426
 ownership, 358, 371, 424, 434–6
 and SDP, 106
 Office of Fair Trading, 356
 Official Secrets Act, 272
 Ogdon, John, 137
 Ogilvy, Angus, 368
 Oil (see also North Sea oil), 221, 254, 382, 400, 402, 414–17
 Oldfield, Sir Maurice, 270, 272
 Olivier, Laurence, Lord, 31
 OPEC (Oil Producing and Exporting Countries), 298, 415, 477
 Open Broadcasting Authority, 454
 Open University, 160–1
 Organisation for Economic Cooperation and Development (OECD), 243
 Orme, Stan, 97
 Orpington by-election (1962), 100
 Orr, Sir David, 418–19
 Orwell, George, 6, 269, 443
 Oshima, Kazunori, 474
 Outram Newspapers, 370, 457
 Overseas Development, Ministry of, 464
 Owen, David
 career and character, 104

and centre party, 102
 and CLV, 102
 on defence secrecy, 282
 in election (1983), 113
 and Falklands crisis, 25, 110
 as Foreign Secretary, 266
 as Navy Minister, 281
 and Labour party leadership, 95
 resignations from shadow cabinet, 102–3
 and SDP leadership, 109, 111, 118
 and Washington embassy, 265

Oxbridge (i.e. Oxford and Cambridge Universities)
 admission to, 132, 137, 139–41, 164
 and bankers, 308, 315
 and barristers, 173
 and cabinets, 164, 166
 and civil service, 164, 187, 199, 201–2
 colleges, 165–6
 composition and organisation, 157, 161, 166
 and cuts, 150, 166
 and diplomatic service, 265
 dons' conditions, 166
 and entrepreneurs, 167–8
 and insurance companies, 321–2
 and judges, 165, 178–81
 Nobel Prizes, 243, 246
 position, 147, 163–4, 475
 scientists, 167–8, 246
 style, 166–8
 women students, 165
 Oxford University Appointments Board, 164–5
 Oxford, Kenneth, 237

P

P and O Line, 358
 Page, E. S., 158, 381
 Palmar, Derek, 456
 Palmer, Arthur, 250
 Palmerston, Lord, 39
Panorama (television programme), 25, 442, 444
 Pardoe, John, 101
 Paris embassy, 264–5

Park, Daphne, 446
 Parker, Sir Peter, 217, 398, 404-6
 Parkes, Sir Edward, 150, 153
 Parkinson, Cecil, 54, 56, 114, 121-2,
 143, 217, 358, 473
 Parkinson, Michael, 446
 Parkinson, Cyril Northcote, 288
 Parliament (*see also* Commons,
 House of; Lords, House of),
 15-17, 24, 99, 183
 Parliamentary Labour Party, 88, 97
 Parsons, Sir Anthony, 124, 268
 Part, Sir Antony, 204-5
 Paterson, Neil, 457
 Payne, Norman, 398
 Pearl Assurance company, 322, 456
 Pearson family (and Group), 424,
 426, 431, 456
 Pearson, Sir Denning, 249
 Peel, Sir Robert, 232-3, 235
 Peerage (*see also* Aristocracy;
 Dukes; Lords, House of), 26-7,
 30-1, 123, 178
 Pension funds (*see also* Insurance),
 301-2, 317, 320, 323-32, 450
People, The (newspaper), 426
 Pepys, Samuel, 244
 Perceval, Spencer, 183
 Peregrine, Gwilym, 452
 Pergamon Press, 362
 Perlmutter, Professor Howard, 421
 Permanent Secretaries (Civil
 Service), 199-203, 206
 Pettit, Sir Daniel, 326
 Peyton, John, 42
 Phicom, 457
 Philip, Duke of Edinburgh, 5-6, 10
 Phillipson, Alan, 324
 Pile, Sir William, 354
 Pilkington, Sir Alastair, 300
 Pitt, William, 108
 Plaid Cymru, 221-2
 Playfair, Sir Edward, 204
 Playfair, Sir Lyon, 251
 Platzky, Sir Leo, 204, 206-7, 213
 Plowden, Lady, 452
 Plowden, Lord (*formerly* Sir Edwin),
 130, 211, 234, 260
 Plowright, David, 449
 Plumb, Sir Henry, 339-40
 Plunket Greene, Alexander, 364
 Pocock, Sir Michael, 354
 Polaris system, 282
 Police
 centralisation, 236-7
 chief constables and local forces,
 235-9
 complaints, 234, 237
 inspection, 235-6
 and magistrates, 176
 Metropolitan, 233-6, 238
 numbers, 233
 operational freedom, 234
 and politics, 233-5, 237
 powers and position, 232-4
 and protesters, 89, 234
 and riots, 54, 180, 237-8
 Police Act (1964), 235
 Police Federation, 237
 Policy Co-ordinating Committee
 (Treasury), 208-9, 214
 Pollock, Sir Frederick, 173
 Polytechnics, 87, 156, 160, 210
 Pompidou, Georges, 262
 Poole, Oliver, 1st Baron, 37, 313
 Poor Law Act (1834), 224
 Pope, Jeremy, 217
 Porter, Sir Leslie, 381
 Portland, Duke of, 27, 29
 Portsmouth Grammar School, 202
 Portsmouth Polytechnic, 160
 Post Office, 378, 398, 401
 pension fund (Posfund), 324,
 326-7, 330, 450
 Powell, Enoch
 army rank, 276
 on company institutionalisation,
 376
 and Conservative party leadership,
 38-9
 debating skill and oratory, 23
 and Lords reform, 26-7
 resigns over inflation, 37
 on Thatcher and Falklands crisis,
 56
 Powell, Sir Richard, 204
 Prentice, Reg, 90, 162
 Press *see* Newspapers
 Pressurised Water Reactor, 254-7
 Preston, Maurice, 86
 Price Commission, 345, 349, 357
 Price, Christopher, 172

Prices and Consumer Protection, Department of, 340, 357-8
 Prior, James
 discounted as leader, 42-3
 as farmer/landowner, 335
 in N Ireland, 54, 121-2
 opposes Thatcher policies, 53-4, 114, 122, 481
 in Thatcher cabinet, 48, 54
 and trade unions, 59
 Procter and Gamble, 418
 Profumo, John, 38
 Proportional representation, 100, 115, 119
 Prudential Insurance Company (Pru), 321-3, 330, 392
 Prutech, 330
 Public Accounts Committee, 22
 Public expenditure, 209-11
 Public Health Act (1848), 224
 Public houses, 342-3
 Public schools (*see also* Schools: and individual names)
 admission, 139
 character and system, 137-41, 145-6
 girls admitted, 139
 and grammar schools, 135
 and Guards, 284
 influence and power, 199, 201-2, 315, 321, 398
 and judges, 142, 178-9
 reforms, 139
 revolts, 138
 success of, 130, 137, 463
 Pym, Francis, 54, 56-7, 112, 114, 120, 122, 267-8, 279, 473

Q

Quakers (Society of Friends), 307-8
 Quarry Bank School, Liverpool, 94, 135
 Quartano, Ralph, 324, 326, 450
 Queen, HM the (Elizabeth II) (*see also* Monarchy)
 as Commonwealth head, 3, 7, 13
 and Falklands, 57
 finances, 10
 and Guards, 3, 284

life-style, 4-5, 8-9
 opens parliament, 15
 meets Pope, 475
 reign, 4
 relations with ministers, 6, 9
 role, 3
 and Thatcher, 6, 50
 Queen's Counsel, 156
 Quinlan, Sir Michael, 202
 Quirk, Randolph, 157

R

RB 211 engine, 241
 Racal company, 358
 Race relations (*see also* Blacks), 13-14
 Radcliffe Report (1959), 297
 Radice, Giles, 20, 82
 Radio, 442, 445, 457
 Radley School, 181
 Rae, John, 138, 140-1
 Railwaymen, 67-8, 406
Raise the Titanic (film), 450
 Raisman, John, 381
 Ramphal, Sonny, 7
 Rank and File Mobilising Committee (RFMC), 90, 98, 106
 Rank Corporation, 350, 453
 Rank-Xerox company, 350
 Ransome and Marles company, 389
 Rawlins, Bryan, 317
 Rawlinson, Lord, 170
 Rawlinson, Sir Anthony, 202
 Rayne, Max, Lord, 365
 Rayner, (Sir Derek), Lord, 49, 194, 197-8, 200, 385
 Rea Brothers merchant bank, 315
 Reader, W. J., 412
 Reading University, 158
 Reagan, Ronald, 56, 123, 266, 429, 480
 Reece, Gordon, 115, 124
 Reed International (paper group), 426, 428
 Rees, Brian, 140
 Rees, Merlyn, 97, 234
 Rees, Peter, 121, 166

Rees-Mogg, Sir William, 432, 440, 446
 Reform Bill, Second (1867), 19, 37, 129
 Reform Club, London, 178
 Regionalism, 220-3, 467
 Reith, Lord, 386
Report on Engineering Design, 250
 Repton school, 181
 Research councils, 241-2, 248
 Reuters, 439
Reynolds News, 426
 Reynolds, P. A., 158
 Rhodesia (*see also* Zimbabwe), 8, 84, 266, 285, 414-16
 Richards, J. C., 324
 Richardson, Gordon, 135, 174, 301-4, 309
 Richardson, Joan, 96
 Richmond, M. H., 157
 Riddell, Sir John, 452-3
 Ridley, Adam, 49
 Ridley, Nicholas, 189-90
 Ridley, Paula, 452
 Riley, Major John, 457
 Rio Tinto Zinc company, 381
 Riots, 11, 54, 180, 237-9
 Rippon, Angela, 446
 Risk, T. N., 308
 Rivers, Bernard, 415
 Robbins, Lord, 130, 147-8, 153, 155, 163-5
 Robens, Lord, 347, 398, 403
 Robert Fleming merchant bank, 315
 Robetherhall, Lord (*formerly* Robert Hall), 214
 Roberts, Alwyn, 446
 Roberts, H. M. Plowden, 381
 Roberts, John M., 153, 158
 Robertson, Sir Brian, 397, 405
 Robertson, Fyfe, 443
 Robinson, Derek ('Red Robbo'), 394
 Robinson, J. Stuart, 250
 Rockefeller, John D., 411-12, 414
 Rodgers, William, 20, 102, 104, 115, 135, 210
 Roll, Lord, 204, 314-15
 Rolls-Royce, 40, 316, 328, 332, 389-90, 398-9, 470
 Ronson, Gerry, 451
 Rooke, Sir Denis, 398, 404
 Rooker, Jeff, 210
 Roskill, Lord, 181
 Rothermere, 1st Viscount, 424-5
 Rothermere, 2nd Viscount, 426, 448
 Rothmans, tobacco company, 381
 Rothschilds merchant bank, 312, 313-15
 Rothschild, Evelyn de, 314-15
 Rothschild, Jacob, 314, 362
 Rothschild, Lord, 247-8
 Rousseau, Jean-Jacques, 15, 35
 Rowan, Sir Leslie, 204
 Rowland, Tiny, 367-71, 381, 426, 435
 Rowlands, Ted, 274
 Royal Air Force, 283, 287-8, 290
 Royal Aircraft Establishment, 242
 Royal Bank of Scotland, 307, 308, 309-11, 358
 Royal College, Glasgow, 151
 Royal Courts of Justice, 170
Royal Family (film), 6, 8
 Royal Grammar School, Newcastle, 201
 Royal Insurance Company, 322
 Royal Marines, 286
 Royal Navy, 277, 283, 288-90
 Royal Society, 244-6
 Royal Ulster Constabulary, 235
 Royalty *see* Monarchy; Queen
 Rugby School, 140
 Runcie, Robert A. K., Archbishop of Canterbury, 285, 475
 Runciman, W. G., 88
 Russell, Lord, 180
 Russell, George, 452
 Rutherford, Lord, 246
 Ryder, Don, Lord, 390, 393

S

Sableknight, 456
 Sacher family, 385
 Sainsbury's food stores, 13, 355, 381, 385-6, 468
 Sainsbury family, 13, 106
 Sainsbury, Lord, 385
 Sainsbury, David, 385
 Sainsbury, Sir John, 381, 385
 Sainsbury, Sir Robert, 385
 Sainsbury, Timothy, 385

St Andrews University, 157, 161
 St Paul's school, 138, 140
 Salford University, 150, 152–3, 159
 Salisbury family, 472
 Salisbury, 3rd Marquess of, 32, 134
 Salomon, Walter, 315
 Sandberg, Michael, 309
 Sandilands, Sir Francis, 321–2
 Sandys, Duncan (*later Lord Duncan-Sandys*), 277, 369
 Sankey Commission (1919), 396
 Sapper, Alan, 75, 455
 Sapper, Laurie, 75
 Satellite television, 459–60
 Saul, S. B., 158
 Savimbi, Jonas, 368, 436
 Savoy hotel group, 348–9, 370
 Scanlon, Hugh, Lord, 30, 63, 68
 Scargill, Arthur, 66, 70–1, 117, 403, 408
 Scarman, Lord, 178, 180–1, 185, 238–9
 Schlesinger, John, 443
 Scholey, Bob, 408
 Scholey, David, G., 300, 303, 314–15
 Schonfield, Victor, 90
 Schools (*see also* Education; types of schools, and individual names), 129–46
 Schroder Wagg merchant bank, 301, 315
 Schultz, George, 268
 Schumacher, E. F., 13
 Science (and Engineering) Research Council, 248
 Science and technology (*see also* Nuclear power)
 in civil service, 187–9
 and defence, 246
 financing, 247–9
 and government policy, 240–6, 249
 and Oxbridge, 167–8, 246
 and public schools, 145
 relations with Whitehall, 240, 244, 246–7, 253
 scientific advisers, 241, 246–9
Science, Growth and Society, 243
 Scientific and Industrial Research, Department of (DSIR), 242
 Scotland, 220–3, 225, 307, 310–11
 Scotland Bill (1977), 222
 Scott family, 431
 Scott, Norman, 101
 Scott, Selina, 446
 Scottish and Newcastle Breweries, 344
 Scottish and Universal Investment Trust (Suits), 358, 370–1
 Scottish Nationalist Party, 34, 109, 221–3
 Scottish Office, 220
 Scottish Television, 457
 Scottish Widows' Fund, 321
 Secombe, Sir Harry, 9
 Secret Intelligence Service (SIS) *see* MI6
 Secret services, 194, 269–75
 Sedgemore, Brian, 93, 254–5
 Select Committee on the Treasury and the Civil Service, 22, 214
 Selection Trust, 416
 Selmes, Christopher, 313
 Serpell, Sir David, 406
 Servan-Schreiber, Jean-Jacques: *The American Challenge*, 409
 Shakespeare, William, 36, 175, 289
 Shanks, Michael, 357
 Sharp, Dame Evelyn, 202
 Sharp, Kenneth, 189–90
 Shawcross, Lord, 174, 369
 Shea, Michael, 5
 Sheehy, Patrick, 381
 Sheffield Grammar School, 201
 Sheffield Polytechnic, 160
 Sheffield University, 157, 201
 Shelbourne, Philip, 174, 402
 Shell oil company, 247–8, 354, 375, 381, 413–17, 421
 Shell Transport & Trading Company, 381
 Shepherd, Lord, 398
 Sherman, Sir Alfred, 46, 124
 Shinwell, Lord, 31, 42
 Shock, M., 158
 Shonfield, Sir Andrew, 81
 Shore, Peter, 94–5, 97, 135
 Showering family, 343
 Shrewsbury School, 133, 140, 143, 179
 Sieff family, 137, 385
 Sieff, Lord, 30, 381, 385
 SIGINT (Signals Intelligence), 271–4

Silkin, John, 94-5, 97, 104, 136, 338, 357

Sims, G. D., 157

Sinclair, Sir Clive, 364, 366-7

Sinclair, Sir John, 462

Singer and Friedlander merchant bank, 314-15

Singer, Alfred, 326

Sirs, Bill, 71-2

Sizewell (Suffolk), 257, 401

Skinner, Dennis, 23, 96

Skipper, D. J., 140

Slater Walker group, 302

Slater, Jim, 297, 302, 312-13, 361, 366

Slater, Philip, 133

Slaughter and May (solicitors), 172

Sloman, A. E., 158

Small Business Bureau, 317

Smallpeice, Sir Basil, 369

Smith, A. L., 165, 266

Smith, Adam, 342, 356, 359, 462, 468

Smith, Ian, 285

Smith, John, 93, 97

Smith, Sir Leslie, 386

Smith, Professor Roland, 370-1

Snow, C. P., Lord, 241-2

Snow, Tom, 164

Soames, Christopher, Lord

and Civil Service pay, 53

dismissed by Thatcher, 30, 54, 119, 473

and EEC entry, 262

in Paris embassy, 265

in Thatcher cabinet, 48

and Zimbabwe, 274

Social Contract, 59, 81, 377

Social Democratic Alliance (SDA), 102

Social Democratic party

alliance with Liberal party, 107-9, 111, 118, 472

by-election campaigns, 56, 107-11

composition, 107

and Conservative party, 55

Duke of Devonshire joins, 30

in election (1983), 113-15, 118

and Falklands crisis, 110

founding, 103, 106

idealism, 482

leadership, 109, 111

and local government, 230

in Lords, 31

MPs, 20, 31, 34, 118

policies, 107-9

and public schools, 141

and regionalisation, 467

'rolling conferences', 108, 111

support, 110-11

and two-party systems, 110-11

and worker participation, 378

Social Science Research Council, 242

Socialist Workers Party, 89

Socialist Workers Revolutionary Party, 88-9

Society of Civil and Public Servants, 188

Sohio (US company), 416

Solicitor-General, 183

Solicitors, 170-2, 183

Solicitors Act (1974), 172

Solomons, Anthony, 315

Sotheby's, 327-8, 358

South Africa, 414-15

Southampton University, 158, 162, 367

South Bank, Polytechnic of the (London), 156

South Georgia, 57, 267, 274, 291

South of Scotland Electricity Board, 398

Southall Grammar School, 181

Southern Television, 453

Southwark, 226

Spanswick, Albert, 74

Sparrow, John, 162

Speaker, The (*see also* Weatherill, Bernard), 16-17, 23

Special Air Service (SAS), 285-7, 290

Special Boat Service (SBS), 286, 290

Special Branch (Police), 236

Speed, Keith, 289

Speight, Johnny, 78

Speke (Merseyside), 394

Spence, Sir Basil, 148, 226

Spinks, Alfred, 248

Stacey, Nicholas, 365

Stamfordham, Lord, 4

Standard Chartered Bank, 309

Standard Life insurance company, 321

Standard of living, 470
 Standard Oil Company (*see also* Esso), 411
 Standard Telephones and Cables, 308, 412
 Stanley, Nigel, 90
 Stansgate, Lord (Tony Benn's father), 91
 Steel industry, 71-2, 406-8, 472
 Steel, Sir David (BP chairman), 300, 415
 Steel, David (Liberal party leader), 101, 104, 108, 111, 113, 118
 Steelworkers, 71
 Steinberg, Saul, 362
 Stenham, Cob, 418
 Stephenson, George, 249-50
 Stern, William, 302
 Stevas, Norman St John-, 11, 22, 42, 47-8
 Stevens, Auriol, 133-4
 Stevens, Sir John, 314
 Stewart, John, 229
 Stewart-Wilson, Blair, 9
 Stirling University, 155, 159, 162
 Stirling, Col David, 285
 Stokes, Donald, Lord, 392-3
 Stone Platt company, 308
 Stonier, Professor Tom, 147, 152
 Stowe school, 140
 Stowe, Sir Kenneth, 201
 Strathalmond, Lord, 416
 Strathclyde, University of, 151, 158, 162
 Strikes, 70-1, 81-2, 86, 234, 432
 Students (*see also* Universities)
 numbers, 147, 154-5, 157-9
 Open University, 161
 part-time, 158
 polytechnic, 156-60
 privileged status, 147, 149
 radicalism and revolts, 87, 138, 149-50, 163, 470
 standards, 149
 success rate, 154-5
 and unemployment, 87, 150, 157-9
 women, 165
 Sturdee, Elizabeth (Lady Ashmore), 288
 Suez campaign (1956), 25, 37

Suits *see* Scottish and Universal Investment Trust
 Sun (newspaper), 362, 426, 428-30
 Sun Alliance insurance company, 450
 Sunday Citizen (formerly *Reynolds News*), 424
 Sunday Express, 426-7
 Sunday Mirror, 426
 Sunday Telegraph, 426, 431
 Sunday Times, 122, 358, 415, 424, 426, 432-4, 438
 Sun Life insurance company, 322
 Sunderland Polytechnic, 160
 Sunningdale: Civil Service College, 189
 Superintendents' Association (Police), 237
 Surrey University, 159
 Sussex University, 148, 150, 158, 162
 Sutton Grammar School, 201
 Swaffield, Sir James, 229
 Swan Hunter, 308
 Swann, Sir Michael, 149, 447

T

TSR 2 aircraft, 241, 243, 252, 277
 TSW, 457
 Tangleay, Lord, 172
 Tariffs, 337
 Tate and Lyle company, 357, 381, 408
 Taunton school, 202
 Tawney, R. H., 95, 396, 408
 Taxation, 50, 210, 331, 354-5, 374-5
 Taylor, Eddie, 343
 Taylor, Sir Robert, 381
 Teachers (*see also* Education; Headmasters; Schools), 132-4, 138, 161
 Tebbit, Norman, 54, 72, 114, 121-2, 143, 217, 473
 Technologists (*see also* Science and Technology), 151-3, 161
 Technology, Ministry of, 241, 388
 Teesside Polytechnic, 160
 Tehran embassy, 264
 Television (*see also* British Broadcasting Corporation; Commercial television;

Television – *cont.*

- Independent Broadcasting Authority)
 - and Annan Committee, 444–5, 454
 - balance, 458
 - breakfast, 445
 - character, 440–2, 459–61
 - competition, 441, 445
 - and elections, 32
 - Fourth Channel, 454–5
 - new technology, 459–60
 - news, 442, 444, 455
 - and newspapers, 439
 - and parliament, 24
 - and trade unions, 75, 455
 - and TUC, 60
- Television South (TVS), 454, 456
- Telford, Sir Robert, 152
- Templeman, Lord, 180
- Tennant, Iain, 457
- Terrorism, 286–7
- Tesco holdings, 381
- Tewson, Vincent, 62
- Texaco oil company, 381, 413
- Thackray, John, 413
- Thames Television, 448–9, 454, 456
- That Was The Week That Was* (television programme), 442
- Thatcher, Denis, 21, 44
- Thatcher, Margaret
 - advisers, 45–6, 124
 - and aristocracy, 30
 - assessed, 471
 - background and character, 42–57, 124, 130, 135, 479
 - and Bank of England, 55, 213, 302–3
 - as barrister, 183
 - and BBC, 445
 - cabinet opposition to, 53–4
 - cabinets, 48–9, 54–5, 119–22, 143, 164, 472–3
 - career, 44
 - and Carrington, 266–7
 - and civil service control and reform, 49–50, 124, 191–4, 208
 - and Defence Ministry, 278
 - dominance, 114, 122, 480–3
 - downgrades NEDC, 216
 - economic policy, 212–13, 215–16
 - and EEC, 50–2, 263
 - effect of policies, 470–1, 483
 - election victories, 32, 47, 112, 114, 124, 479–81
 - and employers' federations, 377
 - and Falklands crisis, 25, 56–7, 114, 122, 291, 475–6, 480
 - and Foreign Office, 44, 49, 261, 266–8
 - Harvey-Jones criticises, 382
 - under Heath, 40, 44
 - Hodgson and, 382
 - and individual responsibility, 52, 56, 125, 471
 - and industrial economies, 390
 - inflexibility, 51–2, 56
 - isolation, 49, 53
 - on Labour party, 79
 - and Leigh-Pemberton, 303
 - and local government, 227, 229
 - and Lusaka conference, 7–8
 - marriage, 21, 44
 - and miners, 403
 - as Minister of Education, 40, 44, 130, 211
 - and nationalisation, 397, 406
 - and NEDC, 216
 - and Open University, 160
 - in parliament, 17, 50
 - as party leader, 42–3, 114, 119–20
 - and peers, 26, 30
 - political and economic ideas, 41, 44–6, 50–5, 57, 119–20, 124–5, 481–2
 - popularity, 124–5, 480–3
 - Press support, 429, 433, 435, 438
 - as prime minister, 47–50
 - and railways, 406
 - reappoints Hailsham, 184
 - relations with Heath, 48, 52, 124
 - relations with Queen, 6
 - and Russia, 50, 268
 - sacks Speed, 289
 - and Scargill, 71
 - and science, 256
 - and SDP by-election successes, 108–9
 - and Shirley Williams, 105
 - and Sir Robert Armstrong, 124, 193–4
 - and Sir Robin Day, 458
 - on TV, 32, 47, 49, 456

and Treasury, 49, 55, 213, 215
 and Trident system, 282
 and trade unions, 50, 53, 55, 59,
 76, 471
 and university cuts, 150
 and 'wets', 53-5
 on women in politics, 36, 45

Thomas, George, Viscount, 16-17
 Thomas, Hugh, Lord, 30, 46
 Thomas, J. H., 20
 Thompson, Edward H., 282
 Thompson, M. W., 158
 Thomson of Fleet, Roy, 1st Baron,
 364, 424, 432, 434, 448
 Thomson of Fleet, Kenneth, 2nd
 Baron, 432
 Thomson of Monifieth, Lord, 452-3
 Thomson, D. C. and Co, 450, 456
 Thorn EMI company, 358, 381, 401,
 448, 450, 456
 Thorn, John, 140, 142, 144
 Thorne, Will, 69, 77
 Thorneycroft, Peter, Lord, 37, 47,
 54, 119, 348, 473
 Thornton, Sir Peter, 399
 Thorpe, Jeremy, 100-1
 Three-Mile Island, Pennsylvania,
 256-7
 Thurlow, Lord, 373
 Tiffin, Jock, 76
 Tilling, Thomas (group), 381
Time Out magazine, 271
Times, The
 Chapple letter in, 116
 character and fortunes, 431-4
 circulation, 426, 432-3
 directors, 436
 editors, 433-4
 Haley at, 473
 on monopolies, 358
 Murdoch purchases, 48, 358, 362,
 426, 433
 ownership, 362, 424, 426, 432-3
 political bias, 438
 reveals Col Johnstone's name, 272
 on white-collar unions, 73
 Tocqueville, Alexis de, 219, 259
 Tombs, Sir Francis, 400
Tonight (television programme),
 442-3, 447
 Tornado (warplane), 287
 Total oil company, 415
 Touche, Remnant (stockbrokers),
 323
 Touche family, 323
 Tower Hamlets, 226
 tourism, 349
 Townshend, Marquess, 457
 Toxteth riots (1981), 11, 237-8
 Toy, S. E. G., 381
 Trade and Industry, Department of,
 195-6, 202, 309, 362, 369-70,
 399, 466
 Trade Unions (*see also* Labour party)
 and Benn, 92-3, 108
 and British malaise, 478
 and Communist party, 87
 and Conservative party, 481
 Conservative voters, 61, 78
 and Edwardes, 394
 and Foot, 95
 general secretaries, 63-5, 68, 76
 headquarters, 65
 and industrial democracy, 377-8
 and Labour electoral reforms, 96,
 98, 103
 and large companies, 356-7, 468
 legislation on, 72, 81, 114
 membership, 66
 negative attitudes, 61, 69
 and newspapers, 425, 428, 432
 and patronage, 123
 and pension funds, 326-7, 331
 and planning, 216
 power and role, 58-61, 71-2, 75
 and recession, 71-2, 331
 and reform, 463
 right attacks on, 470
 Royal Commission on, 81
 SDP disagreements over, 106, 109
 shop stewards, 65
 sponsorship of MPs, 20, 67, 78, 90
 and television, 455
 Tebbit and, 54, 72
 Thatcher and, 43, 51, 53, 55, 59
 and Thatcher's economic policies,
 471
 traditions, 65
 and unemployment, 72, 471
 unpopularity, 43, 74, 98
 voting, 61
 and wages, 59, 62, 76, 80

Trade Unions – *cont.*

- white collar and professional, 72–5, 463

Trades Union Congress

- annual meeting, 59–61
- Benn on, 92
- and Callaghan, 82
- and cash limits, 210
- and CBI, 376–7, 468
- and company mergers, 468
- and economic policy, 212
- first meeting (1868), 129
- general council, 74–5, 78
- general secretaries, 61–3
- income, 61
- and industrial democracy, 378
- and Labour party, 79
- membership decline, 59
- and NEDC, 64
- organisation, 61–2
- participation in government, 64
- and pension funds, 329
- power, 60
- representative character, 60
- role, 62–3
- and SDP, 107
- unpopularity, 463
- and white collar unions, 75

Trafalgar House property company, 358, 427

Transport, Ministry of, 195–6, 202, 466

Transport and General Workers Union (TGWU), 20, 60, 66–7, 75–8, 108

Transport Salaried Staff Association, 67

Treasury

- and Bank of England, 302
- centralisation, 219, 230, 466, 471
- Chief Economic Adviser, 214
- and Civil Service Department, 191, 194, 208, 466
- Commons Select Committee on, 22, 214
- and Crown Agents, 464
- and Defence Ministry, 278
- and departmental economies, 196
- and diplomats, 259–60
- disdain, 194
- and economic policy, 208, 212–13
- and EEC, 262

- and farmers, 336
- and local government, 219, 227, 230, 466
- officials, 201
- Oxbridge successes in, 199
- and planning, 213–18
- and public spending, 209–11, 467
- reforms, 187–8
- role and position, 207–8, 212, 466–7
- and scientists, 247
- survives rivals, 466
- Thatcher and, 49, 55, 213, 215
- Trelford, Donald, 435
- Trend, Sir Burke, 273
- Tribune Group, 88
- Tribune*, 93
- Trident system, 282
- Trident Television, 456–7
- Trollope, Anthony, 365
- Trotskyists, 80, 87–8, 90
- Trudeau, Pierre, 163
- Trumans (brewers) (*see also* Watney Mann), 346
- Truman, Harry S., 420
- Trusthouse Forte, 346–9, 356
- Tuke, Sir Anthony, 307, 381
- Tuke, Anthony (son of above), 307
- Twain, Mark, 335
- Tyne-Tees Television, 457

U

Ulster *see* Northern Ireland

Underhill, Reg, 90

Unemployment

- and agriculture, 340
- attitude of management to, 377
- and 'black economy', 355
- and Conservative vote, 479
- and crime, 237
- graduates and, 87, 150, 157–9
- Heath and, 40, 51
- and industrial relations, 377–8
- and large companies, 353
- Thatcher and, 51, 56, 114, 471
- and trade unions, 72
- and world recession, 51

Unilever, 10, 301, 381, 411–13, 417–19, 421

Union of Construction Allied Trades and Technicians (UCATT), 66
 Union of Shop, Distributive and Allied Workers (USDAW), 66
 Union of Soviet Socialist Republics (USSR), 86-7
 United States of America
 banks, 305, 309
 conservatism in, 45
 constitution, 183
 elections, 32
 elites, 475
 engineers in, 251
 Foreign Office and, 262
 intelligence services, 269-71
 and Iran crisis, 298-9
 judges in, 177-8
 lawyers in, 171
 mergers in, 350
 as model, 470
 multinational corporations, 409-10, 418
 nuclear power, 256-7
 scientific adviser, 241, 249
 small companies in, 353-4
 social engineering, 464
 special relationship with, 38, 465
 successes in Europe, 409, 477-8
 Supreme Court, 183
 television, 459-60
 universities in, 147, 149, 155, 168
 Universities (*see also* Oxbridge; Students; and individual universities)
 conditions for teachers, 149, 166, 466
 entry standards, 149-50
 Etonian entrants, 142
 expansion, 147-51
 function, 148-9, 156
 listed, 157-9
 and Nobel Prizes, 151, 162, 243
 public expenditure cuts, 150-5, 166
 radicalism in, 87, 138, 149, 163
 scientists from, 245-6
 student numbers, 147, 157-9
 technological, 151-3
 types, 161-3
 Vice-Chancellors, 157-9
 University College, London, 162
 University Grants Committee

(UGC), 148, 150, 152-5, 166
 Urwin, Harry, 90
 Utiger, Ronald, 217

V

Varley, Eric, 93, 97, 472
 Vaux (brewers), 457
 Vernon, Professor Ray, 410
 Vice-Chancellors (university), 157-9
 Vickers company, 323, 350
 Video-cassettes, 459
 Villiers, Sir Charles, 389, 399, 406
 Voltaire, François Arouet de, 463

W

Wadsworth's (brewers), 345
 Wages, 41, 59, 62, 76, 80, 214, 374
 Walden, Brian, 458
 Wales, 100, 116, 220-3
 Wales Bill (1977), 222
 Wales, University of, 148, 157
 Walker, David, 300
 Walker, Peter, 39, 42, 48, 121-2, 217
 Walker, Gen Sir Walter, 283
Wall Street Journal, 431
 Walsh, W., 157
 Walters, Sir Alan, 49, 406
 Walters, Peter, 381, 416
 Warburg, S. G., merchant bank, 204, 312-15, 325, 370-1
 Warburg, Sir Siegmund, 312, 314, 369
 Warner-Amex company, 460
 Warnock, G. J., 157
 Warrington by-election, 107
 Warwick University, 150, 159, 162
 Washington embassy, 264-5
 Wass, Sir Douglas, 49, 135, 214
 Water Council pension fund, 324
 Waterhouse, Rachel, 217
 Watkinson, Harold, 280
 Watney Mann and Truman (brewers), 343-6
 Watson, J. S., 157
 Weatherill, Bernard, 116
 Webb, Sidney, 77, 163
 Weedon, B. C. L., 158

Weighell, Sid, 67
 Weinstock, Lord (*formerly Sir Arnold*), 30, 162, 205, 254-5, 381, 383-4, 389, 391, 401, 407
 Weir, Lord, 300
 Welfare state, 46, 114
 Wellington School, 140
 Wellington, 1st Duke of, 276
 Wells, Bowen, 263
 Welsh Nationalists (*see also Plaid Cymru*), 34
 Welsh Office, 220
 Wembley Conferences (Labour party, 1980/81), 103
 Wenham, Brian, 459-60
 West, Professor John C., 153, 159
 West, Nigel, 271
 Westinghouse Corporation, 253-4
 West Midlands, 228
 Westminster Bank *see* NatWest Bank
 Westminster School, 140, 202
 Westminster, Duke of, 29, 30
 Westmoreland, Earl of, 348
 Weston, Garry, 381
 Weston, George, Holdings, 381
 'Wets', 53-5
 Wharton, Edith, 365
 Whatley, Bill, 66
 Whelan, R. F., 157
 Whicker, Alan, 9, 443
 Whitaker, Ben, 232
 Whitbreads (brewers), 343-4
 Whitehead, Philip, 444-5
 Whitelaw, William, 1st Viscount
 appoints BBC chairman, 447
 deputy P.M., 121-2
 and Falklands debate, 267
 as farmer/landowner, 335
 and Heath, 39
 and Home Office, 196
 peerage, 26, 120
 on police and politics, 237
 and SAS, 286
 and succession to Heath, 42-3
 and television Fourth Channel, 454
 in Thatcher cabinet, 48
 Whitgift School, 181, 201
 Whitmore, Sir Clive, 201, 280
 Whitney, John, 453
 Wickenden, Keith, 314
 Wiener, Martin, 336, 365
 Wilberforce, Lord, 142
 Wilberforce, Samuel, Bishop, 245
 Wilding, Richard, 187, 191
 Wilkinson, Sir Denys, 151, 154, 158
 Wilkinson, Geoffrey, 389
 Williams and Glyn's Bank, 307
 Williams, Shirley
 career and character, 105
 and centre party, 102-5
 on Civil Service, 186, 203
 and CLV, 102
 and education debate, 132
 heads Prices and Consumer Department, 357
 and industrial democracy, 348
 loses seat in 1983 election, 113, 115
 as Minister of Education, 130, 132
 and new polytechnics, 156
 and party leadership, 109
 on public schools, 141
 quoted on schools, 129
 on science cuts, 243
 as SDP president, 111
 on Thatcher, 49
 wins Crosby by-election, 109
 on women MPs, 21
 Williamson, Frank, 234
 Williamson, Lord, 69
 Willink Commission (1962), 236
 Willott, Brian, 391
 Willsman, Peter, 90
 Wilson, Edmund, 259
 Wilson, Harold, Lord
 aggressive opposition, 38
 and Armstrong, 193
 background, 43, 130
 on Bank of England, 298
 and BBC chairman, 447
 and Benn, 92
 cabinet, 84
 and Civil Service reform, 187-8, 196, 207
 Committee on City, 298, 316-17, 325, 328-30, 354
 and consensus, 123
 and Donoughue, 49
 Europe referendum, 102
 and Gaitskell, 83
 and Heath, 39, 41
 and Home, 39
 industrial policy, 388-9, 391

on intelligence services, 273
 and Labour left, 84, 88-9, 102
 on Labour party organisation, 97
 and Labour victories (1974), 41,
 85, 115
 and Liberal party, 100
 life peers, 30
 and local government, 224
 and Lords reform, 26-7
 and mixed economy, 470
 and nationalised industries
 chairmen, 399
 and Open University, 160
 as party leader, 83-5, 88-9
 on pension funds, 320, 324-5,
 328-30
 as prime minister, 83-5, 479, 483
 and public schools, 473
 relations with monarch, 6
 and Rhodesia, 84, 414, 416
 and SAS, 285-6
 school, 135
 and science, 241-3
 on SDP/Liberal by-election
 successes, 109
 on Shirley Williams, 105
 on small businesses, 354
 system of government, 48
 and Technology Ministry, 388
 and trade unions, 58-9, 68, 76, 81
 on Treasury, 212
 and wage restraint, 76
 and 'white-hot revolution', 241-2,
 389, 463
 Wilson, Sir Horace, 190
 Winchester College and
 Wykehamists, 20, 140-4, 181,
 307, 308, 315, 321-2, 473-4
 Windscale nuclear reactor, 254
 Winterbotham, Group-Captain F.
 W., 271
Wire (journal), 272
 Wirral Grammar School, 135
 Wise, Audrey, 96, 210
 Wolfson, David, 49
 Wolfson, Isaac, Lord, 49, 165, 365
 Women
 and Bar, 174
 in civil service, 201
 magistrates, 176
 in Oxbridge colleges, 165

in parliament, 20-1
 Thatcher on, 36, 45
 Wontner, Sir Hugh, 347-9
 Wood, Sir Frederick, 391
 Wood, Les, 66
 Woodcock, George, 62, 64, 80
 Woodroffe, Ernest, 418
 Woodward, Rear-Admiral Sandy,
 290
 Wootton, Barbara, Baroness, 482
 Worker participation *see* Industrial
 democracy
 Workers, 36, 377-8
 Workers Revolutionary Party, 88
 Wright, Esmond, 457
 Wright, Sir Oliver, 265
 Wright, Stanley, 204
 Wriston, Walter, 313
 Wyndham-Goldie, Grace, 442

Y

Yes, Minister (television
 programme), 202
Yesterday's Men (television
 programme), 444
 York University, 158, 162
 Yorkshire Post Newspapers, 456
 Yorkshire Ripper, 236
 Yorkshire Television, 449, 454, 456
 Young, Sir Brian, 453
 Young, David, 217
 Young, Hugo, 438
 Young, Jimmy, 25
 Young, Michael, Lord, 139-40, 160
 Young, Sir Roger, 446
 Young, Stuart, 446
 Young-Herries, Sir Michael, 308,
 309, 321-2
 Younger, George, 121
 Young's of Wandsworth (brewers),
 345

Z

Zambia, 7-8
 Zealley, Christopher, 389
 Zimbabwe (*see also Rhodesia*), 8,
 266, 274
 Zuckerman, Sir Solly, 246, 280
 Zulueta, Sir Philip de, 314