Contents

List of Boxes, Figures and Tables	ix
Foreword: The Whitehall Programme	Х
Editor's Preface and Acknowledgements	xii
Notes on the Contributors	XV
1 Introduction: The ESRC Whitehall Programme: a Guide to Changing Roles and Relationships <i>R. A. W. Rhodes</i>	1
Appendix: Programme Publications, 1994–2000	15
Part I: The Core Executive	25
2 Governing from the Centre: Policy Co-ordination in Six Europe Core Executives <i>Vincent Wright and Jack Hayward</i>	ean 27
3 When and Why Does a Prime Minister Change? Richard Rose	47
4 Support for the Prime Minister: the Hidden Influence of No. 10 Dennis Kavanagh and Anthony Seldon	63
5 The Treasury and Social Policy Nicholas Deakin and Richard Parry	79
Part II: Ministers and Ministries	99
6 Barons in a Shrinking Kingdom: Senior Ministers in British Government <i>Philip Norton</i>	101
7 Permanent Secretaries: Comparative Biography and Leadership in Whitehall <i>Kevin Theakston</i>	125
8 The Changing Role of Central Government Departments Martin J. Smith, David Richards and David Marsh	146

viii	Contents	
Par	t III: New Modes of Service Delivery	165
9	Accounting and Accountability: an Historical Case Study of a Private–Public Partnership <i>Noel Whiteside</i>	167
10	Modelling Institutional Change: the Making of Markets Janet Newman, Sue Richards and Paula Smith	182
11	Public Involvement: Making it Work Jane Steele and John Seargeant	205
12	Transforming Regional Government Offices in England: a New Whitehall Agenda <i>Ken Spencer and John Mawson</i>	223
13	The Changing Central Government of Science and Technology Philip Gummett, Deborah Cox, Rebecca Boden and Katharine Barker	237
14	Conclusion: Understanding the British Governmental Tradition Anti-Foundational Approach R. A. W. Rhodes	an 256
Bibi	liography	276
Nar	ne Index	289
Sub	ject Index	294