

Index

- Accountant-General, 60; of the Navy (from 1832): 65, 125, 138, 146, 189–93, 295 (*see also* estimates); staff, 164, 188, 192
- administrative board, 31
- Admiralty (*see also* Admiralty Office; Board of Admiralty; Childers, H. C. E.; First and Second (Permanent) Secretaries; Geddes, E.; Goschen, George; Graham, Sir James; ‘mob from the North’; Naval Staff; Navy Board; Navy Pay Office; Principal Officers; Private Office; Victualling Board; Secretariat; Sick and Hurt Office; Sixpenny Office; Transport Office; War Staff): administration/policy divide, 266–7, 275, 279, 288, 307; attacks on, 312; civil–military division in (*see also* Godfrey, John), 68–9, 279, 289, 297–302, 313, 314; committees, 110–11, 120–3, 186–9, 215; communications, 176, 220, 248–50; demobilisation, 274, 276; development, 2–3, 23, 234–6; independence, 25–6, 227, 236–7; mobilisation, 160, 178, 223, 225; navalisation, 279–85, 287; naval officers (executive) at, 239, 284–5, 287–9, 308–9; Patent, 11, 128, 168; and the Press, 97–9; reform (1917–18), 252–5; statistics, 250, 254, 309; technicians, 283–4; work, 109–10, 142–4, 161, 216–17, 235, 264–5, 288 (*see also* delegation)
- Admiralty House, 27
- Admiralty Office (*see also* clerks): 9, 12, 15, 31, 34–5; hours, 44–5; functional separation in, 38, 45–7, 235
- Alexandria: bombardment of, 176, 211
- American Revolutionary War, 8, 27, 30, 72
- Amiens: Treaty of, 27, 29
- Anson, George, Baron, 82
- Arbuthnot, Charles, 97–8
- Army Staff, 222
- Arnold-Forster, H. O., 198, 217
- Asquith, H. H., 224
- Assistant Secretary for Finance Duties (*see also* Secretariat), 192
- Aube, H.-L.-T., 172
- Auckland, George Eden, Earl of, 119, 134
- Awdry, Richard, 191, 201, 205
- Bacon, Sir Reginald, (Kt. 1916), 215
- Baddeley, Vincent, (Kt. 1921), 205, 206, 259
- Balfour, A. J., 237, 238
- Ballard, G. A., 222, 223
- Bank of England, 28
- Barham, Lord, *see* Middleton, Charles
- Barnaby, Nathaniel (Kt. 1885), 136, 162, 173, 194–5
- Barrow, John (cr. baronet, 1835) (*see also* Second Secretary): 6, 12, 52, 57, 63; administration and policy of, 41, 51, 64, 68–9, 75, 93, 100–1, 103, 152, 163; and Benthamism, 54; and J. W. Croker, 53–4, 107; and politics, 100; work, 105–9, 116–18, 197–8
- Bartlett, C. J., 70
- Battenberg, Prince Louis of, 224, 226–7, 243–4, 245
- Baughan, W. F., 179
- Baxter, W. E., 150
- Bayly, Lewis (Kt. 1914), 223
- Beach, Sir Michael Edward Hicks, 169
- Beatty, Sir David (Kt. 1914; 1st Earl Beatty, 1919): 4, 268, 269, 291; influence, 4, 252, 271–4; and Sir Oswyn Murray, 297
- Beharrell, George (Kt. 1919), 254
- Bellairs, Roger, 268, 288
- Bentham, General Sir Samuel, 12, 31, 39, 66, 78
- Bentham, Jeremy, 31, 33

- Benthamism, 34, 53, 66–8, 81, 114
 Beresford, William Carr, 1st Baron
 (1st Viscount, 1823), 104
 Beresford, Lord Charles, 222
 Berkeley, M. F. F., 128
 Bickerton, Sir Richard, 92, 93
 blockade, 82
 ‘Blue coat’, *see* sea lords
 Board of Admiralty (*see also* Admiralty;
 estimates): 6, 7, 8, 9, 37, 96, 116,
 138; alliances at, 111–13, 135, 155,
 164–5; ‘daily readings’, 159, 180–1;
 decision-making at, 11, 96, 110,
 118–7, 136–7, 139, 145–7, 152–3,
 157–8, 174, 177–8, 180–3, 227–8,
 238–9, 257, 302–4, 314–15; hours,
 44–5, 80, 116; and naval operations,
 81–2, 83, 237–8, 254; minutes, 181–2,
 303; Operations and Maintenance
 Committees, 257–8, 262, 265;
 quorum, 57, 84, 184; readings, 13,
 145; sub-committees, 184–6, 238,
 304–5; supremacy of, 64, 65, 80–1,
 122–3, 129, 132–3; visitations, 58–9;
 work, 118–19, 153, 219–20
 Board of Control, 91
 Board of Invention and Research, 213
 Board of Longitude, 110
 Board of Ordnance, 23, 67, 114
 Board of Revision, *see* Commission for
 Revising and Digesting
 Board of Trade, 225
 Bonaparte, Napoleon, 27–8
 Boulton and Watt, 90
 Bourdieu, Pierre, 78
 Brassey, Sir Thomas, 179
 Bridge, Cyprian (Kt. 1899), 157
 Briggs, Sir Charles John (Controller), 240
 Briggs, Sir John (Accountant-General), 164
 Briggs, J. H. (later Chief Clerk,
 Secretariat), 89, 111
 Bromley, Sir Richard, 138, 165–6
 Brougham, Henry, 70
 Brunel, Sir Marc Isambard, 13
 bureaucratic power, 51–2, 55, 87–8
 business methods/principles, 207, 208,
 258, 277, 300, 312
 Cabinet: 4, 6, 24–5, 39, 70–1, 85–6,
 129–30, 170, 171, 180, 227, 236;
 war cabinet, 25, 227, 268
 Canning, George, 10, 59
 Carnarvon, Henry Howard Molyneux
 Herbert, 4th Earl of: 173; Commission
 under, 188
 Carson, Sir Edward, 238, 246, 256
 Carter, Sir Archibald, 300
 Castlereagh, Robert Stewart, Viscount,
 24, 102
 Cayley, George, 244
 Chancellor of the Exchequer, 86, 130, 180
 Chart Room (Anti-Submarine Division)
 (‘X’ Room), 262–5, 309–10
 Chatfield, Ernle (Kt. 1919; 1937,
 1st Baron): 274, 297–8, 301, 307;
 reforms, 277–80
 Chatham: Chest, 15; dockyard, 15, 16,
 150, 161
 Chief Constructor (*see also* Director of
 Naval Construction), 150
 Chief Naval Architect, 162
 Chief of Naval Staff (CNS) (*see also* First
 Sea Lord): 4, 252, 274; operational
 authority of, 265–6
 Chief of Staff (1868), 183–4
 Chief of War Staff (COS) (1912) (*see also*
 Oliver, Henry), 225
 Childers, H. C. E.: 146, 148, 149; reforms,
 149–55, 187
 Churchill, Winston Spencer: 222, 227,
 228–34, 238, 254–5, 256, 273, 291,
 309; reforms, 224–6, 244–6
 Civil Lord, 8, 9, 10, 124–5, 154
 civil servants, 37
 Clarence, William Henry, Duke of
 (King William IV 1830–7), 59, 64, 86,
 101, 104–5
 Clerk, Sir George, 55, 57, 110
 clerks: 37–8, 57; competition, 50; lineages,
 88; merit and promotion, 44, 48,
 50–1; salary, 48, 58; status of, 49–50,
 290; women, 235, 247; work, 50
 Cockburn, Sir George: 101, 111–12, 126,
 133; and Admiralty structure, 69;
 favours technology, 112–13, 131;
 on Melville, 2nd Vt., 114–15; power
 of, 59, 84–5, 94–6, 104, 114–15
 Codrington, Sir Edward, 103
 Cole, Dr, 103
 Cole, J. H., 166, 299
 Coles, C. P., 186
 Colonial Defence Committee (CDC),
 173, 180
 Colonial Military Expenditure, Select
 Committee, 150
 Colonial Office, 23, 173
 Commission into the Civil Affairs of the
 Navy, 33
 Commission of Enquiry (St Vincent),
 29, 33

340 Index

- Commission for Examining the Public
 Accounts, 32, 33
 Commission on Fees, 20, 30, 33, 37, 43
 Commission for Revising and Digesting,
 29, 33, 37, 38, 42–4
 Commission on Warlike Stores, 207
 Committee on Designs, 215
 Committee of Imperial Defence (CID): 3,
 24, 180, 222, 227; secretariat to, 236
 Committee of Reference, 133, 134
 Committee of Revision, 123
 committee system (*see also* Navy Board;
 Transport Office; Victualling Office),
 37, 60
 Comptroller and Auditor General, 167–8, 191
 Comptroller of the Navy (to 1832): 19–20,
 30, 61, 141; *matériel* and policy, 40,
 112, 162–3
 Comptroller of Steam Machinery, 133
 Comptroller of Victualling, 65
 construction (ship) (*see also* shipbuilding
 minute), 11, 174, 266
 Controller of the Navy (from 1860)
 (Second Sea Lord 1868–72, Third
 Sea Lord 1882–1912, 1918+) (*see also*
 Surveyor of the Navy): 141, 252, 280;
 and Board of Admiralty, 139, 150,
 158, 211; *matériel* and policy, 40, 140,
 153–8, 187–8, 199, 211; Ship branch,
 193–4, 280; staff, 162, 190–1, 193–9,
 282–3
 convoy, 249–51
 copy presses, 151
 Corbett, Julian (Kt. 1917), 222, 306
 Corry, H. T. Lowry, 124, 133, 142, 147–8
 Council of Construction, 162
 Council of Science, 67, 111, 121
 Coutts's Bank, 28
 Crease, Thomas, 221
 Crimean War, 131
 Croker, John Wilson (*see also* First
 Secretary; Melville, 2nd Vt.): 11, 14,
 50, 52, 57, 92, 93, 94; friends and
 enemies, 53–4, 66, 92, 104–5, 111–12;
 on Melville, 2nd Vt., 115; power,
 97–2, 101–2; reforms, 44–5, 46–50,
 58; work, 105–9
 Custance, Reginald (Kt. 1904), 69, 211, 277
- Dacres, Sir Sydney, 158
 Darch, Thomas, 13
 Dardanelles, 228–34
 Davy, Sir Humphry, 103
 Decentralisation Committee, 215,
 216–17, 218
- defence planning, spread of, 3, 4, 274
 delegation, 251, 261
 Department of Scientific Research and
 Experiment, 284
 Department of Works, 189
 Deptford, dockyard: 18, 61, 149; stores
 and victualling, 17, 18, 61
 Derrick, Charles, 51–2, 72
 Design Committee, 156
 Devonport: 127; dockyard, 16; Royal
 William victualling yard, 17, 62
 Dewar, A. C., 264
 Dewar, K. G. B., 251, 265, 268
 Dickinson, William, 10
 Director of Naval Construction (DNC),
 162, 194–5
 Director of Naval Intelligence, 232
 Director of Naval Ordnance, 123, 232
 Disraeli, B., 171
 dockyards (royal) (*see also* Committee
 of Revision; Naval Establishments
 Committee): 43, 58–9, 137, 149–50,
 161, 195–7, 216; costing and estimates,
 139, 312
 double-entry accounts, 61, 190
 Domett, William, 92–3
 Domville, Barry, 277, 308–9
 Douglas, W. R. K., 60
 Dover, 17
 Dreyer, Frederick (Kt. 1932), 240–1,
 244, 247, 266
 Duff, Alexander (Kt. 1918), 247, 252, 255,
 261, 264, 269
 Dundas, Hon. G. H. L., 64
 Dundas, Henry, *see* Melville, 1st Viscount
 Dundas, Richard Saunders (Kt. 1856),
 86, 94, 118, 125
 Dundas, Robert, *see* Melville, 2nd Viscount
 Dunnell, Robert Francis (Kt. 1919;
 cr. baronet, 1921), 256, 259
- Elliot, George, 118, 119
 Engineer-in-Chief, 162
 Establishments, 160–1
 estimates: 62–3, 75, 113, 167, 169;
 Estimates Boards, 139, 185–6;
 Estimates Committee, 206, 218;
 'non-compressibility', 171;
 Select Committee on, 310
 evangelicalism, 33
 examinations, entrance, 152
- Faraday, Michael, 111
 Febvre, Lucien, 1
 Field, Sir Frederick (Kt. 1923), 308

- finance (*see also* Parliamentary Secretary; policy-making; Secretariat; Treasury): 11, 19, 25, 143–5, 163–5, 311–12; Finance Committee, 188–9, 192, 206, 296–7; financial control, 61, 178–9, 190, 196, 205; retrospection, 37; select committees on, 33, 38, 56, 60, 75, 166, 167, 209
- Financial Secretary, *see* Parliamentary Secretary
- Finlaison, John, 46
- First Lord of the Admiralty, powers of, 8, 11, 20, 26–7, 65, 80, 84, 88, 101–2, 114–31, 145, 153, 157, 230
- First Sea Lord (*see also* Chief of Naval Staff): 8–9, 94, 114–15, 128–30, 154, 183, 220; and naval operations, 10, 203
- First Secretary (*see also* Croker, J. W.; Parliamentary (and Financial) Secretary): 9, 105–7; elections and, 99–100; powers of, 11–12, 47, 85, 97, 101–5, 107–9, 116–18
- Fisher, Sir John Arbuthnot (Kt. 1894; 1st Baron Fisher, 1909): 227, 231, 234, 243; committees, 213–24; reforms, 214; staff, 220–1
- Fisher, W. W. (Kt. 1929), 247
- Fordyce, J. D., 39
- Foreign Intelligence Committee (FIC) (*see also* Naval Staff), 188
- Foreign Office, 23, 108, 202, 236, 298
- Forwood, Arthur, 196, 207–8
- Fremantle, Sydney (Kt. 1919), 261, 269
- French navy, 91
- Gambier, James (1st Baron, 1807), 7
- Gardner, Alan, 1st Baron, 85
- Geddes, Sir Eric (Kt. 1916): 252, 260, 269; committee, 277, 308; reforms, 256–9
- George III, King, 21
- Germany, education in, 198–9
- Gladstone, W. E., 148, 150, 171
- Godfrey, John, 287, 298
- Goschen, George (1st Viscount, 1900): 155, 169, 171, 179, 187, 209; reforms, 158–9
- Gosport, Royal Clarence victualling yard, 17, 62, 91
- Graham, Sir James: 56, 62, 129, 130, 131; and Martin, Sir Thomas Byam, 63–4; reforms, 62–3, 64–6, 67, 86, 108–9, 118, 132, 136
- Graham, William, 195
- Grand Fleet, 271, 277
- Greene, Sir William Graham (Kt. 1911), 223, 232, 237, 242, 256, 259
- Greenwich Hospital, 14, 15, 47, 61
- Grenville, Thomas, 42
- Grenville, William Windham, Baron, 25
- Grey, Charles, 2nd Earl: 39, 42, 62, 86; and J. W. Croker, 66, 108
- Grey, Sir Frederick (Kt. 1857), 127, 140, 146–7
- Haddington, Thomas Hamilton, 9th Earl of, 95, 129
- Haldane, Richard Burdon, Viscount: 226, 246; Machinery of Government Committee under, 276
- Halifax (dockyard), Nova Scotia, 19
- Hall, Reginald, 254
- Hall, Robert, 204
- Hall, W. H. 188
- Hamilton, Sir Frederick, 239
- Hamilton, Lord George, 26, 119, 181, 194, 208, 210
- Hamilton, R. G. C., 204
- Hamilton, W. A. Baillie, 123–4
- Hamond, Sir Andrew Snape, 19
- Hankey, Sir Maurice (Kt. 1916), 222, 249
- Hardy, Sir Thomas, 94
- Harling, Philip, 33
- Hastings, Thomas, 134
- Hay, Lord John, 174
- Henderson, Reginald G. H. (Kt. 1936), 247, 249–50, 255
- Henderson, W. H., 217
- Herbert, Sidney, 124, 133
- historical school, 209, 211, 226
- Hollerith machinery, 301
- Hood, Sir Arthur, 78–9, 181, 209–10
- Hope, Sir William Johnstone, 93, 94
- Hornby, R. Phipps, 197
- Horse Guards, 23
- Hunt, George Ward, 163, 166
- Huskisson, William, 85
- Hydrographer of the Navy, 12, 202–3
- individual responsibility (*see also* business principles), 31–2, 54, 56, 57, 59, 65, 67, 114, 123, 137, 187, 312
- Inspector General of Naval Works, 31, 32
- Inspector of Target Practice, 219
- Inspector of Yard Accounts, 190–1
- Intelligence Meeting, *see* Board of Admiralty: sub-committees
- Ireland, 85

342 Index

- Jackson, Sir Henry, (Kt. 1906), 228, 237, 239, 245, 268
 Jackson, Thomas, 248
 James, William (Kt. 1936), 247, 255, 265, 310
 Jellicoe, Sir John, (Kt. 1911; 1st Earl Jellicoe, 1918): 240, 271, 221; and codebreakers, 255, 264; and *minutiae*, 241, 256, 260–1; pessimism, 252, 256, 258; and planning, 245, 268–9; and shells, 240
 Joint Chiefs of Staff Committee (1923), 3, 274
 Jutland, battle of, 2, 248, 306

 Keith, George Keith Elphinstone, 1st Viscount, 82
 Key, Sir A. Cooper, 175
 Keyes, Roger, (Kt. 1918; 1st Baron Keyes, 1943): 274, 275, 308; committee under (1922–3), 275, 276

 Lambert, Nicholas, 220, 225
 Large, Joseph, 136
 Le Bailly, Louis, 284–7
 Lee, Arthur Hamilton (Viscount Lee of Fareham, 1922), 273
 Lindemann, Frederick (later Lord Cherwell), 309
 Lingen, Sir Ralph, 203–4, 205
 Liverpool, Robert Banks Jenkinson, 2nd Earl of, 95, 99, 104, 112, 59
 Lloyd's of London, 6, 82
 Lloyd George, David: 249; and admirals, 252
 London, port of, 15
 Lord High Admiral, 7

 Macartney, George, Earl, 102
 MacGregor, Evan (Kt. 1892), 165, 201–3, 204
 Manisty, H. W. E., 281–2
 Marder, A. J., 250
 Markham, Sir Henry, 313
 Markham, Sir John, 95
 Marsden, William, 6, 10, 44, 53, 97
 Martin, Sir Thomas Byam: 19, 53, 55, 60; conservatism, 63–4, 68–9, 75, 108; Melville, 2nd Viscount, alliance with, 112; ship construction/repair, 72, 89–90
matériel school: 69, 210–12, 230; anti-*matériel*, 277–8
 Maudslay, Henry: 13; firm of, 90
 Mayor, Lord (London), 6
 Melville, Henry Dundas, 1st Viscount, 8, 22, 23–4, 25, 28–9, 85
 Melville, Robert Dundas, 2nd Viscount: 56, 59, 62, 74, 81, 86, 87, 94–5, 183; and J. W. Croker, 101–2; and Martin, Sir Thomas Byam, 63–4, 112; power of, 84, 106, 114–15; reforms, 61–2, 67, 71, 89–92, 103, 113–14
 Middleton, Charles, (1st Baron Barham, 1805): 4, 13, 19, 29, 42, 52; as administrator, 6–7, 20–1, 29–31, 32, 34, 39–41, 46, 64; and naval operations, 7, 83; power of, 7–8, 11, 12, 26
 Middleton, R., 25
 Milne, Sir Alexander (Kt. 1858), 94, 123, 125, 147, 159, 173
 Ministry of Blockade, 236
 Ministry of Munitions, 236
 Ministry of Shipping, 236, 263
 Minto, Gilbert Elliot, 2nd Earl of, 118
 'mob from the North', 240, 247
 Moore, Sir Graham, 93
 Moore, Thomas, 105
 Morriss, Roger, 43, 66
 Mulgrave, Henry Phipps, 1st Earl of, 43, 86
 Murray, Sir Oswyn (Kt. 1917), 259, 267, 287, 288, 294, 304

 Napoleonic Wars, 25
 naval architecture, schools of, 136
 Naval Defence Act, 209, 210
 Naval Establishments Committee, 215, 217–18
 Naval Intelligence Department/Division (NID/ID) (*see also* Naval Staff): 188, 218–19, 254–5; mobilisation branch, 219
 Naval Lord, *see* sea lords
 naval officer, 14, 65
 naval power, British, 3, 306–7
Naval Review, 243
 naval scare, 177
 Naval Secretary: as private secretary, 183, 228, 231, 267; as under-secretary, 159, 203, 204
 Naval Staff (*see also* Chart Room; Foreign Intelligence Committee; Keyes Committee; Naval Intelligence Department; Secretariat: 'M' branch; War Staff): 3, 156–7, 222–6; contraction of (1928), 310–11; Convoy Section: 262, 281; development (1918), 265–70; Gunnery Division, 219; Plans Division, 267–70, 275, 311; Section 16, Operations Division, 247, 268, 251; and Secretariat, 302; submarine tracking, 263; Tactical

- Section, 278, 310–11; Training and Staff Duties Division (TSD), 267, 309, 310–11
- Naval War College, 219, 222, 243, 244
- Naval Works Department, 12–13
- Navarino, battle of, 103
- Navy Board (Office): 17, 18–20, 43, 51–2, 55, 56, 60, 65, 122; and Admiralty, 29, 30, 66–7, 96, 131, 163; committees of, 20, 30–1, 60–1; staff, 30, 35, 57, 58, 76
- Navy Pay Office, 16–17, 18, 28, 34, 57
- Navy War Council, 223–4
- Nelson, Horatio, 1st Viscount, 21, 23
- Nepean, Sir Evan, 10, 52
- Nicholson, W. F. (Kt. 1922), 221
- Norris, D. T., committee, 303–4
- Northbrook, Thomas George Baring, 1st Earl of, 172, 179, 202
- Northcote, Sir Stafford, 171
- offices (*see also* Somerset House), 151–2
- Oliver, Henry (Kt. 1916): 214, 228, 261; as COS, 231, 237; as DCNS, 252, 255–6; and staff work, 233, 248, 251, 255
- One-Power Standard, 298
- operational intelligence, 203
- Operational Intelligence Centre (1938–45), 265, 309–10
- ordnance (naval), 23, 177, 240–1, 285–6
- Osborne, R. Bernal, 124
- Paget, Lord Clarence, 118–19, 122–3, 124
- Pakington, Sir John, 166
- Palmerston, Henry John Temple, 3rd Viscount, 10, 147
- paperwork (*see also* rote work), 40–1
- Parker, Sir William, 126
- Parliament: 21–2, 87, 97, 106, 127, 128, 142, 167; bored by navy, 173, 209
- Parliamentary (and Financial) Secretary, power of, 124, 153, 154, 164, 188, 294
- Parnell, Sir Henry, 75, 163
- Patton, Philip, 7
- Paymaster Director-General, 281
- Paymaster of the Navy, 16, 28
- paymasters, 248, 279–82
- Payne, John, 43, 51
- Pay Office, *see* Navy Pay Office
- Peel, Frederick, 166
- Peel, Sir Robert, 95
- Pelham, F. T., 121–2
- Pennell, C. H., 200
- Pennell, Follett, 104–5
- Permanent Secretary to the Admiralty (*see also* Secretariat): 47, 109, 116–18, 169; power of, 123–4, 154, 158, 191, 279, 291–4, 296
- Phillips, Dr I. Lloyd, 7
- Phinn, Thomas, 124
- Physician of the Navy (later Medical Director-General), 65
- Pitt, William, the Elder (1st Earl of Chatham, 1766): 23, 24; and planning, 39
- Pitt, William, the Younger: 6, 7, 21, 22, 25, 26, 29; and Charles Middleton, 26, 42; ‘scale of 1792’, 70–1, 210
- planning (*see also* policy; policy-making), 131–2, 242
- Plymouth (dockyard), *see* Devonport
- Pole, Sir Charles, 95
- policy (*see also* finance; Naval Staff; policy-making; Secretariat): 2, 112, 151, 269–70, 295, 315; definition, 38, 41, 70–1; individualism of, 39
- policy-making (*see also* finance; Naval Staff; Plans Division; retrospection; Secretariat; time, growing weight of): 2, 305, 307–8; encouragements to, 38, 73–9, 208–12, 307–8, 313
- Portsmouth (*see also* Gosport): 96; dockyard, 16, 91–2, 150, 161; steam factory, 13
- Pound, Dudley (Kt. 1933), 247, 268
- Prime Minister (*see also* Liverpool, 2nd Earl of; Lloyd-George, D.; Pitt, William, the Younger): 86, 130, 180; and naval finance, 25
- Principal Officers (*see also* Accountant-General; Comptroller of Victualling; Controller of the Navy; Physician of the Navy; Storekeeper-General; Surveyor of the Navy), 65, 151, 189
- Private Offices; 146, 183–4, 280; to First Lord, 13, 88, 158, 291–4, 295
- private secretaries, 52, 200–1
- Privy Council, 37
- ‘Professional Lord’, *see* sea lords
- Public Accounts Committee, 167, 169
- Pugh, R. B., 14
- Reed, E. J., 136, 154, 155, 157, 162, 194
- Reform Act (1832), 21
- retrospection, 70–1, 72
- Revision, Board of, *see* Commission for Revising and Digesting
- Richards, Sir Frederick, 181, 211

344 Index

- Richmond, Herbert (Kt. 1926), 233, 242–3, 252, 261, 267, 269, 287
 Ridley, Matthew, 57
 Ritchie, C. T., 188
 Robinson, Robert Spencer (Kt. 1868), 141, 147, 149, 150, 155
 Robinson, William B., 150, 161
 Romaine, W. G., 124
 Room 40, 254–5, 263
 Roseveare, Henry, 68
 Rosyth (dockyard), 216
 rote work: 118–19, 148, 239, 251, 311; attractions of, 41
 Rotherhithe, 17
 Royal Corps of Naval Constructors, 282
 Royal Marines, 12
 Royal Naval Volunteer Reserve (RNVR), 248
- Sabine, Edward, 111
 St Vincent, John Jervis, Earl of, 29, 32, 42, 52, 75, 82, 87
 Sandwich, John Montague, 4th Earl of, 8
 Scott, Percy (Kt. 1907), 220
 sea lords: 8, 9, 10–11, 104, 181; and politics, 125–8
 seamen: 143; health of, 35; wages and allotments, 16, 76–7
 seapower, practice and policy, 38
 Second Sea Lord, 9, 125, 281, 303
 Second Secretary (*see also* Permanent Secretary): 9, 105–7; Barrow and Tucker alternate, 52; power of, 12, 97, 102–9
 Second World War, 4
 Secretariat (Admiralty) (*see also* Admiralty; Chatfield, Ernle; Naval Staff): 3, 13–8, 37–8, 88, 116, 151, 200–6, 289–91; Civil or Civil Establishments branch, 191, 201, 205, 218, 304; finance, 191–2, 205–6, 295–7; Military or Secret ('M') branch, 45, 202–3, 224, 259, 260, 301; Record Office, 45–6, 72, 300; reform of, 47, 193–4, 259–60; 'statesmen in disguise', 49, 97, 146, 152, 154, 199, 200–1, 290–1; 'Steam'/'Ship' branch (*see also* Controller of the Navy: Ship branch), 142, 193
 Secretaries of State, 24
 Selborne, William Waldegrave Palmer, 2nd Earl of, 181, 218, 220
 Senior Naval Lord, *see* First Sea Lord
 'senior officer veneration', 233, 246
 Seppings, Robert (Kt. 1819), 53, 89–90, 112
- Sevastopol, 135
 Seven Years War, 25, 82
 'shadow cut', 299
 Sheerness (dockyard), 16
 Shelburne, William Petty, 2nd Earl of (1st Marquis of Lansdowne, 1784), 32–3
 shipbuilding boards, *see* Board of Admiralty: sub-committees
 shipbuilding minute, 208, 210, 278, 286–7
 Ships: *Captain*, 155, 156; *Comet*, 90; court martial 156; *Devastation*, 186; *Dreadnought*, 215; *Lightning*, 90; *Megaera*, 155; *Monkey*, 90; *Polyphemus*, 173; *Queen Elizabeth*, 229; *Vernon*, 197
 Shovell, Sir Cloudesley, 22
 Sick and Hurt Office (Board), 15, 17, 37, 56
 Sixpenny Office, 15, 17, 47
 Skinner, Quentin, 1
 Slade, Sir Edmund, inquiry under, 244, 309
 Smith, George, 51, 53, 163
 Smith, W. H., 171
 Somerset, Edward Adolphus Seymour, 12th Duke of, 122, 128, 130, 312; select committee under, 157
 Somerset House: 12, 15, 16–17, 28; offices, 58
 Spencer, George John, 2nd Earl, 23, 31, 39
 Stafford, Augustus, 127
 Stapylton, G. A., 60
 Stead, W. T., 177
 Stephens, Sir Philip, 10
 Storekeeper-General, 65, 138, 150
 Sturdee, Sir Doveton (Kt. 1913), 228
 superintending lord, 65, 119, 128
 Supply and Accounting system, 193, 199, 282
 Surveyor of Dockyards, 162
 Surveyor of the Navy (*see also* Controller of the Navy): 65, 118, 127, 131; becomes Controller, 138; *matériel* and policy, 40, 121–2, 132–3, 134–5, 136–7, 144, 185; staff, 135–6
 Swainson, Edwin, 200, 204
 Symonds, William (Kt. 1836), 64, 118, 121, 133–4
- technology (*see also* Establishments), 74, 134, 142–3, 144, 160–3, 172, 196–9, 211, 230, 286, 311
 Ten Year Rule, 298
 Third Sea Lord, 9, 303
 Third Sea Lord and Controller (*see* Controller of the Navy)
 Thomson, John Deas, 7, 19, 52, 61

- time, growing weight of (*see also* Bourdieu, Pierre), 206–7
 Tout, T. F., 4
 Trade Department (*see also* War Staff), 225
 Trafalgar, battle of, 2, 6, 7, 27, 306
 Transport Office (Board): 15–16, 17, 31, 56, 62; committees of, 42
 Treasurer of the Navy, 16, 18, 28, 61, 65–6
 Treasury (*see also* Secretariat): 3, 16, 23, 27, 32, 58, 62, 171–2, 191, 236, 290; example of, 107–8, 204; growing power, 56, 144, 165, 298–300; and policy, 170, 279; and the Press, 97–8; short-term approach of, 192–3, 198, 314
 Trevelyan, G. O., 152
 Trotter, Alexander, 28
 Tryon, George (Kt. 1887), 176, 204
 Tucker, Benjamin, 52, 53, 108
 Tucker, Joseph, 52
 Tweedie, Hugh, 309
 Two-Power Standard, 73, 210, 298
- U-boat war, 241
- victualling (*see also* Devonport; Gosport), 11
 Victualling Department, Napier-Halsey report on, 279
 Victualling Office (Board): 17–18, 20, 56, 60, 65, 66–7; committees of, 20, 31–2, 42, 60; staff 35, 57, 58
virement, 165, 167, 169, 299
 Vyvyan, A. V., 244
- Walker, Sir Baldwin, 118, 121, 127, 134–5
 Walker, Sir Charles (Kt. 1919), 214–15, 259, 275
 Walter II, John, 98–9
 War Office: 23, 173, 236; as model, 257
 War Staff (*see also* Naval Staff; Trade Department): 225–6, 231–2; Anti-Submarine Division (ASD), 240, 246; reform (1914), (1917) 245–8, 252; staff courses, 244; submarine tracking room, 255; Trade Section (later Division), 245, 247–8; War Room (1914), 263–4
 War Staff Group, 228, 230–3, 237, 238, 246
 Washington: 4, 73, 241; Treaty of (1921), 298, 306
 Watts, Isaac, 136
 Webb, Richard, 225
 Weir, William Douglas, 1st Baron (1st Viscount, 1938): 277; committee under, 276
 Welby, Sir Reginald, 170
 Wellesley Pole, Hon. W., 44, 45, 46, 47, 48, 80
 Wellington, Arthur Wellesley, 1st Duke of, 59, 67
 Wemyss, Sir Rosslyn Erskine (Kt. 1916; Baron Wester Wemyss, 1919), 231, 258, 260–2, 266–7, 269, 272
 White, William (Kt. 1895), 194–5, 196
 Wilberforce, William, 33
 Wilson, Sir Arthur, 224, 228, 233, 244–5
 Wolseley, Sir Garnet, 207
 Wood, Charles, 124, 164
 Woolwich (dockyard), 18, 149
 Wright, Charles, 13
 Writers, 152
- ‘X’ Room, *see* Chart Room (Anti-Submarine Division)
- Yarmouth, 17
 York, Frederick Augustus, Duke of, 6
 Yorke, Charles Philip, 43, 83, 86
 Yorke, Sir Joseph, 86, 93–4
 Young, Thomas, 111
 Young, William, 83