



CIVIL SERVICE PAY RESEARCH UNIT BOARD  
67, Tufton Street, LONDON, SW1P 3QS  
Telephone: 01-212 7779

CHAIRMAN  
The Rt Hon Lord Shepherd P.C.

27 May 1981

The Rt Hon Margaret Thatcher MP  
Prime Minister and Minister for the  
Civil Service  
No 10 Downing Street  
London SW1

*My Dear Prime Minister*

*in*  
*inside -*  
*cover*  
I have today formally submitted to you for publication the Board's report for the 1980/81 period.

I would like to draw your attention to that section of the report headed 'The Future' (paras 17 onwards), as it appears to be particularly relevant to matters at present under consideration. The views put forward are entirely endorsed by all the Board's independent members, with the exception of Mr Leif Mills, and you will see that the proposals are in line with those I put in my letter to you of 20 March 1981. We are convinced these proposals embody the essentials of what should form the new Civil Service system.

*Yours sincerely,*

*T. P. Shepherd*

SHEPHERD



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*My Dear Prime Minister*

The terms of reference of the Civil Service Pay Research Unit Board require us to receive an annual report from the Director of the Pay Research Unit, and to submit to you an annual report for publication.

The Board has completed its examination of the work of the Unit for the period of the 1980/81 pay research programme, and I accordingly submit the annual report of the Board, which incorporates that of the Director of the Unit.

*Yours sincerely,*

*Lord Shepherd*

SHEPHERD