



10 DOWNING STREET  
LONDON SW1A 2AA

THE PRIME MINISTER

6<sup>th</sup> August 1986

Dear Ken,

Thank you so much  
for your letter on behalf of  
all Permanent Secretaries expressing  
your total confidence in Robert and  
your strong feelings about the words of  
the Select Committee. As you know  
you are talking to the converted - it  
was needed converting! Robert is one of

DA

The finest public service we have  
ever had. It is due to people like  
you that the highest traditions of  
the Civil Service are maintained.

Thank you so for everything you  
do. Every good wish

Yours sincerely

Raymond Shalton

---