



GROUP RESEARCH AND DEVELOPMENT CENTRE BRITISH-AMERICAN TOBACCO COMPANY LIMITED  
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Please reply to

Text of letter sent to  
No.1s of 46 Operating  
Companies (including  
BAT(UK&E) in Woking);

[Copied for information  
to No.1s of CAC Countries,  
and to Territorial  
Directors in Millbank].

3rd July, 1985

Dear [NAME],

The future role of research and development in Southampton was outlined in a notice to you on 25th April this year. Simply stated, the new strategy is that the fundamental tobacco-related research programme will no longer be carried out centrally in Southampton but will be shared by the CAC laboratories and co-ordinated by Alan Heard from Millbank. The scientific and technical facilities in Southampton will, like those in other BAT laboratories, become aligned with an operating business, BAT(UK&E). In this way, more effective technical support can be given to that business and also to the other BATCO operations.

All this will have a significant impact on the size and organisation of the Southampton laboratories and on the work carried out there. It is clearly a priority to clarify for BATCO Companies the situation in Southampton, and details are given in the enclosed document of the planned re-organisation.

An important point to note is that those departments which in the past have provided most support for Operating Companies are retained intact, and even strengthened, for the future. The main message is that you have total access to a significant technical resource; it's yours to use. We plan to provide an enhanced level of practical support, and to emphasise this re-direction of work the facility here will be re-named BAT(UK&E) R&D Laboratory.

Central to its success are two factors. Companies need to be fully aware of the Southampton facilities, and be encouraged to use them. Secondly, the problems to which these facilities can be applied need to become known to the management and staff in the R&D Laboratory. Both factors rely on improving communications with Operating Companies. The question of communications has been discussed as a matter of urgency, and we are now preparing an approach to more fully inform Operating Companies of the new arrangements.

In the meantime, I hope the enclosed information is of interest to you, and answers some of your immediate questions. If you have any specific queries, please let me know.

Yours sincerely,

encs: 4

RICHARD BINNS

Incorporated in London No 74974 Registered Office Westminster House, 7 Millbank, London, SW1P 3JE  
A Member of the B.A.T. Industries Group

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