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RESEARCH AND DEVELOPMENT

Any plans which are prepared and put together at the meeting in Canada in December must carefully consider a number of points which are listed below. Most of these points need detailing out in extenso, and are being done. A short summary of these points is given for your consideration, alteration and/or addition.

1. The political aspect, such as restrictions of trade, monopolies, etc.
2. The parochial aspect; that we should not tread on anybody's toes.
3. The wish of local overseas companies or the Board of B.A.T. to extend research and development (apart from day to day testing work) in any country. (I have already seen Mr. Geldart and Mr. Bodde, and have yet to see Mr. Hunt and Mr. Bristow).
4. The type of work that can best be undertaken, for other countries, in the three main groups.
5. The method by which that work should be allocated to the groups.
6. How can the groups be paid if such work is undertaken or are they to be paid? Canada would probably desire to be paid.
7. Planned programmes ahead for these three groups.
8. The cost of those programmes, including the need for extra buildings, extra personnel, extra equipment, a pilot plant.
9. What co-ordination and oversight should be given to this co-operative movement?

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10. The need to establish a small research and development Secretariat, presumably in London.
11. The need for frequent visits by the Secretariat head to the three groups.
12. The ordinary liaison, day by day, between the groups.
13. To which Director of Directors on B.A.T. Board would the Secretariat report?
14. The compiling of an interchange visit programme.
15. Some planning of salaries and "prospects" for present and future personnel.
16. The maintaining of a central "record" section where the finalised reports of work completed are kept, and are available and could be distributed.
17. Whether any combined costs of this joint enterprise should be kept, presumably by the Secretariat.
18. Whether any assessment of the results of the enterprise can be worked out and kept.

Subsequent to general approval of the Montreal draft, if we should consider

19. The removal of our Group's activities to Southampton.
20. To consider the development side and pilot plant and to prepare plans and costs.
21. To prepare plans for the necessary construction and get out detailed costs for the removal of the main laboratory to Southampton.

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RTBS/MS.

19th July 1954.

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