



COMMITTEE ON INDUSTRY AND TRADE

Factors in Industrial and Commercial Efficiency

Being Part I of a Survey of Industries

WITH AN INTRODUCTION BY THE COMMITTEE

X9.3. N245
F7



LONDON.

PRINTED AND PUBLISHED BY HIS MAJESTY'S STATIONERY OFFICE

To be purchased directly from H.M. STATIONERY OFFICE at the following addresses:

Adastral House, Kingsway, London, W.C.2 ; 120, George Street, Edinburgh ;

York Street, Manchester ; 1, St. Andrew's Crescent, Cardiff ;

15, Donegall Square West, Belfast ;

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1927.

Price 5s. 6d. Net.

CO. E ON INDU RY AND TRADE,
IN. MENT OF APPOINTMENT.

Whereas it has been represented to me, the Right Honourable James Ramsay Macdonald, Prime Minister, First Lord of the Treasury and Secretary of State for Foreign Affairs, by the President of the Board of Trade, that it is desirable to inquire into the conditions and prospects of British industry and commerce, with special reference to the export trade ;

Now I, therefore, do hereby appoint the following persons* to form a Committee to inquire into and report upon the aforesaid matters, and to make recommendations in regard thereto ;

Sir ARTHUR BALFOUR, K.B.E. (*Chairman*)
Mr. JOHN BAKER.
*Sir WILLIAM BEVERIDGE, K.C.B.
Mr. HENRY BOOTHMAN.
Mr. J. T. BROWNLIE, C.B.E.
Mr. W. T. CHARTER.
Mr. C. T. CRAMP.
*Mr. HUGH DALTON, D.Sc.
Sir HARRY GOSCHEN, K.B.E.
Mrs. M. A. HAMILTON.
Mr. F. A. HARGREAVES.
Sir NORMAN HILL, Bart.
Sir JOHN S. HINDLEY.
Mr. DAVID LANDALE.
Sir W. CLARE LEES, O.B.E.
*Mr. P. J. PYBUS, C.B.E.
Mr. ARTHUR SHAW.
Sir ALLAN SMITH, K.B.E.
Sir HUBERT LEWELLYN SMITH, G.C.B.

I further appoint Mr. W. Carter to be Secretary and Mr. A. R. Fraser and Mr. W. L. Buxton to be Assistant Secretaries to the said Committee.

(Signed) J. RAMSAY MACDONALD.

28th July, 1924.

*The members whose names are marked with an asterisk have since found it necessary to resign, and the following additional members have been appointed :—

Sir WILLIAM ASHLEY, Ph.D. (appointed 2nd December, 1924.)
Sir W. PETER RYLANDS (appointed 30th April, 1925).



MEMORANDUM ACCOMPANYING TERMS OF REFERENCE.

The scope of the terms of reference is regarded as being on the general lines set out in the three following paragraphs, which are intended explanatory of the subjects on which investigation is specially desired and not as an exhaustive definition of the inquiry :—

“ The first question to which the attention of the Committee should be directed is the present position of British overseas trade and the prospect of British participation in the markets of the world being such as to ensure sufficient and continuous employment and a satisfactory standard of living in this country. The examination of tendencies and developments in the markets of the world and also in the chief competing countries will be involved, together with an inquiry into the growth of competition with British goods in these markets, the likelihood of its continuance, and its probable consequences.

“ The second question is the ability of British industry to meet competition under the conditions thus determined and to adapt itself to changes in the nature of overseas demand. This involves an inquiry into British productive capacity and organisation, including the supply and efficiency of capital, labour and management, the present and future adequacy of raw materials and possible improvements in their utilisation, and the part played by the United Kingdom in new developments of industry, particularly those which are the outcome of scientific research. Matters to which attention might be directed are the present extent of large-scale production, its possibilities and limitations; the efficiency of plant and equipment; power supply and transport as factors in cost of production; marketing organisation at home and abroad; and the current methods of industrial and commercial finance. It will be necessary, in addition, to take account of the effect of State regulative action upon costs and output.

“ The third question is that of the relations between those engaged in production. This will involve inquiry into methods of industrial remuneration, the main causes of unrest and disputes, and the methods of avoidance or settlement of disputes, as, for example, co-partnership, co-operation, Wages Boards and voluntary arbitration, State regulation of wages, and compulsory arbitration and compulsory enforcement and extension of agreements.”

New Public Offices,
Great George Street, S.W.1
December, 1926.

THE RT. HON. STANLEY BALDWIN, M.P.

SIR,

We, the Committee appointed by your predecessor on the 28th July, 1924, "to inquire into and report upon the conditions and prospects of British industry and commerce," addressed a letter to you in June, 1925, transmitting a collection of Surveys of Overseas Markets. In that letter we stated our intention of submitting from time to time, in advance of our final report, further Surveys and collections of material bearing on different branches of the question within our terms of reference. In February, 1926, we submitted to you, in pursuance of this proposal, a second volume forming the Survey of Industrial Relations.

The gratifying reception accorded to these volumes when published encouraged us to adopt a similar procedure for the purpose of surveying the remaining factors in industrial and commercial efficiency. The material, however, in our possession for this concluding survey is so great in amount that it has been found necessary to divide it into two parts.

We now beg to submit herewith, to be laid before Parliament if desired, a collection of memoranda and statistics, which constitute the first part of the survey referred to above. In accordance with the practice adopted in the two volumes which we have already submitted, we have prefixed to the present collection, in order to facilitate its study, a brief introductory summary and review.

A. BALFOUR (*Chairman*).
WM. ASHLEY.
JOHN BAKER.
HENRY BOOTHMAN.
J. T. BROWNLIE.
C. T. CRAMP.
W. H. N. GOSCHEN.
MARY AGNES HAMILTON.
F. A. HARGREAVES.
NORMAN HILL.
JOHN S. HINDLEY.
DAVID LANDALE.
W. CLARE LEES
W. PETER RYLANDS.
ARTHUR SHAW.
ALLAN M. SMITH.
H. LLEWELLYN SMITH.

W. CARTER, *Secretary*.

A. R. FRASER } *Assistant*
W. L. BUXTON } *Secretaries*.

NOTE.—Mr. W. T. Charter has been absent from the country throughout the preparation of this volume, and is still abroad. In consequence, he is not a signatory to this letter.

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