

effort to satisfy common needs, and an acknowledgment that the community is always a necessary partner in all production.

Having thus examined the principles which were implicit in the outlook on industrial life with which we started, it is now necessary to sketch out, in brief, the methods by which it is proposed to apply and to safeguard them. In the first place, it has been evident, through all our discussion, that we have had in mind that from the beginning there must be a central body which must regard itself as the trustee of New Town ideals on behalf of the future community. This body will start in the form of the directorate of the *Parent Company*, whose main business will be the foundation and equipment of the town. In Chapter II. it is indicated how in course of time this body will become more and more definitely representative of the growing community. Its responsibilities will be very great, because ultimately the only safeguard of those human standards which we profess will be found in the loyalty to ideals and the clearness of vision of these men and women, supported by those who will come to be associated with the venture. Theoretically there might be advantages in the *Parent Company* managing all the industry of the town, through departmental committees, in one huge co-operative concern. But there are many risks and difficulties attached to such a plan, and we propose, therefore, without limiting the expansion in that direction, other methods which will avoid over-centralisation, spread responsibility and interest, and give more scope to the initiative of individuals and of groups. We propose, in the first place, that the *Parent Company* shall initiate and, in a sense, function through semi-independent bodies, which we term *Subsidiary Companies*. Any industry or service which was thought necessary or desirable for the community could be entrusted to one

The Parent
Company.

Subsidiary
Companies.