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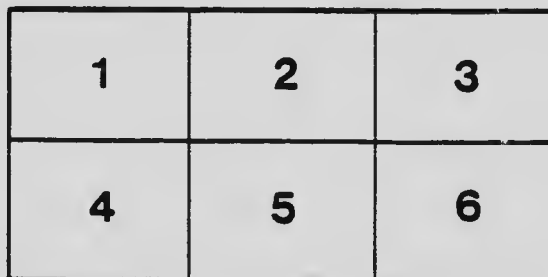
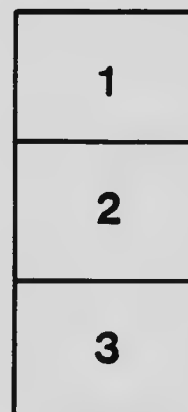
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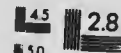
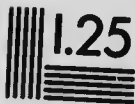
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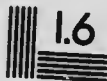
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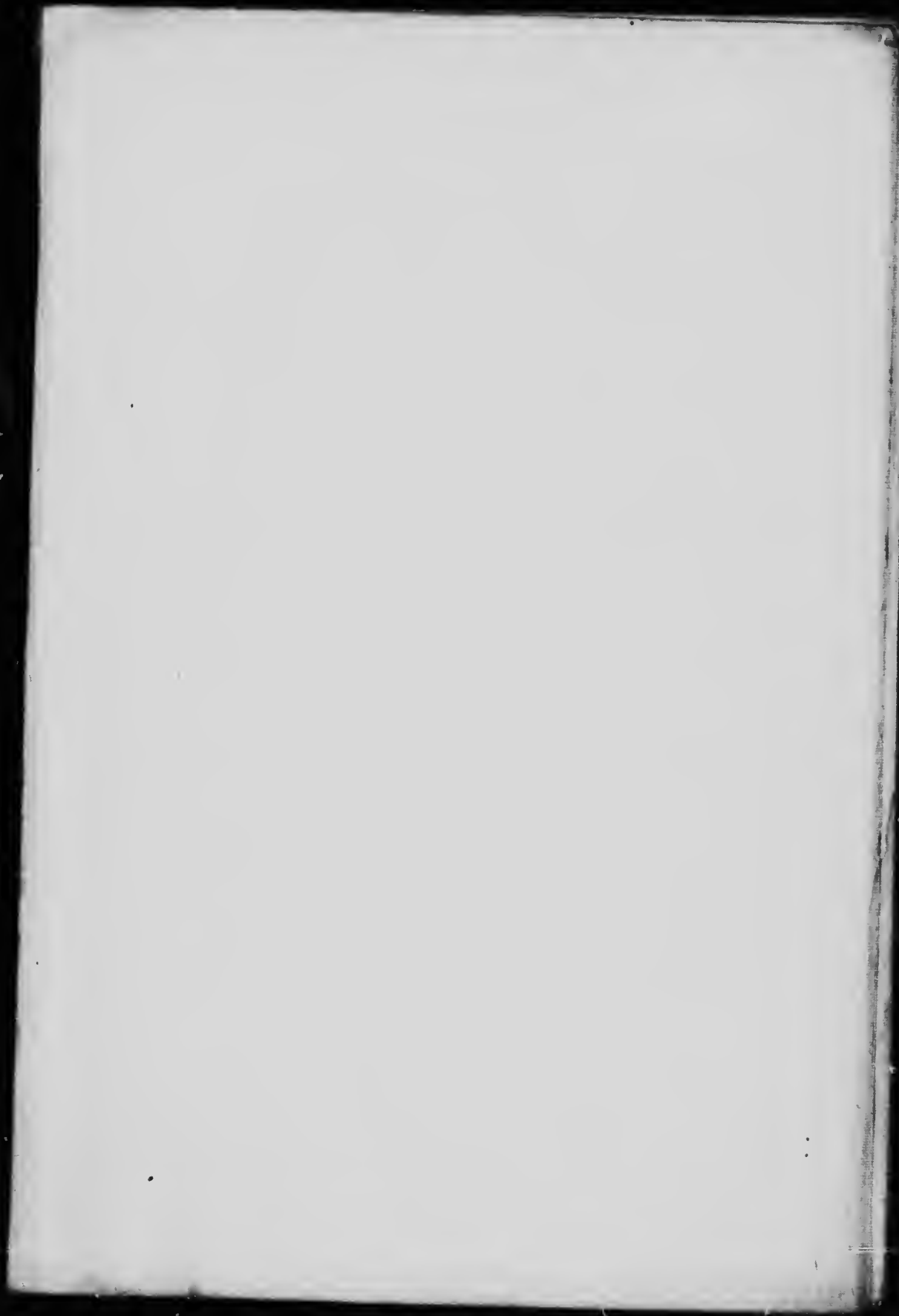
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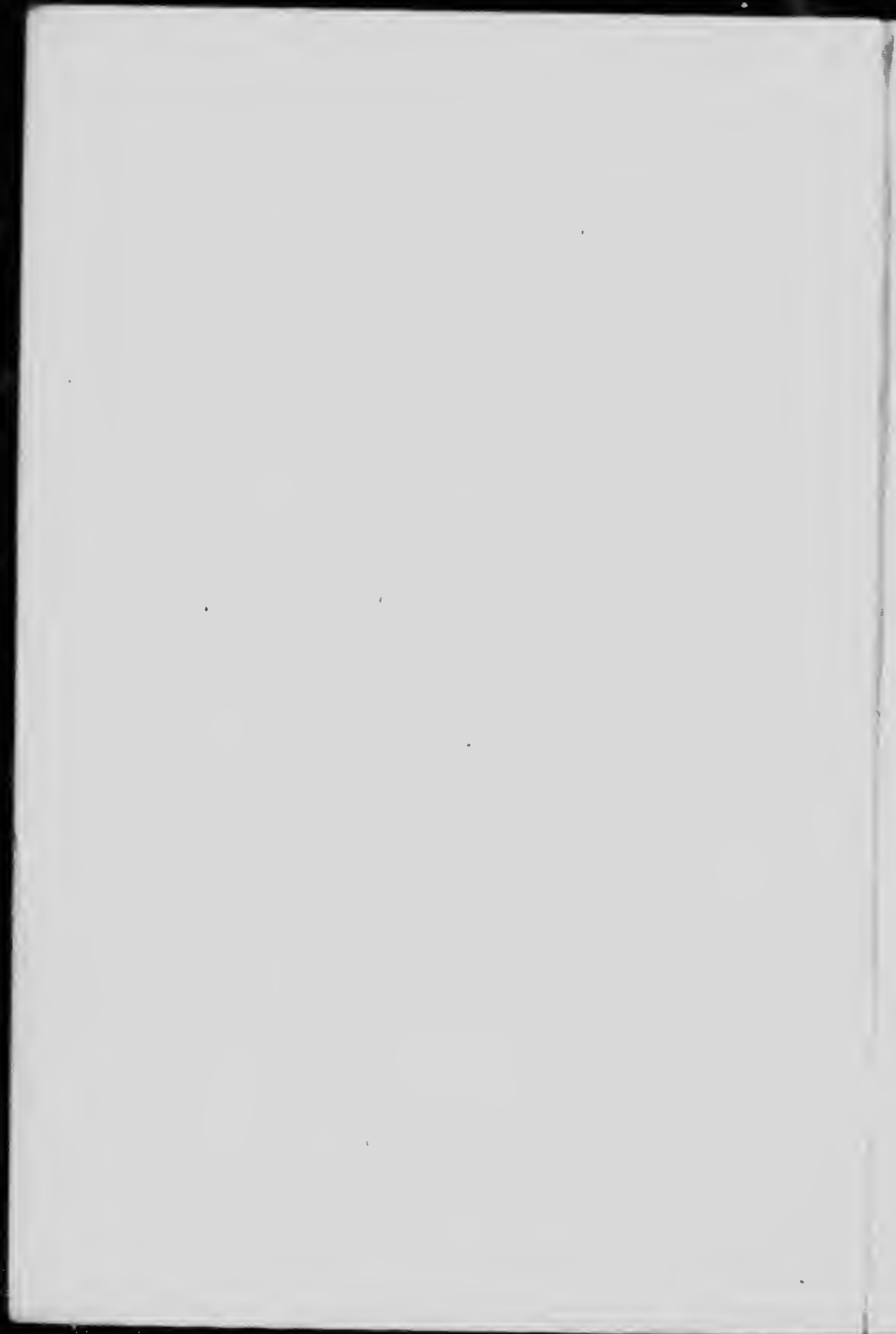
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NEW TOWN



NEW TOWN

A PROPOSAL IN AGRICULTURAL,
INDUSTRIAL, EDUCATIONAL, CIVIC,
AND SOCIAL RECONSTRUCTION

EDITED FOR THE NEW TOWN COUNCIL

BY

W. R. HUGHES, M.A.



1919

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This book is published with a twofold purpose. It is intended to promote thought and study in connection with the problems discussed and the ideals set forth. But it has also the more immediate object of enlisting support for the practical proposals made. The first steps towards the founding of the New Town have already been taken by the Pioneer Trust, Limited, and an appeal for the necessary capital will be found at the end of the book.

NEW TOWN

CHAPTER I

THE PROPOSAL

" Now I believe that the time has arrived when the principle of association, solemnly and universally promulgated, should become the starting point of all theoretical and practical studies having for their aim the progressive organisation of human society."—MAZZINI.

THIS little book contains the outlines of a proposal to found a new Country-Town in England in such a spirit and on such a plan as shall stir the hearts of all who are seeking after freedom and fellowship. It is therefore not merely a scheme of housing reform, but, with a far wider sweep, will be found to touch upon almost every branch of the great and difficult human art of living together. It is a proposal put forward by a body of men and women, after long and careful consideration, as a contribution towards that reconstruction and transformation of our national life after the war for which so many are working in a thousand different ways. The scheme has already advanced considerably beyond the paper stage. A "New Town Council," consisting of about fifty persons, is at work, preparing the way for the enterprise, and making its nature known. It is this Council which is responsible for the preparation and issue of the present book. Further, a corporate body, known as "The Pioneer Trust, Ltd.," has already been formed to prospect for a suitable site and to secure an option to purchase.

It will readily be gathered from the tone of the following chapters that, as promoters of this scheme,

we are aiming very high. In general, it may be said that our ultimate object is to provide the right conditions of life for the full development of human personality. But we recognise that this cannot be done at one stroke, nor by any formal plan, nor for one body of folk alone. We would, therefore, like to emphasise at the very outset that our proposals must be regarded as tentative in many respects, subject to many modifications of detail as the scheme develops; that we do not look to form a perfect and self-contained community—a little paradise of saints safe from the evils and dangers of a wicked world around! We know that the failings of the ordinary men and women who will live in New Town would make that impossible, and we wish its citizens to take an active and important part in the wider affairs of the county and the nation. It is largely because of the recognition of the need for sober beginnings and continuous progress towards better conditions that we lay so much stress on the educational proposals in connection with the scheme. Make these right, and other right conditions will follow in due course. Holding such provisos in mind, we yet assert our belief in the possibility of providing, by a united effort, a striking example of what can be achieved by voluntary association in improving the conditions of social life in an English town. We believe that, while action by political and semi-political methods is always necessary, yet a greater step forward can often be taken by a body of people who have the will to venture and the plan ready; and that, in fact, effective action on a larger scale, whether by legislation or otherwise, can, usually, only follow after such voluntary experiments have shown the way. An excellent example of this is seen in the way in which the work of Letchworth and the various co-operative and other voluntary housing schemes have made possible and easy the issue of such Local Government Board regulations as those which provide that in the

outburst of house-building which must follow the war, not more than twelve houses to the acre shall be erected in urban or eight in rural districts.

If, then, such an effort to find a new expression of general social ideals in a united venture is regarded as desirable in itself, the question arises at once as to what is the most suitable and effective form that can be devised. A large number of different considerations led, with quite remarkable agreement, to the conviction that the right method was to plan a New Town, set in a New Countryside, within whose borders an interlinked system of human associations for the various purposes of life might be consciously developed. From whatever side the problem is attacked, there are seen to be immense advantages in a solution which provides the opportunity for something like a simultaneous new start in all those departments of life which we feel are unsatisfactorily arranged to-day. In this way we can break through some of the vicious circles which hamper more sectional efforts to improve our civilisation. For example, some look for national salvation in a new system of education, but soon find that their schemes are impossible or are frustrated because of the bad conditions in the children's homes. The housing reformer can make little advance, because of the existence of low wages and unprocurable land. Those who are anxious to give a higher place to women in all social life are in turn hampered by existing conditions of home and of employment. Those who would bring the town-dwellers into closer contact with Nature and with her productive processes, and those who would give a wider culture to over-driven countryside labourers, are alike confronted by the evils of the huge congestion of our cities and the emptiness of much of our country, and would leap at any opportunity of fashioning anew a more healthy distribution of population. As a recent example of the recognition of this interdependence of

all social problems, we may quote the experience of the Government Committee lately appointed to consider the development of adult education. Its first report¹ was occupied with the task of showing how the evidence presented to the Committee insisted that " industrial and social reform are indispensable, if the just claims of education are to be met, and that the full results of these reforms will be reaped only as education becomes more widespread"; and thereupon followed a consideration of the following subjects—hours of labour, monotonous and exhausting forms of work, unemployment, holidays, the need for a new industrial outlook, housing and town planning, the moral problem, women's work, and local administration — with recommendations made under each head.

**THE ROADS
INTO NEW
TOWN.**

Now by our plan we can, in fact, make a bold attempt to do something in all these different lines at the same time. The roads by which each body of social reformers wishes to advance seem to lead us directly into New Town. Let us approach our city along one or two of the highways.

**The Land
Reform
Road.**

We propose to purchase a portion of the surface of England, of about 3000 acres, and to exemplify upon it a more rational method of arranging homes, workshops and factories, so that its inhabitants shall all be in some direct touch with Mother Earth, and yet so grouped that all kinds of healthy and varied social intercourse is made easy. This is an experiment in recolonising our own country. The land will be held permanently for the benefit of the community living upon it, and the rise in value owing to increase of population will not go into private pockets, but will be used for the general good. We are thus experimenting in land reform.

¹ Interim Report of Committee on Adult Education. Cd. 9107.

The Economic Road. More important and fundamental still is the aspect of the New Town proposal which deals with the economic basis of its life and industry, for unless this is soundly arranged much of the superstructure will obviously become impossible. We trace, ultimately, most of all our social ills to the fact that the supply of our physical needs is dependent almost entirely upon the operation of the motive of personal profit. We do not propose to try to abolish private property in New Town, nor to equalise at a stroke all wages and salaries. But we do take the important step of endeavouring to prevent the businesses and industries of the town from being organised for the sake of making profits or dividends for individuals, and seek to replace the self-regarding financial motive by the motive of service to the community. We mean that all the production of New Town shall be for use and for the enrichment of life, and not undertaken merely because it can be made to pay. The New Town scheme is, therefore, the launching of a new movement in industry, which will try to gather together the experience of co-operative societies of all kinds, craft workshops, and progressive employers, and use all in a network of varied enterprises united by the common dominating aim of service of the community. In this attempt the fundamental business of agriculture will be given an exalted place, so that what is now too often regarded as the Cinderella of industries shall take her rightful place as princess. New Town may be regarded as an experiment in the redemption of agriculture.

The Home-making Road. Again, New Town is a housing and town-planning experiment, but, because of its wider aims, it regards the corresponding problems in a new light. Housing becomes an aspect of home-making; town-planning has an eye to a future town in which comradeship and co-operation shall have dispensed with West End and East End, and

many other social distinctions, and shall have devised new methods of lifting the burden of unending domestic toil from the shoulders of wives and mothers.

The Educational Road. New Town is also an educational experiment. In the heart of New Town will be the School, and much of the civic endeavour and ideal will gather round it. Unless each succeeding generation in the town can be so brought up as to strike out new paths of freedom and originality in the application to life of the great and simple human ideals, our town's life will soon wither and contract. We have, therefore, given full thought to the problem of education in New Town, and we find here, as elsewhere, much movement already afoot, and ideas ready for fuller expression, which are in accord with our own suggestions, and convince us that we can well serve the general cause of education in the country by carrying out our scheme of linking the educational activity with the general life of the town.

Thus, in the very briefest outline, we have indicated how the thought of the interrelation of all social problems, which is apt to lead to despair when an attempt is made to grapple with one alone, becomes a ground for hope when we have caught the idea of starting a new town, in which the general organisation will reinforce the attempts to progress in each particular direction. This is, no doubt, one reason for the way in which the proposal has already attracted into co-operation many men and women who have special interest in different social questions. And it partly accounts for the interesting way in which their thoughts and suggestions have worked together and become crystallised by degrees into the common proposals contained in this book.

The Spiritual Foundations of New Town. But there are other and deeper reasons for this unity, and to these we must now try to give some expression. The solutions of all our problems of social and civic life are to be

sought and found together, because they are in reality spiritual and not material problems. They are inter-linked because of the unity of the spirit in man, and the solution of the riddle of society is, therefore, also discovered to be one with that of the riddle of the individual life. We aim at right external conditions in order to free the creative spirit. And all the while it is the creative spirit that is itself building and preserving these conditions. And the conditions that will produce fullness of life in our New Town are not to be only or chiefly fresh air and pure food and healthy homes; they are, above all, to be found in the fellowship and association in bodily and mental labour with comrade human spirits. New Town can only be truly built in so far as it is being built already in the hearts and wills of men.

"Our towns are copied fragments from our breast;
And all man's Babylons strive but to impart
The grandeurs of his Babylonian heart."

We join in this common effort because we are already joined in a common belief as to the nature and destiny of man. Outwardly, New Town is to be a social experiment in the provision of a fit environment for the minds and bodies of men and women; inwardly it is to be a call to the spirit of men and women to enter into the joy of active service together for the glory of God. We believe that in the core of every human personality lies the true self that must needs seek the perfect truth, beauty and goodness; that this hidden man of the heart will be called forth, not only by the effort of the individual, but also by right environment and stimulus, and above all by a call to common worthy service. "One loving heart sets another on fire," and when we reach the knowledge of our deepest self, we find it is one self with that of all our fellows, and that our task is one. Hence we believe the planning of our town as a co-operative city and the emphasis laid upon association in all the affairs of it to be justified, not merely as measures of economic

common sense, but because they are outward expressions of a fundamental characteristic of human nature. The blossoming of individualities will be achieved through their service of the community and their loyalty to it. Herein lies the reconciliation of the complementary ideals that we label "individualistic" and "socialistic," and herein a chance to show the meaning of the Christian laws of life.

New Town Again, not only by the way of philosophical or religious convictions do we reach our standpoint, but also by the study of history. Books like Kropotkin's *Mutual Aid* have taught us to see how closely the progress of human kind is dependent upon an ever-increasing and ever more complex degree of conscious association of men and women, both in work and in thought. The "struggle for existence," admitted as a cause of evolutionary advance, will issue finally in the survival and dominance, not of those individuals or societies which can fight most fiercely, but of those which have learnt most fully the secret of harmonious, directed co-operation with their fellows. The background of thought out of which grew the extraordinary history of industrial development in England during the last century was, on the whole, of an almost opposite character. Freedom for each individual to apply all his energies to make his own position secure, comfortable, or wealthy was expected to result in general prosperity and happiness. Philosophic theory and individualistic religion fitted into the scheme. The social history of the nineteenth century consists largely of a demonstration of how false thinking and self-centred living worked out into forms of ugliness, disease and poverty. But from another point of view we can read the history of the same times as the record of a gradual self-cure, of the counter-advance of ideals of co-operation and mutual service. The full flood of this incoming tide of thought is now close upon us,

with much confusion of waters. And since we should like to see New Town set rightly and firmly in its historical environment, it will perhaps be worth while to cast a glance back on this world-wide movement.

It may be said, perhaps, that the traditions and sympathies of the common folk have always preserved an element of communal feeling. But the effect of the competitive commercial and industrial system, with its attendant rapid growth of great cities, was to uproot the traditions and discourage the sympathies. New and wider forms of association were needed in order to meet the new conditions. Politically, the hopes of the people were at first centred in the demand for a wider franchise—but there was found to be no magic in this machinery. It is a necessary step, but only a short one. The opponents of the capitalistic and competitive order then began to collect into armies, in all countries, under the challenging banner of Socialism. The early Socialists believed in the method of communities. It was only necessary for a few hundred or a few thousand men and women to join together in a properly organised community for them to achieve at once a state of happiness and prosperity, and for all the world to rush to follow their example. In England, Robert Owen gathered his tens of thousands of followers from all ranks of society, and experiments in community life were made in a number of countries, mostly with unfortunate results. The world, slightly amused, ran on in its old way. The next stage was that of "Scientific" Socialism, inaugurated by the work of Karl Marx. The workers of the world were to unite and prepare for the time when the capitalist system, becoming ever more and more top-heavy, would be overturned once for all, and the whole people, organised as a State, administer thenceforth all things for the common good. Again, things did not turn out altogether as expected. The workers united only to separate again. Even the capitalist

system would not play fair, and began in certain ways to modify itself from within. And the State itself became a suspect, a possible tyrant. We are now, perhaps, in the transition period to a third stage of Socialist theory, which demands a much more prominent place for the producers of wealth, organised by industries into "Guilds" responsible for the work and the well-being of their members. But while the dogmas of some Socialists, like all rigid dogmas, may call for a little laughter and scepticism, the influence of the general Socialist trend of thought in the modern world has already been enormous and is still increasing. It is shown in legislation that begins to protect the economically weak instead of the strong, and to tax the wealthy in order to mitigate poverty; in the great and growing influence of the trades unions in industry and politics; in the silent and astonishing advance of the co-operative movement, which has already taken over from the private capitalists so much of the distributive trade, and is now vigorously attacking the productive; and in the steady progress of "Municipal Socialism," whereby the people of the locality are already managing, in some place or other, almost every kind of enterprise that is of public utility. Truly the new forms of association are not far to seek! We may note, in particular, how State and municipality have advanced into action side by side with the voluntary associations, and how, in the service of the full human ideal, it has become necessary to invoke the co-operative help of political, industrial, educational and moral forces. The synthesis is yet to be made. The end of a period has come in catastrophe and blood. We hope that the tragedy will leave mankind a little more free, a little more purged of selfishness, a little more humbled and ready to learn. We know that it has already cleared the way for new experiments in national and local government, some good and some bad; we know

that it has mixed together men and women of different classes as never before; we know that it has stirred most of us to the depths, and left us resolved to try to live more worthily because of those who have so worthily died. Rightly, therefore, is thought being given to the problems of reconstruction and social advance after the war; nor must we spare to give our labour and money when the way is made plain.

New Town As a contribution towards that more complete and brotherly way of life to which, as a synthesis of social movements, we believe, past advances point, and which after-war conditions will still more urgently demand, we offer this New Town scheme, asking for comradeship and helpful criticism. We see in it a combination of the good points of all those movements to which we have briefly referred. It is a community formed voluntarily under the impulse of an ideal, but not binding its members by creed or regimentation of life. It seeks to unite all its workers to achieve freedom for all their comrades. It gives to the productive workers a large measure of control over the conditions of their industries. It enlarges the operation of the principles of the existing co-operative societies. It applies, in more complete forms than hitherto, the principle of communal control of land, of industry and of public services, and so sets an example in municipal and regional government. And, in addition to all this, it seeks to bring more fully into the realm of associated common effort, the education, the domestic service, the creative and recreative sides of the life of its inhabitants. It will not forget that the aim of association is the perfecting of human character.

Advantages of a small town. A small town has been deliberately chosen as the scale of experiment. We believe that in a body of ten to twenty thousand people every social need can be met, with sufficient variety and interest, while the evils of over-congestion can be avoided and the countryside be kept unspoiled. The

history of certain small towns of the past is enough to give us hope and inspiration. We should be well content if some of the civic spirit of Athens or of the free mediæval cities could be paralleled in "New Town." There would be great differences; ours would not be a City-State, but a city within a State; and we should seek to create a greater equality among all the citizens. But a town of moderate size does seem able to evoke the intensest form of loyalty, and it will be our aim from the beginning to foster such loyalty in every way. There are those who shrink from the very idea of a *new* town, who long for the great mass of association and tradition that clings about the narrow streets of ancient cities, who would rather be descendants than ancestors. To these we would commend the task of regenerating the old towns. But the story of our colonial development shows how many of our race have preferred the freedom of a new start, even under alien skies. Our colonising will be done, after all, upon the soil of old England, and we shall endeavour to link up with all old associations of the site chosen and the surrounding area. We hope to hear some pleasant old English village-name as that of our town. And, furthermore, we look to the time when our old cities, instead of adding house to house for ever on their own borders, may profit by our example and found daughter garden cities in the surrounding country; when every new garden city shall mean also a new and spacious city garden to replace some dangerous, crowded slum.

New Town For it would be a sad day if we ever had not an end to confess that New Town was to remain in itself. an isolated experiment. Regarded as a housing scheme, it is not even the first of its kind. For Letchworth is already in existence, the only "garden city," possessing its own land and planning its growth from the start, the healthiest town in England. We have the advantage of being able to study closely this

experiment and to profit by its mistakes as well as its successes. And there is now on foot a strong agitation that demands the founding of numerous carefully planned small towns as the right method of extending industry, and of building the necessary number of new healthy homes after the war. But we wish to point out once more, and as plainly as possible, how our plan takes us far beyond the scope even of the garden-city enterprise. We believe that the type of social organisation evolved during the nineteenth century has already been judged and found wanting. It has taught us lessons of self-reliance and energy, and shown how to increase the production of goods a thousand-fold. But it has left men and women in antagonism to each other, miserably divided into classes that live apart. It has largely destroyed the joy of work, so that the really beautiful things we make are few. It has sanctioned forms of slavery for men, women, and even little children. Just because the coming type of industry and of social life will insist upon wide forms of association and mutual service, as the means of development of personalities, as well as the best means of supplying physical needs, it will be necessary for the tests of such a way of life to be made on a considerable scale, and by means of an all-round and balanced co-operative effort. We believe that any success achieved in New Town, as such a pioneer experiment, will be due to the fact that the whole of our civilisation is slowly, often unconsciously, moving in the direction we intend to tread; that we shall therefore be able, from the beginning, to link up with many other bodies and movements; and that, within a space of years, other similar attempts towards the expression of the same ideals will be made, giving rise to wider opportunities of federation. And at length the body of those who have voluntarily adopted the principles of production for use and communal regulation of all services with a view to the

enrichment of the lives of all, will become the main body of our nation, and the social revolution we desire find thus one means for its accomplishment.

Who will
live in New
Town?

Is New Town to be peopled by carefully chosen ascetics or visionaries? Let us dismiss at once any such thought. Its gates will be thrown open to the crowd of ordinary, red-blooded, foolish, well-meaning men and women. "The common man will live strongly, given the chance." Has not the war shown us how much of the hero and idealist is lurking within every coat? The common group spirit, to which New Town will seek to give form and expression, calls to what is deepest in each of us. We shall seek to give to every one who comes to live in New Town, such healthy conditions for body, mind and spirit, that it will be difficult for him to respond with anything except the best that is in him. We do look forward to misunderstandings, compromises, struggles and disappointments—yet set in a framework of common, joyful effort that shall redeem all. The emphasis which, in writing, we are bound to lay upon the need for the right spirit in the founding and growth of New Town must not lead us into the error of supposing that its inhabitants must be picked and perfect altruists. The appeal made by the special character of the town will no doubt, to a certain extent, result in attracting a larger proportion than usual of active and thoughtful citizens; but in the main they will be just the same mixed lot of folk as are to be found in other cities, yet distinguished, we hope, by a more general happiness and fullness of life, because of the nature of their work and interests.

The following chapters describe, in more detail, the proposed organisation of the town and of its various activities. They have been prepared by different groups of members of the Council, which will account for any differences of style or slight variations in emphasis or outlook. It is natural, perhaps, to expect

that in working out such a large scheme we may have gone in some parts too much into detail and in others too little. And we do not expect that New Town will grow exactly in all points to the pattern here described. If we have anywhere demanded too much, time will correct us; if too little, new comrades may supply the lack. The various chapters naturally tend to describe the town in its full-grown condition, and we are conscious that for perhaps a long while only the first steps along the paths described may be possible. We do not wish to sacrifice principles in order to hasten the growth of the town, but we ask for speedy support from those who share our belief in the need for such an enterprise, so that it may come to maturity in time to be a strong influence during the period of national rebuilding that must follow the war.

CHAPTER II

THE FRAMEWORK OF NEW TOWN

*" In the compass of a pale
Keep law and form and due proportion
Showing, as in a model, our firm estate."—SHAKSPERE.*

The Frame- work.

THE general principles which it is the desire of the promoters of New Town to express have been set out in the previous chapter. The first expression of these must be through the general administration. It has been already indicated within what limits our enterprise is undertaken, and the forms of administration will necessarily conform to these limitations. We do not wish to lay down rigid rules, or make any attempt to forestall every contingency; but to carry out an enterprise of this character there must be a framework sufficiently well defined, and this framework must be such that all the undertakings of the town, industrial and other, shall fit naturally into it. The whole must express a unity; there must be cohesion between the parts, but a cohesion evidenced by elasticity and resilience. To this end we shall try to show how, in the general administration of the town, we propose to interpret our main theme of association, and, in particular, of self-government. Subsequent chapters will show how, in unison with these methods of general administration, we propose to apply the same principles in the several departments of the civic life.

We realise to the full that the success of our enterprise is bound up with that of sound administration. Anything short of this is unfair to the ideals we enter-

tain. It is, after all, the beauty of the ideal which attracts men, and the failure to exhibit the ideal in daily working which discourages them. When theories require translating into facts, when ideals of better housing come to be expressed in terms of bricks and mortar, and nobler forms of commerce in terms of the raising of capital for industrial ventures, then the question of administration becomes the touchstone of their practicability.

The formation of New Town Company. The framework for New Town will be determined largely by the constitution and organisation of the New Town Company.

It is evident that the land which must be secured for the basis of our enterprise must legally, from the outset, be vested in some body, and that the same body will naturally be responsible for its development. Such a body might be created by a deed of trust, or incorporated under a private Act of Parliament, or possibly even by a Royal Charter. There are substantial advantages to be found in these methods, but circumstances will probably make it necessary to proceed by means of a limited liability company. It will be one of the tasks of the existing Pioneer Trust, in consultation with the Council, to prepare the articles of association of this Company, which we shall sometimes speak of as the Parent Company. The share capital of the Company, which may be issued in different classes, will not be less than two hundred and fifty thousand pounds sterling. Additional money, as required, may be raised by loans, debentures, or mortgages. The interest to be paid on subscribed capital will be strictly limited in amount, and friends of the scheme will be invited to lend money without interest.

In the formation and finance of New Town Company we are met at the very threshold with the difficulty of realising, in a manner as adequate as might be desired, the ideals of our enterprise. Indeed, it must be

confessed that, in certain particulars, it is not practicable to depart far from the present beaten track. In the raising and administration of large sums of money, amounting in the aggregate to several hundred thousands of pounds, it is not practicable to dissociate from the contributors of such sums of money a large measure of responsibility for their administration. Nevertheless, the spirit which has brought the enterprise into being will also, it may confidently be assumed, operate in its fulfilment, and there seems no reason to anticipate that the "power of the purse" will exercise a clogging or retarding influence. In the conditions under which it will be wielded we may, indeed, expect from it an influence which, if in some respects restraining, will be none the less helpful.

Constitution The constitution and mode of election of the Board of the Board of Directors of the Parent of Directors. Company is a matter of prime importance. The desire uppermost in the minds of the promoters is that, to the furthest limits practicable, the residents of New Town shall have voice in the government of the town. Representation upon the Board of Directors is a means, but one means only to this end. It is, however, clear that, at the commencement of the Company's activities, the resident population will be practically non-existent, and accordingly, in any event, the first Board of Directors must be appointed by the individuals who launch the venture. We may be sure that those chosen will be men and women imbued with the spirit of the New Town scheme and keenly desirous of promoting the ideals which animate it.

Further, in order that the opinion of the holders of smaller amounts of capital may not be unduly outweighed by the holders of large amounts, it is intended to arrange that the scale of voting shall not be, as usually obtains, in exact proportion to the number of shares held by each individual. It is suggested, for

example, assuming the value of each share to be £1, that holders of less than £100 shall be entitled to one vote; holders of £100 to two votes, with one additional vote for every complete £100 up to £1000; above £1000 one additional vote for every complete £500.

In regard to the *personnel* of the directorate, it is especially desired not to exclude from the Board, because of the difficulty of qualifying for a seat, any men and women of high ideals, public spirit, ability and experience, and accordingly it is proposed that the technical qualification for director shall consist in the holding of one share.

Residents' Directors. The influence of the residents in New Town upon the constitution of the Board will be secured by giving them the right, as residents, to elect a certain number of directors. The voters for this purpose will consist of all the adult inhabitants who have resided on the estate for a necessary qualifying period. Such a vote will be in addition to any votes to which he or she may be entitled as a shareholder of the Company. Towards the same end a further provision will no doubt be made to secure, as the town grows, that a suitable proportion of the directors shall be elected from among residents on the estate. The goal that the promoters have in view is that, ultimately, the estate shall become the property of, and be managed by, the town itself.

The control of the estate by such a Board of Directors as outlined above is, it is admitted, of the nature of a compromise. It is necessary to raise a very large amount of capital from the capital-possessing public, and to effect this the investors must have reasonable confidence that their investments will be controlled by men of sound business instincts and mature judgment. From the standpoint of advocates of a larger measure of communal control, we claim that the proposals outlined indicate a great advance on any other existing scheme on similar lines. We know, for instance, of

no garden city, garden suburb or land-development scheme which gives residents on its estate, by reason of their residence, a vote for the election of the directorate.

Apart, moreover, from this more immediately financial responsibility, it will be further indicated in this chapter, and illustrated throughout the book, in what manifold ways the residents, each according to his capacity, will be called upon to contribute towards the work involved in the detailed daily administration of the town. The Board of Directors must not be pictured as a body exercising control from a lofty, isolated height. It will necessarily be the seat of final authority, and will have its own peculiar work. But it will also set in operation many other groups of citizens for subsidiary purposes, giving help in the way of initiation, advice and co-ordination.

The Functions of the Board. The duties of the board of a land-owning company usually end with deciding to whom and upon what terms the land is to be let, the due enforcement of these terms and the collection of the rent arising thereunder. The Directors of New Town, however, will be called upon to undertake much more onerous and responsible duties. They will be assisted by committees and groups of residents, specialists in the varying activities of the town's life, who will be working constantly for the concrete expression of the ideals which have attracted them to New Town. The directors will, nevertheless, in a very real sense, be the guardians and trustees of the town's well-being and, as such, constantly faced with problems that vitally concern the health and happiness of every resident.

Public Services. The civic work which is usually carried on by a progressive town council, or similar body, will, for a considerable term of years, necessarily be undertaken by the Directorate of New Town. As promoter of most of the public services, it

will be responsible for their provision and administration. These services will, in one form or another, provide roads, drainage, water, gas and electric supply, either separately or in conjunction with national or county schemes.

But, in addition to these *direct* services, the Board will initiate projects covering other services of public utility, and engage in them indirectly, for the most part through subsidiary companies.¹ Among such services may be cited, for example, the provision and distribution of an adequate pure food supply, the undertaking of agricultural operations, the provision of houses, certain workshops and factories, public buildings, the securing of means of transport.

Thus, through the New Town Farming Company the Board will insure a pure milk supply, and may be relied upon to see that the quality and price of the milk and other dairy produce are such as to give to the consumer advantages not to be equalled by producers outside. Further, the Board will seek to secure that food produce not grown upon the estate shall reach the residents through the medium of the Central Store,² with a minimum of handling and carriage, and with the least possible delay in distribution.

In the next chapter we shall give some description of the work which the Board will be called upon to do in the actual planning and building of the town. Here it will be enough to add that all dealings and transactions in buildings and in property will be carried out exclusively through the Estate Office of New Town. Only in very exceptional cases (such as national requirements for railroad or other public purposes) will any of the freehold of the site be given up. All land will be let on leases with conditions as free from hampering terms as is found to be possible consistently with the development of the principles for which New Town stands. It

The use of
the Land.

¹ See ch. iv. p. 51.

² See ch. iv. p. 58.

is evident that there must be some measure of control, to eliminate, for example, the possibility of speculation in buildings. It must not be allowable for tenants or lessees to exploit the advantages offered by transferring these to others at a pecuniary gain to themselves. The lease of a site may therefore have to contain proper provisions to enable the town to obtain repossession of the site, and possession of the buildings on it, either after a certain fixed time, or in the event of such changes as the death of the lessee or the transfer of his interest. By these or similar arrangements we may secure, not only any increment of value due to increased amenities, but also that buildings shall be available in the first place for workers in the town who need them, and not merely for residents of private means who may not identify themselves with the life of the town.

Indirectly, also, the Board will concern itself with the establishment of certain *Industries*—agricultural and manufacturing—which will be administered by “Subsidiary Companies.”¹ Upon the directorate of such companies the Board will have some representatives, and directly or indirectly will furnish part of the capital. The Board will seek to impose no undue restriction or embarrassing conditions, but will endeavour to use its influence to secure that the enterprise is managed on lines fitting in with the general administrative scheme; indeed, the attitude of the Parent Company, so far from being of a negative order, will be one of encouragement, offering facilities and assistance to enterprises able to place before the Board a scheme bearing the hallmarks of democratic control, of non-exploitation of producer or consumer and freedom from individual aggrandisement. Similar considerations will obtain in the case of undertakings by Approved Companies.² In the case of the latter, occasions may arise in which

¹ See ch. iv. p. 51.

² See ch. iv. p. 52.

the directors may feel justified in providing grants-in-aid or subsidies for experimental enterprises of a laudable character which aim at the solution of some difficult social, civic or industrial problem. As another form of assistance to industry, groups of buildings designed as workshops for craftsmen or for small industries, fitted with any necessary system of central heating, lighting and power, will be provided by the Company.

Transport. Another duty of the Board in its administrative capacity will be to inaugurate, supply, control and direct the means of *transport* for passengers, produce or materials from one part of the estate to another, and to link up connections with existing systems, with a view to economy of labour, time and money. In deciding what methods of transport shall be adopted, careful attention will be given to the advantages offered by recent improvements in mechanical traction.

Education. It is probable that the Board will be called upon to render a certain amount of financial aid in the matter of *Education* and to give, directly and indirectly, considerable administrative help. It may be, for instance, that it will be advisable for the central town school to be a non-provided school,¹ which will entail a considerable expenditure on buildings on the part of the Board. And further, though the major part of the expenditure on education will be met, as ordinarily, by the local education authority,² aided by central grants, nevertheless there will probably be certain expenditure involved in the carrying out of New Town schemes of education which cannot be met out of public monies, and which will necessitate either the provision of grants from the Board of Directors or the raising of a

¹ See ch. vi. p. 93.

² In the case of New Town by the county in which the town is located.

special educational fund or even the levying of an additional voluntary rate.

It is not an easy task that the Administrators of New Town have before them. To them will be entrusted the upholding of the ideals which animate the enterprise, and they will be expected not only to give in their administration direct expression to these ideals, but also to be vigilant in securing their expression in all the activities of New Town. "The set of the soul decides the goal," and we have confidence that New Town will command the allegiance of a large number of individuals who, though of many classes and types, will have this in common, that their souls are set towards the ideals for which the town stands. The Directors, backed by citizens of this type, may face their task of administration, if not free from problems and difficulties, at least with confidence and with a sure anticipation of reaching their goal.

CHAPTER III

THE PLANNING AND BUILDING OF NEW TOWN

"What are those Golden Builders doing?"—BLAKE.

SUFFICIENT capital has not, at the time of writing, been subscribed for the purchase of the land for New Town. Meanwhile several estates have been inspected, but a thoroughly suitable site has not yet been discovered. The inquiry is for a compact estate of about 3000 acres of agricultural land, with convenient railway communication, but not too near a large town. The land should be, if possible, diversified in elevation and in the nature of the soil, and should contain some features of natural beauty such as water and woodlands provide. The district in which it lies is not of the first importance, but, seeing that New Town is meant to be a pioneer enterprise, we should like to see it established in some fairly central and accessible spot. When the Pioneer Trust has raised the necessary money and purchased the land, it will proceed to the formation of the "Parent Company," to which the property will be transferred. The New Town Parent Company, in its turn, will set about the task of raising a larger capital, and will begin to develop the estate on the general lines laid down in this book. We should like to assume that, when this stage is reached, every reader will have a new personal interest in the scheme, because he will have helped to provide the necessary funds.

Surveying
the Land.

The first thing to be done will be to make a general detailed survey of the land acquired and its neighbourhood. This will, of course, be done primarily in order to

learn its physical features, involving act contouring, noting of all variations of soil or rock, special features of natural interest or beauty, and the varieties of raw material to be found. The survey would also take account of the situation of the land with respect to the surrounding districts, examining the lines of communication and considering how they could best be developed or extended. It would note particularly the existing buildings on the estate, with a view to their future use and their relation to new buildings. It would mark those special features of natural interest and beauty which should be preserved unharmed by the development of the town. And the survey should be also a human and historical one. What has been the social and industrial history of the neighbourhood? What folk are already living on the land, and what work are they doing? If it contains an existing village, its interests and traditions should be known and, as far as possible, preserved. New Town is not to come down out of the heavens, ready-made, but is to be built up on earth, and because it is to be new, and young and vigorous, it cannot afford to neglect any help and inspiration from the past which come to it with the land upon which it is to stand.

When the survey is made, the planning of the outlines of the future town can begin. And here we should like to call attention again to the two special features which simplify our task of making a healthy and happy community. In the first place, we are planning, not a town that is all streets and houses, but a town set in its own frame of countryside. We are planning for the best use of every square yard of the estate, whether it is to bear a brick wall or a potato crop. And, in the second place, it must be remembered that we are free from the enormous difficulties which older towns have to face in their re-planning schemes, the difficulties which arise from the existence of high land values, ground landlords, and vested interests of all

sorts. We have all the land in our own possession, held in trust for the benefit of the future community. These two advantages ensure the possibility of the health and comfortable arrangement of the town being secured without enormous expenditure; it is knowledge and skill that are necessary. Modern town-planning has already become a science in this country. There are many examples of schemes for suburbs, villages or towns in existence, some on paper, some partly and some completely carried out. Quite a little library of books on the subject may be consulted. It will be the aim of New Town to take full advantage of this body of thought and experiment, and to obtain the services of engineers, surveyors and architects who are fully skilled in such work. In particular, the way in which Letchworth was planned and has developed will be closely studied and some useful lessons learnt thereby.

The first important question to be decided, after the facts about the estate are thoroughly known, will relate to the position of the urban area—that part of the site which will contain the bulk of the dwellings and other buildings. This should be somewhere well within the borders of the estate, though not necessarily quite central. Its exact position will be determined by a variety of factors, such as elevation (involving questions of drainage and water supply), nature of soil and subsoil, distribution of existing roads and railways, the presence of a village or other existing nucleus; and æsthetic considerations regarding the general appearance of the town when built must be given due weight from the beginning. We must not think of this urban area as a congested one. The houses will all have their gardens, of different sizes, and playing-fields and park will be found within this area. It will contain also, at some focal spot, a civic centre, round about which will be found eventually the buildings erected for common

**The Heart of
the Town.**

civic purposes—School, Town Hall, Market and Store, Guest House and others. Many of the industrial buildings (especially if coal is to be used) may be grouped together in one area served by railway sidings and other facilities.

Outlining the Town Plan. When the urban area has thus been chosen, our planners would proceed to lay out tentatively the chief roads, that would carry the main traffic in various directions. Then they would sketch in, even more tentatively, the narrower cross-roads, keeping in mind the need to avoid awkward inclines and corners, and picturing the aspects of the roads as they mentally travel along them. At the same time, the lines of the water-mains and sewers would be worked out, and suitable sites earmarked for pumping or power stations, sewage works, reservoir and cemetery. Meanwhile, the agricultural advisers would be called in and asked to suggest the best land to be reserved for small holdings and allotments. So by degrees the town plan would begin to take shape many suggestions combining to improve upon some first attempt or individual plan. And as from a consideration of roads, with their variety, use and construction, we come down to think of the buildings which will flank them, the business of the surveyor, the town-planner and the architect will begin to merge in one. And each must bear in mind, not only the need of co-operating with his brother professionals, but also the fact that they are all alike the servants of the community, whose authority and direction must be acknowledged. At first, this will mean that the New Town directors, as trustees for the future inhabitants, will lay down certain general principles which they regard as essential for the fullness of physical, family and social life in the town. We urge that, as the town grows, the inhabitants themselves should always be fully consulted on points of development and policy. Only so can we hope to see a strong sense of common

ownership and responsibility grow up and remain vigorous; and much will depend upon the strength of the civic patriotism of New Town. But at first, as we say, certain regulative principles must be laid down by the Parent Company. For physical health, there will be necessary the limitation of the number of houses to the acre, and the plentiful supply of air, water and sanitary fittings to every house, as well as provision of gardens, allotments, playgrounds and open spaces. For proper arrangements of the interior of each house to give a full chance for a real family life, suggestions are made in Chapter VII.; in settling these the housewife should have a predominant voice. For a full and rich social life something also can be done by the town-planner and architect, not only in the provision of central buildings and local meeting-places, but also by the very grouping of houses. In particular, we propose that houses of different sizes and rents should not be separated into different districts, perpetuating class distinctions, but that they should be freely mingled all over the town, in an attempt to foster a spirit of neighbourliness and common interest. The architects would be expected to take every advantage of the features of the site for which they plan, and to provide groups of buildings restful and harmonious to the eye. As a rule each architect, or group of architects, would be asked to design some set of buildings—a square, a “green,” a block of cottages, or even a street. As the town centre was approached an increasing degree of formal unity should be ensured.

The Soul of the City. It has been pointed out that the planning of a town may be considered as a science, and the proper lines for future development laid down with some measure of exactness. But when the town is built, it will not appear, in all ways, after the fashion its founders designed, and it will express far more than they consciously aimed at. Every city

expresses its soul in its outward aspect; its character is determined partly by the spirit and interests of the age in which it rose and partly by the special characteristics and occupations of its citizens. Town-planning, in some form or other, has been practised in almost every age. We call to mind the varying designs of cities, the camp-square town of the Romans, the walled city with its narrow streets, the mercantile cities of the Hansa League, the crescents and terraces of the Georgian towns of leisure and fashion, and the modern American chess-board city. A walk through each would tell us much about the lives of those who built them. New Town will be English, a town mostly composed of English-looking cottages and houses, built each for one family. It will be set in a particular district of England and will, no doubt, be built chiefly of the materials most easily obtained there. Its style of architecture will have much in common with other twentieth-century English building. But on top of all this it will have a style and character of its own, which cannot well be foretold. It may depend partly on the genius of some architect whose work will dominate the town, but it will also depend on the degree of public spirit and common ideals of those who come to live in it. The future citizens will demand and provide many things which we do not expect, and take any plan of ours and turn it to an unexpected conclusion. There must always be left, therefore, some room for elasticity and modification in the course of the work. We may make some guess at the special spiritual features of New Town. The average nineteenth-century English town, in its ugliness, squalor and monotony, seems to express little but the inhuman callousness of a general scramble for wealth, in which the few succeed and the many are oppressed. New Town will express something different. It will at all events show, in some outward ways, that it was a new beginning made with high hope in the days that came after the Great War.

And if we are at all successful in making the spirit of association in mutual service a formative influence in our town, that also will produce its corresponding outward expression in the very appearance of the place. Sincerity in following out our principles will issue in beauty in our town. A real civic enthusiasm, with a religious basis, has often impelled cities to undertake some monumental work, which has enriched the whole world. Will our town councils ever begin to pass resolutions like that which ordered the building of the Cathedral of Florence: "We order Arnolfo, Head Master of our commune, to make a design for the renovation of Santa Reparata in a style of magnificence which neither the industry nor the power of man can surpass," so that the result "may correspond with that noblest sort of heart which is composed of the united will of many citizens." We cannot say whether the joy of life in our New Town will blossom out in such a way into a central flower. It may perhaps rather be that the joy will be diffused throughout all the town, in which every vista will be pleasant to the eye, and every inhabitant will delight to add some touch, in garden or house-front, to enhance the beauty of the whole.

Rate of Growth. The rate of development of New Town will depend on several factors. It may be retarded by a difficulty in obtaining sufficient capital. There is also much uncertainty at present as to what conditions will govern the supply of building material after peace is signed, and as to the extent and availability of State financial aid to housing schemes. New Town will press for the full amount of assistance that may be given, either to local authorities or "public utility societies," in order to overcome the great and special difficulties of the times. It may well be, however, that such assistance will not be granted unless the directors can show that there is a very definite demand for the immediate provision of houses

for a particular body of workers. This suggests the importance of trying to make the earliest possible arrangement with any persons or groups ready to start industries in the town. In any case the development of the estate will not be begun on an ambitious scale. It is not likely that the expensive method will be followed, by which the building starts on many outer portions of the urban area, advancing by degrees towards the centre. The frontages to existing roads will provide the earliest building sites, and other roads, as far as possible, will be constructed in short lengths as required, thus not only securing greater economy, but also making the town more pleasing in appearance during its first stages. New Town will not be in the position of the ordinary land-development company which has to attract lessees or purchasers by offering a great variety of sites. Tentative efforts have been made to form some estimate of the money required, say, to develop such an estate until five hundred houses have been built, but the difficulties due to an undetermined site and unknown cost of material make any such estimate almost valueless at this stage. We may be certain, however, that the development of the town will demand some hundreds of thousands of pounds.

How will New Town be built? The contract system under which houses are built on most estates is unsatisfactory in many ways, and is not in keeping with New Town principles. It provides an example of that "production for profit" which we wish to discountenance. It is not ultimately economic, especially if many small contractors are employed, for neither labour nor material can be used to the best advantage. It has proved demoralising both to master and man, producing the "jerry-builder" and the scamping of work. An estate in which the houses have been thus provided is bound to exhibit a lack of harmony and of a common high standard of work. Attempts at control have been made by means of building regula-

tions, deposit of plans and restrictive covenants, requiring the appointment of inspectors to see to their enforcement. Those who know anything about estate development know how completely such attempts have failed. The spirit of civic dignity and harmony cannot be caught that way.

We propose, therefore, that the governing body of New Town shall take advantage of the fact that they are their own landlords, and become their own builders also. The advantages of this course are plain to see. It will give control without the need for those elaborate regulations and restrictions to which we have just referred, while the directors would try to avoid a cramping uniformity, and to meet the reasonable desires of tenants both of dwellings and of business premises. It will make possible those economies in the purchase and use of material which only a large establishment can achieve. It will allow the formation of a big staff of skilled workers of all kinds, with regular employment. But the Building or Works Department, which will be organised (possibly in the form of a "Subsidiary Company") to carry on all the constructional work of the Company from the start, will aim at a still higher form of efficiency. The principles involved cannot be fully stated without anticipating the argument of our next chapter. To build itself will for years be one of the chief industrial activities of New Town, and New Town principles should find full expression therein. In brief, it may be said that, with the highest standard of work as an aim, all the workers employed in the department will be trained to consider themselves as craftsmen co-operating for a worthy social end, arranging most of the conditions of their own work, and responsible for its efficiency and sincerity. The best leaders and foremen will be sought out in order to give a good start, and by degrees we hope to see evolved something like a true Guild of Builders, self-organised, to suit the conditions of to-day. Any

architects, draughtsmen or assistants engaged in the department would, of course, be members of the Guild. Suggestions and plans from outside sources would always be sought and welcomed, in order to avoid the possible danger of a deadening uniformity. Every worker would be well paid, and encouraged to take a pride and interest in all sides of the building work. The cheapness and carefulness which the competitive contract system is supposed to ensure (it does not always do so!) would be better obtained through this personal interest, in conjunction with a proper system of purchasing, accounting and costing, and skilful and far-seeing management. So we may hope to establish a new tradition in building, or shall we rather say, revive an old one? And the result that always follows sincerity and co-operation in such work, would appear, without fail, in harmonious beauty in the aspect of the houses and of the town. There is no reason why our towns in the coming days should not be as beautiful in their way as any of the towns of the past. If the builders of New Town are called upon to use not only hands, but head also and heart, in all their common work, will not the buildings in New Town themselves reflect something of the richness of the common life?

CHAPTER IV

NEW TOWN INDUSTRY

"Men will gladly labour if they feel that their labour conspires with that of all other workers for the general good."—"Æ."

It is not the planning and building of houses that will make a really New Town, but the right ordering of the occupations and relationships of its inhabitants. Our interests, our incomes, our habits, the scope of our lives, depend very largely on the nature of our daily work. It is of fundamental importance, therefore, that "New Town Industry" should be launched on lines as right in principle and method as our foresight can make them. We believe that, given the right spirit, it is possible by a new enterprise of this sort, in industry as in other matters, so to prepare the ground that rapid growth in the right direction may be expected.

The present Industrial System and its Results. The confusion and cruelty of our present industrial system is due at bottom to the fact that it has exalted the acquisitive and competitive motives in life, and given a low place to service and creativeness. The daily work of men is generally determined for them, not because of its usefulness or the joy that is in it, but because other men exploit their labour to make a profit, and society has provided no alternative means of life. Profit-making has become an object of worship, and the cult has spread naturally from the world of industry to those of education, literature and art.

And what have been the results? Ugliness, insincerity in work, degradation of the human form and of

the human character, men using each other for their own ends (which is slavery), class distinctions and class warfare, the disease of riches-and-poverty. Such is the legacy bequeathed to us by a few generations using, in the service of Mammon, all the resources that science and intellect have won for man. Such is to-day the general character of our system of industry, in spite of the efforts of numberless men and women to preserve the highest standard of conduct within it, and to mitigate the evils and suffering it has caused. The protest against the system and its spirit has long been ringing out from the lips of all clear and prophetic thinkers, and indeed the system itself is breaking down and changing in many ways before our very eyes.

If a wrong outlook and an encouragement of wrong motives can thus work out so quickly and so clearly to evil results, is not the converse also true? If, while we are building a New Town, we can at the same time prepare conditions that shall encourage self-expression in mutual service as the basis of its industry, is it not likely that in the course of comparatively few years unexpectedly wide and happy results may follow? Such is our hope. We feel that the change in the system, which all of us long for, is already started—in the minds of men—and that the time is ripe for those who wish to hasten it to join together and provide examples of the happier ways of work, without waiting for more general change by way of legislation or revolution.

New Town Industry: From the start, then, "New Town Industry" repudiates the making of profits as a desirable or necessary basis or incentive for work. A limited interest on invested capital will be provided for, but no division of profits allowed among promoters or shareholders. We deny also the right of any man to use a brother-man purely for his own ends, whatever the price he may pay.

The test that will be applied to any business or industry wishing for a place in New Town is to be found in the question: "Does it tend to enrich the lives of all associated with it, whether as producers or consumers?" This is a very searching inquiry, and a study of its implications will give some idea of the demands to be made on those who will organise the industrial life of New Town. It means that we must approach the question from the point of view of the real needs of society and of the individual worker, and not from a consideration of the interests of individual owner or shareholder.

Application to the Producer.

Let us take first of all the standpoint of the workers in the industry. The test question can only receive a fully satisfactory answer if for each one of them his work can truly be described as a *vocation*. Ultimately the true vocation of every man and woman must be some form of the service of God and Man. The infrequency of the application of such an idea to the choice of daily work is a measure of the length of the road we have yet to travel. There are three main types of human activity in this service, and in the fullest life each of them should find some place, though the predominance of each of them determines in turn three main types of workers.

First of all there is the supply of the necessities of an abundant life for our fellows, the production and distribution of food, clothing, shelter, transport, furniture, books and the like. In such activity the worker finds his chief content in the knowledge of his undoubted usefulness to the community, as member of a group of producers, interested in the process of manufacture and its results, and in the organisation and social life of his group. This motive of social service, intensified, produces also the reformer, finding his vocation in seeking to remove some burden from mankind, as well as the civil servant, doctor, nurse, parson, policeman

and administrator. Secondly, there is the more individual creative activity, in the production of some new form of beauty for the glory of God and the joy of our fellows. Some opportunity for this should be within the reach of all, and from every home spring the artist, poet, craftsman or musician. Thirdly, there is the more directly intellectual activity, the exploration of the Universe, of the mind of God, and the report of our discoveries to our fellows. An emphasis on this side gives us the scientist and the philosopher. All these three sides of human activity need to be more closely linked together, so that the producer may have more æsthetic and intellectual interest in his work, the artist shall not become self-centred, nor the philosopher be allowed to lose himself in a world of abstractions.

Our first conclusion from our initial principle is, then, that every man engaged in "New Town Industry" must be able to find in his work a call to service. And further, his daily work must aid and not prevent the all-round development of the man. Industries that provide vocations are making men as well as things. We may here point out, incidentally, that one result of the methods proposed for New Town education will be that citizens will be led more naturally than at present to find their true vocations.

We reach a second conclusion from a consideration of the fact that every producer is a consumer also. A huge amount of the industrial unrest which surges around us is due to an outraging of the sense of elementary justice so strongly fixed in the heart of man. He must protest when he sees armies of sterling workers drawing a miserably inadequate weekly wage, and on the other hand social parasites receiving princely incomes. "Enrichment of life" demands that every one engaged in useful work should be assured the power of obtaining the things necessary for a full and healthy life. This demand we cannot satisfy fully

at once, and it may take long before the principle of "to each according to his needs" is thoroughly applied. Meanwhile it implies, at the very least, so long as we talk in terms of "wages," an adequate wage for every worker. Some standard will be set by the town for work under its own direct control, and every industry in the town will be expected to follow this example. The mere insistence on such rates of wages does not, of course, go more than a very small way towards solving the problem of the just method of providing for the support of industrial workers. Further thought and experiment in this matter will be necessary within New Town as well as outside it; we hope to encourage the growth of the right spirit—the "family" spirit extended to industry—and to make the town a ground where firms and companies and unions will find it natural to lead the way in experimenting with various forms of co-operation and co-partnership, of guild organisation, (whereby the worker is supported by the whole unified industry), and of other means towards abolishing the distinctions of wage and salary, and equalising the opportunities for fullness of life for workers of every class.

Application to the Consumer. In the next place let us consider what is implied in the demand for enrichment of life from the point of view of the consumer, or, let us rather say, of the community generally. It means, in the first place, that only those things shall be made which are of real utility. It means, in the second place, that they shall be of the highest standard in quality, workmanship and design. It means efficiency in organising production and distribution. It means that each New Town, as a whole, must give to the world more than it consumes. It has already been explained that the proposed town does not aim at becoming self-contained, meeting its own needs and consuming its own products; this would hardly be possible, even if desirable. But the strong emphasis we

place on production for use, and not for profit, as well as the recognition of the way in which so much that is valuable in civilisation has grown out of the elementary tasks of providing food, shelter and clothing, suggests that an attempt should be made to have these fundamental occupations all well represented in the town. This would tend to give stability, as well as breadth of interest, and it would be natural for the first market to be found in the town itself. It would also be desirable to develop in the town any industry for which the locality was specially suitable, either because of the existence of some particular raw material in the neighbourhood, or because it was a staple industry of the district. Further suggestions on this subject will be found to arise from the discussion of agriculture in Chapter V.

Association in Industry. Our leading conception of industry as a form of service for the enrichment of human life brings us naturally to the idea of association in industry. For we are interlinked in a thousand ways, and cannot give service except mutually and by purposeful co-operation. "We are members one of another," and the main task of to-day is to work out forms for the expression of this truth—in domestic life, industrial group, neighbourhood centre, city, nation, or league of nations. And, naturally, the whole of our New Town enterprise will largely be a development of this theme. In this chapter we are concerned with its application to industrial life.

We recognise that the governing body of New Town will not have the sole voice in determining conditions of production and distribution within its borders. The same problems that face a local community or a single industry are being faced also by the nation, and, apart altogether from the special control of war-time, the growing sense of national responsibility is reflected in the increasing taxation of wealth, especially when "unearned," and such plans as those contained in the

Whitley Reports, and the Trade Boards Act. Where statutory powers are given in such matters, the community of New Town will endeavour to carry them out to the full, and, in addition, will seek to be a step or two ahead and even able to show a path for right national action.

Then again, the rate and direction of advance towards a more humane system of industry will depend very greatly upon the action of the voluntary groups of workers, represented by the trades unions, with their local branches and council. There is a ferment of life and movement in "the world of labour" to-day, forecasting, we believe, great advances towards the freedom of self-determination. The New Town directorate will seek to obtain the confidence and assistance of the workers' associations in the town, and to give their council real responsibility and status.

This will be the easier because the businesses and industries of the town will, from the start, be asked to apply the guiding principle of "an enrichment of life" to the determination of the rights and duties of the individual as a member of the industrial group. There will be no enterprises run in a purely autocratic way by "masters," however kindly disposed. In every business each worker will be given some responsibility, direct or indirect, in the management, in the determination of conditions of work, and in the disposal of surplus. He will be given an "interest" in the business, in a wider sense than usual, and this will lead to a more whole-hearted application of brains and skill to the improvement of the product and of the methods and organisation of the business.

Experience shows that the change to a democratic control of an industry cannot be made suddenly and completely without much risk. But every industry and business should consciously aim at the completest co-operation and move progressively towards it. There are many matters, such as those relating to

hours of labour, selection of foremen, workshop conditions, even rates of pay, which might at once be dealt with through appropriate bodies by the workers concerned; and in the category of workers the managing director and the office lad will alike be included. But in the general organisation, management and development of the industry there may be need for leadership and skilled direction which, owing to the limited experience and education of most of us, a management by committees, with unlimited discussion, cannot always give. We all need further education into that sensitive stage of democracy which will be able to recognise and develop true leaders and submit itself to their direction. Here again we make appeal to the hopes that rise from the interaction of our New Town education with our New Town industry, foreseeing that the second or third generation of New Town Citizens may be ready for more complete forms of co-operation than we can attain. In this matter, as in others, the aim of the promoters will be to try to secure that each industry is started in the right spirit, and to leave as wide an opportunity as possible for experiment and variety of machinery, subject to the acceptance of certain general principles. Around this question of a share of control in industry (which means more to the man behind the tool than any increase of wage or of leisure) much of the thought and struggle in the industrial world in the near future will centre, and we desire New Town to be a field of fruitful experiment in this fundamentally important matter.

Another way in which the claims of association in industry will be recognised is to be found in the right, which the town will claim, to exercise a limited measure of control over each business, and to receive a proportion of its "surplus" production. Just as the State makes its own claims, so will the city, for the common good, and as a recognition of the fact of the general association of the whole of the town in a common

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.

of these companies. The Parent Company would have the right to appoint at least one-third of the Board of Directors, and might also subscribe capital. The Parent Company, which must necessarily be eager to apply its own principles to its own services, may well find an opportunity, in these subsidiary companies, to experiment in various schemes of management and organisation. The leading example of a subsidiary company will be found described in more detail in the chapter on agriculture.

But besides these enterprises directly initiated by the parent body, a warm welcome will be given to any individuals or groups sympathising with the aims of New Town and wishing to set up a business or trade within its borders. Companies so formed may for convenience be labelled as *Approved Companies*. This welcome will be a warm one, because we wish to attract to the town men and women of organising and executive capacity who desire to apply their idealism more directly to their daily work than they can usually do in commercial or manufacturing circles. We would give as warm a welcome to workers who wished to develop schemes of direct production by groups or unions. As much freedom as possible would be given to all such applicants coming to us, but the freedom must necessarily be a chartered one. The control of the trustees for New Town over both subsidiary and approved companies it is proposed to exercise in three ways: (1) The constitution of each company will need to be approved by the Parent Company before lease of a site is granted. (2) The Parent Company, through its audit department, will have the right to a confidential inspection of the books of every company, or of an individual employing five or more persons. (3) The disposal of the surplus remaining in the hands of a company after all usual and legitimate charges have been met, including a limited interest

on capital, will be restricted to certain objects to be agreed upon.

A portion of this "profit" will, as we have already seen, be payable to the Parent Company for civic development, and the remainder must be devoted by the Company, in such proportions as it may think fit, to such objects as the raising of wages, the improvement of conditions of employment, the establishment of a closer identification of interest between the Company and its workers, a reduction in price to the consumer, educational or charitable purposes, and the creation of a fund for the redemption of interest-bearing capital. In a similar way the Parent Company itself will be limited, in allocating its surplus, to such objects as mentioned above, and others aiming at the general benefit of the town, or the promotion of other undertakings conducted on similar principles.

The second and third methods by which the Parent Company, on behalf of the New Town community, will keep some measure of control, are self-explanatory and need not detain us. But the first is more important, for the way in which it is carried out will determine what industrial enterprises shall find a footing in the town. In this matter of the approval of the constitution of proposed industries the directors of the Parent Company will need much wisdom, on the one hand not to make any conditions that would be too rigid or uniform, and on the other hand not to admit industries whose promoters are not really in sympathy with New Town ideals.

The Small Handicraft Workshop. There is one class of industry which, by its very nature, is seen to be specially adapted to meet the conditions laid down. This is the small handicraft industry, of simple organisation, and needing little or no machinery. These small workshops, producing artists and craftsmen of independence and originality, we therefore hope to see as a

staple and ever-increasing part of New Town industry. In connection with our proposals for education, for agriculture, for women's work, a place is demanded for such handicraft activities, and this is perhaps only natural, since it is in such workshops that we find most certainly the joy and freedom of self-expression in daily work, beauty in the product, and fully developed character in the worker.

We must enter a protest against that common school of thought which sees the only hope of national salvation after the war in an immense increase of productivity, and can imagine no other way of attaining this than through the increase of subdivision of labour, the setting up of larger and larger factories, with units repeated to an indefinite extent, with "scientific management" called in to standardise even the men and women employed, and "welfare management" invoked in order to make them into more healthy and efficient wealth-producers. The future prosperity and happiness of England depends, we believe, as much upon the quality as upon the quantity of her production.

Machinery. This does not mean that we would reject the help of machinery, or of the organisation of larger-scale industries. We do not believe that the active mind of man has produced so many labour-saving devices only to discard them again. But we do seek to prevent the machine from becoming the master of man instead of his servant, an instrument of oppression instead of a weapon of freedom. We wish, in this matter, to do something to reverse that paradoxical "progress" of the nineteenth century by which the machine invented to lessen drudgery and increase freedom was used to multiply drudgery a thousand-fold and introduce new forms of slavery. The principles already laid down will help us in this direction. Although each man may not be able to feel the joy of the craftsman who fashions the whole of an

object, yet he will find some joy and satisfaction in knowing himself a self-respecting and fully recognised member of a body engaged in a worthy and useful work for the service of men. He will find interest in his share in the general management and control of the group. The industry will be further asked to see that he is given an insight into all its processes, that he is not compelled to confine himself indefinitely to a purely mechanical activity, that his work and training are made as varied as possible, and that he is thereby given the chance of advancing to a position of greater responsibility and interest. The community, too, will endeavour to give him opportunities of a choice of work, until his right place is found; and it will provide him with many openings for free self-expression in his "leisure" hours, as a foil to which a certain amount of mechanical work seems welcome to some. Dull, dirty or mechanical work will long remain, though the rightful introduction of more machinery may in itself abolish much of it. Possibly the sense of community in our town may even make us the pioneers of that time when this disagreeable work will be voluntarily shared as a form of civic or national service.

These considerations will show that we recognise the very real, though neglected, problem involved in the determination of the social use and control of machinery, and that, without snatching at a premature formula, we seek to contribute thought and experiment towards its solution.

Our talk of conditions and restrictions may have suggested to the reader the question whether any one will want to start industries in such a place! We most confidently expect so. The refusal to permit profit-making, and the probable absence of very large salaries among the citizens, will automatically act as a selective agency, determining to some extent the type of men and of business likely to

come in or to keep at a distance. It remains to be seen whether any existing enterprises will accept the conditions and move to New Town, or whether all its industries will have to be built up from within. But it is not only a few scattered idealists and dreamers who will answer our invitation; indeed we have a dread of the enthusiast of limited vision and unlimited volubility—let him keep far from our counsels! The principles we advocate are already very widely accepted, and there are thousands of sober, capable men and women who have long been eager for the chance of joining an enterprise like ours. We invite those who are already struggling to apply humane ideals in the management of their business, to bring their works into New Town. The conditions we lay down are not arbitrarily restrictive; they are rather, in our view, the necessary conditions for progress and efficiency.

Although we have already, in passing, indicated the importance we attach to efficiency, yet, in view of the common suspicion of impracticability and faddism attaching to new schemes, we would like to develop this point a little further. New Town, by starting in a new place, free from the limitations and discomforts of already over-crowded towns, is able to offer to manufacturers in many ways the finest possible external conditions for the prosecution of industry on the most efficient and well-equipped lines. And, as regards the internal conditions on which we insist, it will be found that the same demands for a more humane standard and for new relationships between employers and workers have already been most vigorously made by keen business men, on both sides of the Atlantic, as being vitally necessary if manufacturing efficiency is to be maintained or developed. Crude industrial competition is to-day discredited even by its devotees of yesterday. We hold also that in a similar way, crude competition between man and man for a chance to work, or for an advanced position, is not the means to

the highest efficiency. The development of a real interest in the work, and in its management, with the "emulation" as described in Chapter VI., encouraged by a periodic review of results; and the stimulation of the sense of fellowship in service that the very absence of the merely financial incentive will tend to foster—these things will bring a truer efficiency in the long run, even though some mistakes and failures may mark the road.

Standard of Production. We believe further that, without making a large production the primary aim, the methods we propose will have the effect of stimulating production, because of the general diffusion of interest and pleasure in work. But, more important still, we believe that the effect will be shown in a uniformly high standard of quality in all the production. The founders of New Town will endeavour from the beginning to achieve the highest standard in all work undertaken, calling in the advice of the most competent counsellors in every department. And they will demand the highest standard for all goods made in New Town; this will not only help in assuring them a market, even though their cost of production in some cases may be high, but will also mean that the message of New Town and "New Town Industry" will be carried all over the world, stamped in the very fabric of its products.

Distribution. The last stage of production is distribution, and in arranging for the distribution of the necessities of life to the people of New Town we wish to keep in mind the principles already laid down. These involve efficiency and avoidance of waste in order to lead to enrichment of life, no exploitation of individuals, distribution for use and not for profit, and arrangement of all services for the greatest common good. We have come to the conclusion that these principles will be most satisfactorily carried out by a refusal to admit into New Town the private shop

or the multiple store, and by the organisation of the distribution of goods through one Central Store, in the name and under the control of the people of the city. This Central Store would, of course, develop departments and local branches as the town grew, sufficient to provide for all reasonable needs. In form it would be a co-operative society, in which all householders in the town would naturally come to be included as members. Its management would be in the hands of a committee elected by the members. Its employees would therefore already have a share in the general management as members, but should also be allowed a special voice in matters affecting the conditions of their employment. We should hope to find the society going beyond the practice of the ordinary co-operative society in the matter of the disposal of its surplus, showing a keen sense of local patriotism, and freely voting money for educational ends and for the improvement of the town. The efficiency of the store would be maintained by the continual pressure of public opinion. There would also not be an entire absence of competition, for no doubt outside trading firms would send their vans into the town or invite purchases by post; but we should expect the spirit of loyalty among the New Townsmen to be so strong that their own products and their own store would always be given the first place.

In some respects, however, the functions of this central body will differ from and go beyond those of the more usual co-operative undertaking. For it will also provide a central general market for the productions of the town and its agricultural girdle. Not only would it buy, in the usual way of business, stocks of useful goods made in New Town, but it might also exhibit and encourage the purchase of other articles from New Town workshops, for which there was no regular demand. Further still, it might develop a

general selling agency for the productions of the town which could not be absorbed locally. This is suggested particularly in the case of agricultural products. It would be necessary to organise, in connection with the Central Store, a collecting and grading agency, which would arrange to collect produce continuously at a fair price, retain for the town use what was needed and market the balance in the best available way. Thus local producers and consumers would be kept in touch and supply adjusted to demand. It will readily be seen also that the information at the disposal of the Central Store will be of the greatest value in guiding new-comers with information as to openings in particular lines of production, and helping established businesses to develop in the directions most socially useful. In the same way it would provide the natural centre for a clearing house for employment and a general advisory bureau. Those many articles which the store could not purchase from the immediate New Town circle would be obtained, so far as possible, from productive concerns which are run on principles that are most closely allied to our own. Certain outside enterprises, in this and other ways, might become closely allied to New Town, even though they were not able to place their works within her borders.

The outline we have now given of the industrial side of our proposal is necessarily confined largely to general principles and sketches of method. We recognise that applications will not always be easy, and we admit that we cannot see a clear way to a final solution of all difficulties. Many vexed questions will remain to be thrashed out by the workers and residents of New Town; without this how dull would be its life! But we do believe that it is essential to make the attempt to carry out faithfully the fundamental human and brotherly principles we have laid down. The measure of success, as we have insisted throughout, will be the fullness of life of the dwellers in our town, shown in their own

health, happiness and richness of interests, and in the beauty and dignity of their productions. And we believe, further, that the type of industry which we here call "New Town Industry" is destined to conquer the world, by reason of its own inherent superiority to our present system. The development of industry on these lines in one small town is only a step on the march to a far greater end.

CHAPTER V

AGRICULTURE IN NEW TOWN

*"Then seized the sons of Urizen the plough : they polish'd it
From rust of ages : all its armament of gold and silver and ivory
Re-shone across the field immense."—BLAKE.*

The neglected Garden. "A NATION of shopkeepers" was Napoleon's gibe against our country; and much of our national development during the last century might be called a feverish effort to justify the description. We have produced manufactured goods in huge quantities. All the world has come to our counters. We have bartered the stored wealth of our coal-fields for tropical luxuries and foreign meat and wheat. And all the while, like a busy shopkeeper, we have neglected *the garden behind the shop*. In the rush after the profits of manufacture and trade, agriculture dropped to a very low place. The towns filled, the countryside emptied; and the workers on both sides suffered. Any sound planning for the future must take into account the need for something like a reversal in this development, so as to ensure a full home food supply, the physical vitality of the people, and a more balanced national prosperity. In our New Town proposal we definitely aim at this type of reconstruction. The course of the war, and particularly the menace of the submarine, did much to awaken the country to the importance of food production at home. The farmer has taken a higher place in the State, and many thousands of town-dwellers have, for the first time, tasted the strange native delight of cultivating their own patches of soil. Now the war is over, there are many

seeking a career in active open-air work, and these should be given hopeful openings in the Mother Country as well as in the Dominions. Although very many obstacles remain, yet the general interest in the subject, the more active support of State and County authorities, the readiness to accept help from science, the greater willingness to experiment and to co-operate, and the changed conditions generally, do suggest that the black history of the decline of British agriculture during the nineteenth century may be followed by a shining recovery in the twentieth.

The blame for the backward state of agriculture and the depressed condition of the agricultural labourer cannot be laid entirely upon the shoulders of the farmers. Some of them are as good masters as the best employers of labour in the manufacturing industries. Their general lack of adaptability, of scientific and business methods, and their individualistic outlook, were no doubt partly responsible for the low ebb which farming had reached, as measured by our standard of full human life for all the workers engaged in it. There were also, however, other factors, such as the bad system of land tenure, lack of capital, expensive and difficult transport, the indifference of our townspeople to the condition of our primary industry, and, behind all, the ultimately disastrous moral influence of an almost unchallenged acceptance of private profit-making as the first incentive for production.

The foundations of principle on which we wish to build New Town (in this chapter we should almost prefer to call it "New Country") lead us to the conclusion that, in agriculture, as in other forms of industry, plans based upon what are called to-day "business considerations" alone will never solve our problems. We believe that the most scientific and well-organised methods are needed, but first of all must come the desire for association in mutual service for the enrichment of life.

The Re-
marriage of
Town and
Country.

The sharp separation of the British people into town and country folk has meant an impoverishment of life on both sides. We must seek, therefore, to bring together these divorced parties in a newer and happier form of married life. It is for this reason that we have deliberately headed this chapter "Agriculture *in* New Town." The boundary of the town estate will not be that of its grouped dwelling-houses, but the larger circle of all its woods and farm-lands. The industrial workers of New Town will be *in* the country, and its agricultural labourers *in* the town. The artisan must be in touch with Mother Nature and learn the secrets of her silence and her joy; the farm worker must be able to share all the intellectual and social benefits of corporate life in a varied society. We propose, in short, to establish a town primarily dependent upon agriculture carried on within its own borders, and an agricultural industry whose workers shall share in all the benefits of a new, vigorous, healthy and slum-free town.

Land as the
Source of
Wealth.

The land is the primary raw material of true wealth, and we propose, therefore, that agriculture shall be the first and basal industry of New Town. The towns of Lancashire, of the Potteries, of the Black Country, have followed after other forms of wealth—but at what a sacrifice of beauty, of human health and happiness! New Town will begin by seeking its wealth from the soil. It will produce much of its own food, and some of the raw material for its industries, by the labour of its own citizens applied to its own land. We do not argue that all men should be engaged entirely in agriculture, or that all towns should carry on exactly the same branches of agriculture. But we do believe that to remain healthy, both physically and socially, a town, like an individual, cannot afford to lose contact with Mother Earth. A man who has taken part in the production of food, whether in garden or allotment, market garden

or corn-field, has entered into a part of his birthright and shared in the work of the Creator. A town becomes diseased when it begins to think of the soil chiefly as valuable for building sites. We shall, therefore, help to attain our objects in New Town by aiding as many people as possible to devote energy to food production or the working up of substances grown on the land. Agricultural workers will mainly live *in* the town and go out to their work on the land—some, perhaps, carried out on the same motors that bring in the daily milk supply.

Most of the inhabitants of New Town who wish to satisfy a desire for a piece of land to cultivate for their own profit and pleasure, will probably be content with the garden which will be attached to each house, supplemented by allotments for the men of greater energy or leisure. Even in the working of such small areas as ten square rods, the experience of the many Allotment-holders' Associations that have recently sprung up shows that much material benefit follows in the wake of organised association. We shall expect to see an Allotment-holders' Society in New Town, drawing advice and assistance from the expert farmers of the estate.

We have laid down as principles that we wish to have as many people as possible sharing in agricultural work and interests, and that we wish their labour to be so arranged that there shall issue from it the greatest possible enlargement of life for themselves and for the whole community. When we seek to apply these principles to the case of those who will find in agriculture their main occupation, we are at once confronted with the rival claims of small holdings and large farms. The controversy on this subject has of late become very keen.

The Agricultural Policy Sub-Committee of the Government Reconstruction Committee emerged from a tangle of conflicting evidence on the subject with this

statement: " We have declined to express any general opinion as to the comparative productivity of large farms and small holdings, but we have no reluctance in expressing our opinion that both forms of holding are essential if the most is to be made out of the land and of country life. We believe that the national life will be strengthened by a greater diversity of tenure and types of holding, that a large increase of small holdings is necessary, and that of varied types, such as dairy and market-gardening and not excluding " mixed " holdings. We think this because, whatever the comparative productivity of food, there can be no doubt that there is no surer means of increasing the rural population, which is so greatly desiderated, than the multiplication of small holdings, and because small holdings are probably the most available rungs by which the agricultural labourer can mount the social ladder and become a farmer or landowner. We are, moreover, in hearty accord with the general opinion which has been expressed to us that smallholders and their families are a very valuable and stable element in the State." (Par. 229 of the *Report of the Agricultural Policy Sub-Committee of the Reconstruction Committee.*)

Mr. A. W. Ashby,¹ in discussing the same question, says: " One panacea for the cure of many of our agricultural evils which has been put forward is the creation of more small holdings. It is urged that small holdings produce more per acre than large farms; and of this there can be little doubt. . . . There is, however, a grave question whether the comparative pain and cost of producing a certain amount of goods is not

¹ Social Reconstruction Pamphlets, I., " The Rural Problem," by Arthur W. Ashby, published by *The Athenæum*, Bream's Buildings, E.C.4, 6d. See also a valuable paper advocating the organisation of agriculture on large-scale lines for the increase of production and the betterment of the workers, by Prof. C. S. Orwin, on " The Place of Agriculture in Industry," published by Ruskin College, Oxford, 7d.; and another by Sir A. D. Hall in the *Journal of the Board of Agriculture*, October, 1918.

greater on a small holding than on a large farm. The small holding is not an economical unit in the use of implements, machinery or power. [On small holdings] horses are sometimes unemployed, while they still have to be kept, and consequently horse-labour is expensive. If the necessary machinery is present on small holdings, then it is not fully employed, and capital is both 'lying dead' and depreciating. If it is not present, as is too often the case, there is wastage of human effort. Something may be done to improve methods of using machinery and power on small holdings by organising a co-operative supply, but even then their use is less economical than on large units. In the sphere of sale and distribution of produce the small holding suffers from grave disadvantages. If the consuming market for goods is near, these disadvantages are not so evident, although eight carts may be sent to town with milk from eight holdings of twenty-five acres each, while one cart would do the work on a farm of two hundred acres. Where produce is sent to a distant market it must be packed, graded and grouped; and unless this is done co-operatively it is done by a middleman, who is the only person with an adequate knowledge of the market, and the small-holder suffers from lack of knowledge of methods and prices on the market. Even an organisation of forty small-holders on 1000 acres of land cannot work as economically as a single unit of management on the same area.

"In certain areas the number of small holdings could be increased to advantage, especially if accompanied with various forms of co-operative organisations, but it is to be feared that a vast extension of small holdings would make life harder for the majority of people engaged on the land they cover."

It would be possible to endeavour to farm the bulk of the New Town Estate by means of small holdings. If this were done, then for any real success it would be

necessary to arrange for the largest possible amount of co-operation among the holders in every department of work. But the more this was done, the nearer the system would approach to the type of a large estate farmed by one joint company of men. We have come to the conclusion that in the field of agriculture the right course for New Town will be to apply its principles of free association in two ways. The first method, on which we are inclined to lay the greater emphasis, will provide for the farming of the larger part of the land by a number of agriculturists working in co-operation as one body. Whatever may be the relative advantages of the large farm or the colony of small holdings, when each is worked for private profit, our keynote of association for the common good leads us to give first place to this plan, which we believe will be most likely to ensure the general well-being. Under this form of organisation the farming will be done by New Townsmen working together for the benefit of the whole town, sharing in the direction of their own labour, and in the harvest of all the farm-lands. The method would involve the formation of a subsidiary Farming Company, with as large a number as possible of New Townsmen as shareholders. This Company would eventually lease from the Parent Company all the agricultural land of the estate except that reserved for allotments and small holdings. This claim of the Farming Company for a major part of our land naturally limits the possibility of other developments and experiments. It must always be remembered that agriculture must occupy a unique position as a New Town industry, because its chief raw material, the land, is already in the hands of the community, and will always remain strictly limited in amount, and not alike in all parts.

Small Holdings.

We do propose, however, as already indicated, to provide a second method of working, by reserving a part of the land for a number

of small-holders.¹ This may introduce some difficult questions, such as those that may arise from competition in selling produce, but in the interests of freedom and diversity we feel that such provision should be made. For we recognise how strong is the desire that many a man cherishes to have the opportunity of carrying out his own personal ideas and plans upon his own piece of land, spending himself upon it until it almost comes to reflect his individuality in its very appearance. To gain this freedom a high price in toil and restriction of life has often to be paid, and the small-holder in the past has often been accused of excessive individualism. But it is now becoming more and more clearly recognised that a large amount of co-operation between small-holders is almost essential for their prosperity. This would be fostered in every possible way among the New Town tenants, and they would have the additional advantage of being able to co-operate with the Farming Company in the purchase of materials, the use of machinery, and the sale of produce.

Thus we shall have, in New Town agriculture, a chance of experimenting, side by side, under fairly equal conditions, in these two methods of food production, and the comparative results should be of great benefit to our successors in the New Town movement.

The general Farming Company, owing to the extent of its operations, will naturally attract most attention, and will allow of certain economies which the small holdings cannot offer. There will be a co-ordination of schemes and avoidance of duplication of sets of machinery. There will be greater freedom in the choice of land suitable for the various branches of agriculture, and no one area of land need be irrevocably pledged

¹ If any of these holders employed regularly more than four men, his enterprise should be considered as an "Approved Company," as described in chap. iv.

to one type of farming. There will be greater freedom for rotation of crops; for example, strawberries for the proposed jam factory might be grown as an item in the general farm rotation. There will be greater fluidity of labour and of machinery. Losses due to disease or weather will be equalised, the failure of one field being set against the full harvest of another.

The Workers and the Management. We picture, then, in our main farming enterprise, a company of men, who would otherwise be small-holders, farmers, bailiffs or labourers, joined together to control and make the best use of the New Town farm-lands. There will be those who have been brought up as labourers on the land, skilled men, be it remembered, masters of many operations, and cognisant of many of Nature's secrets. In practice to-day the farm labourer, on some farms, does help his master with advice and opinion, although he may not share in the profits resulting from his advice. We hope to give him a conscious share in the management of the farm, and believe that he will rise to the opportunity. A weekly Committee Meeting at which reports on work done, and plans for future work, are made will bring new interest into the labourer's life. Then, by degrees, we shall be also introducing the new type of townsman-landworker, who has been educated up to eighteen and will be able to co-operate even more intelligently. And there will be always the skilled organisers and directors of the different departments. We propose to arrange the management upon some such basis as follows. There will be the general body of workers, each proficient (or serving an apprenticeship) in one or more branches of work—arable, stock-raising, milking, fruit-growing, market-gardening or greenhouse work. These will be formed into their respective groups, each group under a leader, and arranging many of the conditions of its own work. The group leaders, with the salesman, will meet regularly in consultation with the managing

director of the farm, who will have a final voice in any matters that need it, subject to the general oversight and policy of the Board of Directors of the Farming Company. One third of the Board will be appointed by the Parent Company, the remainder by the shareholders of the Farming Company. This arrangement possesses the practical advantage of providing impartial members, capable of acting as mediators in case of any friction arising. The Board of Directors will appoint the necessary officers and fix the rate of remuneration for all workers.

Each worker will receive a regular monetary payment. The wages (or whatever name we give to this payment) will, of course, be not less than the standard rate of wages for the district, but we shall aim to make them higher than the standard rate, if only incidentally to prove that association is good for the workman. Since the land will not be farmed in order to send away profit to an absentee landlord, but will be farmed for the benefit of New Town, then not only by increase of wages, but also either by a reduction in the selling price of the produce to New Townsmen or by some system of increasing the number of labourers and so reducing the hours of labour, we hope to show that the lot of an agricultural labourer can be considerably improved without making the cost of production so great as to cause a rise in the prices of the produce.

The skilled experts in each branch of farming who will be necessary to act as leaders, salesmen and director may need to be paid salaries commensurate with the salaries that they could command elsewhere. The aim of the Company will be to secure the best knowledge and ability, so that the farm may be run at its highest efficiency. There is much that can be done to increase output, to eliminate waste, and to make farming more valuable to the community than it has been in the past.

Disposal of Produce. New Town will constitute the chief market for the produce of the farm. The whole town will be supplied with milk produced by the Farming Company. Possibly also eggs, butter, cheese, meat, fruit and vegetables will be produced in sufficient quantities to feed the town, at any rate in the early stages. Some cereals (wheat, barley and oats) will probably be grown and made up into various forms for the use of New Town. In some products there will be surpluses at certain seasons of the year, and these will be sent to neighbouring towns, or to distant markets. The Farming Company will have its specialist salesman and buyer, who would also act as salesman for the local small-holders. The farm, dairy, market garden and small-holders will be in telephonic communication with the collecting agency of the New Town Central Store, so that their products may reach the consumers in a perfectly fresh condition.

As the farm develops it will probably be possible to establish depôts in Old Towns for the sale of New Town farm products. By suitable grading and packing, and by the maintenance of a uniform standard of excellence of quality, we shall establish a reputation for the goods that bear our brand.

A Thousand Acres of Food Crops. A large part of the farm-lands will be devoted to the production of food crops, and of materials for industries, in rotation with crops for the dairy herd. The particular food crops and raw materials grown will depend upon the peculiarities of the soil of the New Town farm-lands; but probably wheat, oats, potatoes and legumes will be grown in sufficient quantity to contribute substantially to the feeding of New Town and to bring in a good return.

One of the major pieces of work in establishing the farm in its final scale may be the remodelling of the farm-lands. Many English fields are unsuitable in size, shape and surface for cultivation by tractors, which

will be the chief power on the farm. Possibly, when electricity is made available in a cheap form by the proposed State generating stations, a modification of the steam-tackle method of ploughing, cultivating, etc., may be used, together with a system of portable railways for the transport of farm produce. At any rate, we shall seek to make the farm-lands as easily worked as possible, so that the work may be done quickly and at the right time, and so production be greatly increased.

The wheat, oats, and possibly barley also, will probably be prepared in New Town mills and sold as New Town wholemeal, rolled oats, barley kernels and malt extract, while the potato crop may either be used directly as food or made into potato flour, starch or alcohol for fuel.

A Pure Milk Supply. The provision of pure milk will be one of the chief concerns of the Farming Company, and, when New Town has its full population, this will probably be its largest department, since it will demand that a considerable part of the farm be devoted to milk production on the most modern intensive system. It has been established that arable land gives a greater amount of cattle food than does pasture land, and that, with high farming on good land, an acre will support a cow.¹ Probably in the early days a herd of fifty cows will suffice to meet the needs of New Town. The Farming Company will endeavour to secure options of purchase on additional farm-lands, so that the agricultural industry of the fully developed town should not be stunted for lack of land.

Particular attention will be given to the elimination of tuberculous cows, to the construction of hygienic cow-houses, to cleanliness in milking and in the transport of milk, so that each household in New Town shall

¹ Some small-holders in Cheshire keep a cow to every two acres of grass.

be served with as rich and pure a milk supply as is possible. The seasonal surplus of milk and any occasional surplus will be converted into cheese, or dried.

Although we have spoken of a thousand acres of food crops and of a model dairy herd, we are not thinking of them as separate enterprises. They will be departments of the one farm, and each will have the advantages of rotation to different parts of the farm-lands and of ensuring that each type of soil on the estate is put to the best use. This principle applies also to the fruit farm and to the market gardens.

Meat Production. The Farming Company will, in various ways, contribute towards the meat supply of New Town. The milk industry involves the production of bull-calves, and thereby some supplies of veal and beef.

Some supply of mutton may be raised on downland or hill pasture, if there is any on the New Town Estate, or in connection with the dairy-farm lands, by growing crops specially for sheep. Pigs may be kept in association with the dairy farm, or fed on crops grown for their use.

Eggs and poultry will be produced as local circumstances dictate, and in association with other branches of the farm.

Two Hundred and Fifty Acres of Fruit. In view of the great and ever-growing demand for home-grown fruits of all kinds, it is proposed to devote a considerable acreage to their cultivation. Fruit-growing, carried on with modern scientific methods, has proved to be one of the most successful branches of agriculture, and will undoubtedly provide employment for a much larger number of workers than the ordinary run of farm crops. With an area of about 250 acres devoted to intensive fruit-culture, there would be, in three or four years, a sufficiently large production to warrant the erection and equipment of a factory for jam-making.

fruit-bottling, canning or drying, which would employ a further large number of people, particularly in the soft fruit season, whilst in the slacker times the manufacture of marmalade, fruit-essences, jellies and candied peel would occupy a considerable staff.

The plan adopted will be to aim at planting about 100 acres of permanent orchards of standard trees. During the development of these standards, intercropping with bush and pyramid apple and pear trees, gooseberries, raspberries, currants and strawberries will be followed. Soft fruits will also be grown on the arable land as items in the crop rotations.

While fruit-growing is a profitable industry, yielding a clear surplus of at least £25 per acre (pre-war conditions), it involves a heavy outlay in labour and capital. It will probably be five years before the income from fruit exceeds the annual expenditure (chiefly in wages) on its production. The site suitable for such an industry should have preferably a good heavy loam, and an undulating surface. If the New Town site satisfies these requirements, we may hope to see a flourishing fruit-growing industry and its jam factory within five years from the foundation of New Town.

Market Gardens. One of the chief merits of market-gardening is that it finds employment for a larger number of men per acre than other branches of food production, employing roughly one man per acre. The rewards of labour come soon, and so market-gardening will be an outlet for any temporary surplus labour, and a means of increasing the income of the Farming Company, during the maturing of other schemes. The type of market garden will depend upon the soil and situation of New Town. Possibly we may raise produce for Old Towns as well as for New, since the problem of railway transport has already been practically solved and regular trade channels established. (It costs a fraction of a penny to send a cauliflower from Penzance to Manchester, while tomatoes grown at Worthing may

be on sale in Leeds a few hours after being gathered.) We see here another of the advantages of the general Farming Company, in that the most suitable patches of its land may be devoted to market-garden crops, and that market-gardening may be interpolated amongst arable crops and soft fruit crops. Moreover, seasonal variations of labour-demands for each branch of farming may be adjusted, and thus labour can be turned on to that branch of farming or market-gardening which needs it most at any particular season. Again, no one patch of land need be permanently devoted to market-gardening and so run the risk of becoming exhausted and "sick." The amount of land devoted to market-gardening can be adjusted to the probable demands of the markets and to the supplies of labour. The subject will receive very careful consideration, because it involves profitable labour and finds employment for a large number of people on the land.

In addition to food crops, such other crops as early spring flowers, herbs (culinary and medicinal), agricultural seeds, plants for perfumes and essences, could be grown as need and opportunity arose, while the growing of flowers, fruits and vegetables under glass will be taken in hand on a commercial scale as soon as sufficient capital, and building material, become available.

Associated Industries. The site of New Town, and the nature of its soil, will determine very largely what crops are grown, and hence very largely what associated industries are carried on. It is not suggested that all of the following possible industries will be developed; some of them evidently could not be worked unless they could draw their raw material from a comparatively large surrounding district, and probably none of them will be started until some years after the farm has been established.

The preparation of cereals (wheat, oats, barley and

rye) offers opportunities of employment in the making of flour, rolled oats, malt, and malt extract.

The dairy farm may lead to the setting up of a factory for the sterilising of milk and the production of condensed milk or of milk powder, while the making of various kinds of cheese and of butter from surplus milk can be carried on from the beginning. The sheep reared on the land, and on the farms around, might possibly provide wool for some specialised branch of the woollen industry, where individual skill and taste give a value to the product. The fruit farm, as already indicated, will provide some of the raw material for a jam- and preserve-making factory, which could also dry and bottle the surplus vegetables grown on the town allotments. Of course bees would be kept on the fruit farm, and the extraction of honey and the other work in connection with apiculture will provide work for a few people. Potatoes may be grown for starch and motor spirit, and this would involve employment for a considerable number of people if a factory were established to deal with the produce of surrounding farm-lands as well. The same conditions apply to the extraction of sugar from sugar-beet. In either case a large amount of capital is necessary to build and equip the factories, and the factories would serve a large district.

Other possible industries are the growing of flax for linen, or for oil, of sunflowers and rape for oil, of Jerusalem artichokes for paper pulp and for food (a palatable powder which can be stored has been prepared from artichoke tubers), of certain crops for fibres, of chicory for its roots, and of osiers (on the town sewage-farm) for basket-making.

If there is suitable clay on the estate, a local pottery industry may be developed. The materials are cheap; technical skill and artistic feeling may turn the clay into articles of use and beauty. Glazes are not expensive, and the necessary kiln for firing can be purchased for

a comparatively small sum. The making of bricks and tiles, or the quarrying of local stone, may provide local employment in the early days of New Town.

Scientific
Research.

If the Farming Company is to be alive and to progress, if it is not to get into the rut that British agriculture was in before 1916, it must take note of all that science has discovered and apply as much of its teachings as is possible. Also, it must definitely promote scientific research on its own lands. The Company will, through its experts, discover what are the conditions of the maximum output on its own lands, since each type of soil has its own peculiar character and behaviour. By definite scientific research much may be done to improve production, and, therefore, directly, the status and outlook of the farm-worker.

The commercial side of the farm will also receive careful attention. By the adoption of an up-to-date system of book-keeping, the determination of costs and of profits may be made, so that the Company shall not do as many farmers have done in the past—grow a crop year after year at a loss without knowing it!

“There is also need for systematic teaching about labour. The whole question of agricultural wages really depends upon the proportion which costs of production have to the price of the product. The largest of these costs is the labour bill, and the efficiency of the labour is the controlling factor in the costs of production. Wages must then ultimately depend upon efficiency, and this is the point upon which attention must be concentrated. The attainment of efficiency is the province of management, and the management of the farm is the factor which transcends all others in importance.” (Par. 161 of *Report, op. cit.*)

In all this work, and in all the farm schemes generally, the Company will aim at co-operation, not only with the small-holders on the Estate, but also with the

local farmers. We shall seek to make our neighbours our friends and to work with them, so far as is possible, for the betterment of the practice of agriculture and of the conditions of life of the people engaged in it.

Educational Aspects. The whole farming scheme will, we hope, prove of educational value. We shall make mistakes, and shall have successes; these may serve to teach our successors in the founding of New Towns and in the establishing of co-operative farming, what is possible and what should be avoided. But we hope also to have very close relations with the educational life of the town. Too often in the past, town children have been educated in utter ignorance of the elements of rural life and of man's reliance upon the land; and the education of country children, instead of being linked up with the life around them, has too often tried to adopt some of the worst features of the urban outlook.

We believe that in our New Town School we shall be able to bring our children into closer relation with reality, and that contact with the activities of all branches of industry carried on in the town, and especially the primal industry of food-production, will do much to correct the wrong tendencies of a too bookish schooling, and will show that labour with the hands is not degrading and may be of great dignity. We do not wish our young citizens to be merely expert typists and office boys, nor practical ploughmen and dairymaids, but we want our boys and girls to have many glimpses into many avenues of life, and to be prepared to do their share of the world's work, with zest co-operating with their neighbours.

But there is another educational aspect of the work of the New Town Farming Company which may possibly be of value to the whole of the farming community. We hope we shall be able to do our share to satisfy the desire expressed by the Agricultural Policy

Sub-Committee in par. 162 of their *Report*, as follows: "One other form of agricultural development may be mentioned here because of its educational effect, and that is the establishment in various parts of Great Britain of large farms run on purely business lines, but open to inspection and giving publicity to their methods and accounts. These farms should consist of 3000 acres or upwards, and they should be worked upon the same organised system as any other large productive business is conducted. It is the opinion of the Development Commissioners that the influence of these farms on agriculture, and so on food production, by their example, and on the investment of capital in agriculture by the results they could show, would be remarkable."

In technical education we propose that the higher educational equipment of New Town should include a branch which might finally become a modified Farm Institute or a local Agricultural College and branch of a State Research Station. Possibly, as the farm-lands will be run on lines different from those on other large farms, it will be desirable for the State to establish some National Scholarships, so that youths and maidens from other parts of the country may attend the Institute, or College, and serve some sort of apprenticeship on the farm.

These, briefly, are some of the educational ways in which we may help to raise the position of agriculture and to foster rural citizenship. An educated farm-worker will do better work, will be able to manage machinery more effectively, and will produce a greater output, than the downtrodden Hodge of the past. The improved social status, the freedom of contract, a non-tied house, and the broader outlook on life, will each contribute to that uplift of the condition of the rural worker which is as desirable as the increase in the output from the land. Education and agriculture must become allies—each will benefit by the union.

**Women
Land
Workers.** Perhaps there is no industry where men and women may so healthily associate as in some branches of agriculture. We do not propose that women shall be asked to perform the heavy field work, but such work as milking (as soon as our cowhouses are modernised or new ones built), cheese-making, poultry-farming, fruit-pruning, picking, packing and grading; market-gardening, flower culture, and herb-growing, may easily be performed by women, as well as some of the clerical and research work of the Farm Company. We believe that the co-operation of educated, intelligent and energetic women will do much towards the improvement of the conditions of rural life.

**Proposals
for a Modest
Beginning.** As soon as the site of New Town is chosen, some of the foregoing proposals may crystallise on very definite lines, and we may be able to envisage the final form of our agricultural industry. But we do not propose to begin too ambitiously; we shall hasten slowly. It might be well to enter into possession of only a portion of the land at the beginning, probably one existing farm of about 500 acres, employing from fifteen to twenty-five men according to the type of farming carried on. However, circumstances might render 1500 acres immediately available, and then we could begin to put into operation the plans for farming the whole. Should we begin work in the early days of peace, there will probably be a plentiful supply of labour available, but in any case we shall, if practicable, seek to retain the workers already on the farm. The men who have farmed the land for years will be of use because they will be familiar with the local customs and prejudices and with the peculiarities of the soils and local breeds of stock. But we shall also seek to employ some members of that new type of farm-worker that has arisen during the last four years; those who, leaving the office desk or the factory, have gone to work on the land either as

soldiers released by the War Office, or as men compelled by tribunals to find work of national importance. These men have had time to discover some of the pleasures and pains of rural work, and some have "made good"—they have discovered that they like the work, and some have proved very efficient workmen. Other young men and women may seek work on the land because they have decided that they will no longer be cribbed, cabined and confined in office or in factory, and because they hold strongly the ideals of fellowship and of association. These pioneers must be picked very carefully, and chosen because of their knowledge and skill and determination, and because of their interest in the welfare of the scheme.

**Financial
Aspects.**

The Farming Company will rent the farm from the Parent Company, and the workers will rent their houses as free-contracting tenants of New Town. Therefore, the initial capital of the Farming Company will be required for stocking and equipping the farm, for outlay upon rent and taxes, manures, seeds and labour. It has been estimated that, previous to 1914, the amount of capital required on a farm, of which about three-quarters is arable land, was £9 6s. per acre, but owing to the increase in prices we shall probably find that £20 to £25 per acre will be necessary. Further, the average gross earnings per man amounted to £100 per annum, where four men were employed to every 100 acres. We shall, therefore, require an initial capital of £10,000 to run our first 500-acre farm, and for the first year our expenditure will include the wages of twenty-five men at 40s. per week and upwards, as well as salaries of foremen and director.

If, allowing for the increased prices, the gross annual production of these men can be put at £200 (it was recently stated by the Duke of Marlborough in the House of Lords that this figure might be estimated at £250), we see that the gross income in the first year

will be £5000, leaving probably a good margin of surplus after paying rent, taxes, labour costs, depreciation, interest on capital and incidental expenses. With good management and an intelligent body of workers, we shall probably find that our gross returns per man are considerably above the average estimated. If the first year's surplus proved sufficient, we could then proceed to raise the standard of living of the worker. In this connection it is of interest to quote from the report and balance sheet issued in July, 1918, by a farming company running a farm of about 480 acres in this country. The following refers to the results of their first year's working: "The crops are excellent. It is generally considered impossible to turn farms that have suffered in the past into valuable and productive properties, yet this has been done. A careful analysis, on a very conservative basis, of the present position shows that the net farming profit approximates to £2965. Deducting the unproductive parts of the farm (homesteads, roads, woodlands and water), the net profit approximates to £6 10s. per acre in the first year, when initial expenses are unusually heavy." This standard of profit is supported by an estimate, in the *Estate Magazine* for May, 1918, that the return on capital when employed on large-scale agricultural work on modern business lines is 20 per cent. and over.

Having successfully weathered one year, we can proceed to enlarge the extent of our farming as quickly as we can obtain possession of further land and capital. The larger the farming operations become, the more economical will be the working of the farm, until we reach the condition when the Company is farming the bulk of the land around New Town, producing a maximum of food, and employing a superior type of farm-worker who does his day's work of six or eight hours and has leisure to think of other things and to enjoy the pleasures of the social and intellectual life

of New Town. There can be little doubt that, farming on this scale, and having workers who are interested in their work, the Company will be financially successful. It will not exist to make big monetary profits for an absent landlord or a resident farmer, but to increase the well-being of all the workers and of the town.

A New England. We have sought to show that a New Town must depend for its healthy and continued existence, as a partially self-contained and self-supporting community, upon a close association with the land and with rural occupations. We seek to develop a new type of town in which the townsman is not altogether ignorant of the life of a rural community, and a new type of rural worker who knows something of corporate life and shares some of the educational, social, intellectual and spiritual advantages of a town. These are best realised in the association of men and women in work and in play, in manufacture, in music, in drama and in worship. Thus we hope to do something to help to colonise England, to show that her broad acres are not worked out, that they can support a vigorous population and hundreds of healthy towns, and that her people will thrive most, and be healthiest and happiest, when the keynote of all their efforts is association in work and in the rewards of work.

CHAPTER VI

NEW TOWN EDUCATION

" ' But,' says one, ' you do not mean that the students should go to work with their hands instead of their heads ?' I do not mean that exactly, but I mean something which he might think a good deal like that ; I mean that they should not play life, or study it merely, while the community supports them at this expensive game, but earnestly live it from beginning to end."—THOREAU.

**The Divine
Humanity.** THE widespread belief in antagonism between the human and divine is perhaps the greatest obstacle in the way of all reform, an obstacle which becomes a mountain indeed when to this assumption is added the common conviction that it is impossible to change human nature. The faith of the founders of New Town is in the divinity within the little child. While rejoicing in the heroic possibilities of the average man, they recognise his shortcomings: his want of originality, of initiative and of responsibility, his narrowness and hopelessness of outlook. They feel keenly the lack of human vitality in this wonderful living world of ours. They mourn the absence of that joy in life and work which they believe to be the divine heritage of mankind, only waiting to be claimed by every human being. But they protest that, so far from these failings being the fundamental characteristics of an unchanging human nature, they are, in great measure, due to the influence of custom and education, education and custom, the two continually revolving, as alternate cause and effect, in a vicious circle.

" And He called to them a little child and set him

in the midst of them and said, 'Except ye turn, and become as little children, ye shall in no wise enter into the kingdom of heaven.'" What are some of the wrong steps which, in the light of this teaching, we have to retrace? What are the weak points in our present educational system?

WEAKNESSES OF THE PRESENT EDUCATIONAL SYSTEM. One of the most important functions of education is the provision of material to serve as nourishment for the growing mind, and to afford it opportunity and occasion for the exercise of its faculties.

It is beginning to be recognised that this provision has been more or less haphazard and unsuited to the child's needs at his successive stages of development.

Failure to provide suitable Intellectual Material.

School learning has been generally too academic; it has lacked the quality of reality; it has been abstract where it should have been concrete, and concrete where it should have been abstract; it has provided food for reason before the child's reasoning powers were sufficiently developed to digest such food; in short, the pedagogue has been like the much-talked-of mother who feeds her baby on the pressed beef and pickles and tea which satisfy her own distorted appetite. The mother sometimes wonders why the child looks thin and sickly; the schoolmaster regards it as human nature that all but a few exceptional pupils should need compulsory feeding, and show but poor results even then.

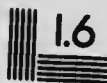
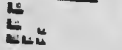
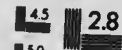
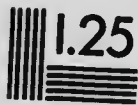
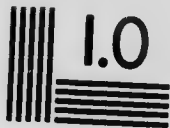
Restrictions, Punishments, Time-tables, etc.

Indeed, very few of us recognise that there is a natural demand for intellectual nourishment, which may be best expressed in the physical term "hunger," and that, if we provide suitable material for the child's mental needs, we shall have no more trouble in persuading him to assimilate it than we have to induce a healthy, hungry boy to demolish a plate of bread and butter. Having



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convinced ourselves that the unsatisfactory results of our own mistaken training are "human nature," we quite logically hesitate to trust that nature; hence our system of restrictions, rules and compulsion, with its mischievous sanctions of rewards and punishments, which happily, however, in most cases, defeat their own ends. The rigid time-table is also a necessary consequence of this attitude. Even if we were quite sure of the suitability of the mental nourishment we provided, it would not follow that the child would require exactly the same kind of material and the same amount of it every Monday afternoon at two o'clock, rain or shine, summer or winter, seed-time or harvest. It is as if we had a walled-in garden, stocked with various flowers, fruits and trees, and, having established by scientific observation and research that the average plant needed so much air, sunshine, water, nitrogen, carbon and other things, proceeded to portion these out and artificially administer them at stated hours in a perfectly regular sequence; at the same time endeavouring to regulate and order the growth of twig, bud, leaf, flower and fruit. The plants would only flourish in so far as they could evade our well-meant attentions, and the teacher sometimes has an uneasy feeling that the child may be serving his own interests better when he is watching the waving of the branches outside the class-room window, than when following the carefully-prepared lesson.

Spoon-feed-
ing. For the teacher does make the most earnest effort that his lessons shall appeal to the child. A common charge against present-day education, and a just one, is that the child has too much done for him and is rarely asked to make an effort on his own account. In order to tempt the child to eat, we take off all the hard crusts from the bread of knowledge, and the mental and moral teeth decay for want of use.

**Artificial
Stimulants
to Mental
Activity.**

Among the mischievous expedients to which we have recourse as artificial stimulants to mental work are those of competition and examination. It is surprising how many people regard competition as a necessary and natural part of life and effort. This may be due to some confusion between the ideas expressed by the terms "competition" and "emulation." The difference appears to be in the standard aimed at: in competition it is the actual work of one's fellows, while in emulation it is a more or less abstract ideal, towards which all the workers are in common striving. The competitor is apt to be satisfied with a low result, so long as he has beaten other competitors; the stimulus derived from emulation is that of seeing a great or beautiful piece of work. Competition makes one envious or even resentful of the achievements of others; while emulation implies admiration and the effort to imitate a noble result. Competition, in short, encourages selfishness and the adoption of a low standard, and its effects on human character are, perhaps, the more dangerous, because they are rarely recognised.

The evils of the examination system have been so often discussed, and are indeed so widely acknowledged, as hardly to need mention here, but there is one serious drawback which is generally overlooked. The period of examinations in school life coincides with that of adolescence; hence the unhealthy strain, especially on memory, comes at a time when all the child's available energy is needed for his expanding talents of reason, imagination and idealism. The danger is, perhaps, the greater because the child co-operates with his elders. He feels new and wonderful powers which he must exercise, and he does so with even less discrimination than the baby cutting his teeth, who will bite anything, however harmful, which offers the one necessary quality of hardness to his inconveniently insistent gums.

Lack of Co-operation between Educational Forces.

Perhaps the most serious charge against the education of to-day is the lack of co-operation between the many educational forces of the child's life and surroundings. The school is a monastery, education an affair of the cloister. One painful result of this is obvious in the relations between parents and children. The majority of parents will sacrifice much for the education of their offspring: the poor mother goes worse than barefoot in order that the little one who has reached Standard VII. may have good school boots; and the middle-class father spends money recklessly to send his clever boy or girl to the University. But, owing largely to the academic, unpractical nature of school work, neither of them really understands or shares in the child's education. That is the affair of the teachers and the school. And a breach slowly opens and widens between child and parent, the one often impatient of control, unsympathetic and inwardly contemptuous of his elder's ignorance, the other, perhaps, sore and secretly resentful at what he also feels to be his youngster's superiority to himself; and so both lose that intangible something which sympathetic association could supply.

It is the same all round. School is one thing, the world another. The fault is not only with the school. The commercial and industrial—even the civic—world of to-day is not the organisation with which any reformer would wish to harmonise his system of education. The educationist is apt to shudder at the mention of vocational training, and the world which converts the former schoolboy to spend the rest of his life in making the hundredth part of a standardised motor-car has no use for such school products as sensitiveness, magnanimity and the creative faculty.

Weakness of After-school Education.

It is, perhaps, chiefly due to this lack of harmony between our system of education, faulty as it is, and the conditions of life

generally, that the organisation of education for those who have left school is insufficient and half-hearted, both in supply and demand. Literally and metaphorically, school books are packed away in the attic when once the real business of life begins. Comparatively few scholars continue study for its own sake, or realise the perpetual renewing of life which springs from learning.

Inadequacy of Language Training. Space forbids us to enlarge further on this part of the subject, except to mention what is, perhaps, essentially an English weakness: the serious neglect of language training. It is not generally recognised how much clear thinking depends on the right choice and correct use of words, and how valuable a factor in the formation of character is the power of self-expression in words as well as in actions. In order that he may not interfere with our comfort or the course of lessons we have carefully prepared for him, the child is muzzled for the greater part of the day, when he should be learning to express himself simply and clearly about the work he is doing, and so laying a sure foundation for future thinking. The attempt to deal with children in the mass is the chief cause of this unnatural restriction, as indeed of many others.

RECENT ATTEMPTS TO IMPROVE EDUCATION. The recent tendency towards improvement in education is in the main three-fold. It is generally agreed, at least in theory, that the child needs more freedom. In her last book, Dr. Montessori reminds us of the progress of our ideas on child hygiene, from that of the supposed necessity to pinch noses and swathe the little bodies in straps, to the ideal of allowing baby to lie and kick in a state of nature in the open sunshine. We now, in fact, admit that nature can shape noses and limbs better than we can, and the Dottoressa pleads for a more general recognition of the parallel fact in mental and moral culture. The second

aspect of reform is the effort to find suitable material for the child's intellectual needs, especially as expressed in the sense-training of the infant-school and the hand-work of the elder boys and girls. The third is a logical consequence of the first and second, and consists in providing the child with the material and guidance suited to him and then allowing him to learn by the method of trial and error, leaving him, wherever possible, the joy of discovery and the discipline of his own experience.

Expressions of the "Freedom" Ideal. Among the plans to allow the child greater freedom and self-expression may be ranged all those which embody the idea of self-government. Many schools have adopted with satisfactory results the system of democratically elected prefects. Others rely on the more individualistic method of placing pupils on their honour; while in the George Junior Republics and the Little Commonwealth a system of courts and punishments has been evolved by the citizens out of a condition of disorder, the inconveniences of which they were helped to discover for themselves. The most serious charge against systematised methods of self-government arises in the matter of their penalties. Allowing, for the sake of argument, that punishments are inevitable—a big assumption—those imposed by children are often too severe and are always at first somewhat mechanical. The Little Commonwealth discovered this truth by experience, and we are told that other children, who have been allowed to evolve their own system of laws and punishments, in time themselves realise that their carefully planned schemes need such constant modification as to be almost useless.

The Montessori System. The distinguishing characteristics of the Montessori system are the provision of carefully chosen material, and freedom for the child to occupy and educate himself on this material, freedom harmonised with social necessities. There is no time-

table, as each child follows his own bent more or less independently of others; neither are there any punishments, as these have been found altogether unnecessary. The child lives in a world arranged for his convenience, and is encouraged to exercise his faculties and intelligence in such purposeful and useful activities as dressing and washing himself, laying tables, serving dinner and the like. It has been urged that the scientific material is artificial, its methods partaking too much of those of the laboratory; but the Montessorians answer that the choice has only been made after prolonged and thorough observation of the child's activities, and careful and scientific testing of results.

**Handwork
and
Practical
Activities.**

This definite system has only recently been developed for children up to eleven, but the idea of education by means of hand-work and practical activities has been carried out in many ways for children of all ages. At a Quaker elementary boarding school where the boys and girls spend half their school-time in wood-work, metal-work, cooking, laundry, etc., careful investigation of the results appears to indicate that the general level of intelligence of the pupils is distinctly higher than that of children of the same age and type from other Quaker boarding schools. The contention is, of course, that the education of the hand and muscles involves that of the mind in some subtle way that it is not easy to define. And the system has developed and is still developing from that of academic hand-work, the production of samples, for instance, and the learning of processes, to that of education by means of purposeful activities. To the uninitiated, perhaps, thoughts of Squeers and Dotheboys Hall are suggested, and it must be admitted that many modern schemes on these lines have been prompted partly by utilitarian motives. Such was the case, to some extent, at Gary, Indiana, and the head mistress of an English boarding school tells how the war

need "to consume their own smoke" first started the school on useful activities. Indeed, most schools have, since the war, been obliged to develop more or less in this direction. But, whereas in the older systems utilitarianism was the first motive and education only a neglected by-product, we are now beginning to wonder whether education can only come fully and naturally in this way, at least in its earlier stages. What have already been described as laboratory methods may have their place in secondary and tertiary education, but the undeveloped mind appears to need the stimulus of reality and the obvious and concrete purpose.

Gary. This principle has, perhaps, been carried farther in the Gary organisation than in any other. The school system of Gary grew up with the town, and was the product of Superintendent Wirt's ideas on education and the needs and possibilities of a new-born American industrial community. The school was compelled largely to provide for its own wants. The Superintendent contrived to steer it clear of the rocks of vocational training and of pure utilitarianism into a wide ocean of seemingly endless possibilities of educational and social reform. The system is, apparently, simple: the children work, or observe, in the school workshops, and learn "the three R's" more or less by the way and because of the need for them, not as ends in themselves. Academic subjects are provided for by special courses of lessons or lectures. The school is a living part of the community and the centre of the intellectual and social life of the town.

It is because of this close connection between the school and the town that some of us have misgivings about Gary. The mental and moral atmosphere created by the conditions of a modern industrial town is not that in which we should like our little ones to unfold. But the chief object of the foundation of "New Town" is to order its industry and business affairs in such a

way as to show the beauty of these activities as public service and their dignity as the results of truly human effort and self-expression; and as our children cannot begin too early to learn these lessons, what seems to be a drawback at Gary should be a useful educative force under the more ideal town organisation that we hope to establish.

PROPOSED PLAN OF EDUCATION IN NEW TOWN. Coming now to the constructive aspect of our suggestions, we wish, at the outset, to make it clear that, although the New Town School¹ will be, as far as we can make it, the material expression of our ideals in education, we are conscious that these ideals are not, nor would we have them, final. We hope to keep the school always dynamic, experimental, where teachers and governors will be learning as well as children, and where new ideas will be welcomed and tested as thoroughly as possible.

Our proposal is briefly for a unified educational system which shall be a vital factor of the life of the town, giving inspiration and meaning to the whole organisation, where the basis of the instruction is learning by means of real and useful activities and spontaneous effort, and the moral and spiritual motive power, faith in human nature, involving the utmost possible freedom for teacher and pupil.

Grouping of Buildings associated with Education. We intend to arrange our educational and social institutions in a group as near the centre of the town as convenient. These will include, among others, all the departments of the school: primary, secondary, tertiary, art schools, etc., the public libraries, swimming-baths, picture gallery, museum, theatre, gym-

¹With the growth of the town it may be necessary, for certain departments of work, to develop other educational centres than the one here described; this will especially apply to the provision made for the younger children.

nasium, playing-fields and public park; many of them available in common for children and adults, others, perhaps, such as the library and museum, with special branches for the young people. In all the buildings, as far as possible, there will be provision for open-air work.

Workshop Activities. Closely connected with, and perhaps even forming part of, the school buildings, will be as complete a set as possible of workshops, chiefly of the handicraft kind, with simple appliances where advisable. These workshops, while providing for real needs, will play a fundamental part in the children's education. In the carpenter's shop, for instance, the boy—or girl—will not only learn to use his hands in creation, but will be obliged, as a means to ends in which he is interested, to work out many problems in measurement, and to suffer the natural consequences of his own mistakes. He will have to calculate costs of material, and to write out these and other matters, such, for instance, as a brief account of the work he has done, to submit to his Group Tutor. He may find it will help his work to read books or the subject. He may easily become interested in the history of the craft, and can hardly avoid learning something of the different kinds of wood he uses, and of the climatic and other conditions under which they grow. This learning will not be forced on him, but the desire for it will be aroused by his activities, and will be fostered and satisfied to the fullest extent possible by his teachers.

So it will be in the other shops, which will be as varied as the town can supply, covering as nearly as possible the whole range of elementary human need: processes required in the production and preparation of food; in the making of clothing; in building; for transport; for the production of books, the making of furniture, and the like. It should be possible to supply the school's needs to some extent in these

workshops, and so the children would have the satisfaction of seeing the results of their work in actual use. Perhaps the chief workshop of all will be the farm; for farming, gardening, the care of the park and playing-fields will also form part of the children's occupations.

Academic Subjects. It will probably be objected that academic learning must suffer if so much of ordinary school time is to be taken up in the workshops. But the teachers of schools, where for some years the instruction has been based on "learning by doing," are unanimous in their assertion that the academic subjects gain rather than lose under this regime. We propose, as a special safeguard against the neglect of necessary subjects such as "the three R's," that there shall be Subject Tutors responsible for them, who shall give help where it is wanted, and take measures to satisfy themselves that education in these directions is duly proceeding.

Then there are subjects such as history, geography, literature, foreign languages, mathematics, science, the desire for which may and should arise out of intelligent workshop activities, but which are not on the whole necessary to them in the same way as arithmetic, reading and writing. These will be provided for by special graded courses in class-rooms allotted, as far as possible, to each subject. The history room, for instance, may be hung with a series of history charts and historical pictures, and have its own collection of reference books. The literature room should be a library in itself. Modern secondary schools will furnish us with good examples of geography rooms. Physical, chemical and botanical laboratories hardly need mention in this connection; while even mathematics and foreign languages can create for their own special rooms an atmosphere which will be a help to the teacher and a stimulus to the pupil. Here class-teaching will find its place, for in our desire to develop

the individual as such we still recognise the value of class-work, "the interplay of minds, the infection of interest," and other important intellectual and moral results which could perhaps be obtained in no other way. In all subjects where it is possible, the dramatic method of teaching will be used largely for younger children, both for purposes of language training and to keep the subject as concrete as possible in the earlier stages.

As regards the subjects and content of the school curriculum it is impossible to enter into detail in this brief outline of our scheme, but one or two of its outstanding features may be indicated. We hope first of all so to arrange and relate our courses, practical and theoretical, that, from the beginning, knowledge will appear to the child as a unity and synthesis and not as a haphazard collection of facts, only accidentally related. A class in the botanical laboratory of one of our public secondary schools recently expressed themselves in delighted surprise on discovering that, as they put it, a certain lesson was geography and botany as well; and any practical teacher will recall similar instances of the way in which present methods work in keeping the children's intellectual activities in water-tight compartments. In this connection we expect to find elementary regional survey useful, especially as worked out in some schemes of woodcraft which have been adapted to town conditions. In the careful study which children make of the geography, history, industry, commerce and sociology generally of some limited region, they see the natural and practical connections of the facts of life; and even the small experience that we have of this kind of work gives abundant evidence of the interest and intelligence which children exercise in building up their discoveries into a system, however simple and crude. We feel also that such activities, together with those associated with the supply of elementary human needs,

will satisfy the psychological requirement that the child shall to some extent repeat in his own life the history of the race; for the fundamental facts of the life of the savage were the satisfaction of need, and the establishment of relations with his environment.

It is not difficult to trace the connection between the study of human need and environment and that of matters connected with health: food, clothing, shelter, and the structure and functions of the body. The rudiments of psychology and the science of human relations also follow naturally from these considerations, and we hope to make provision for such instruction in drawing up our scheme of school work.

Subjects of general interest may also be dealt with in courses of lectures given to a large part of the school at a time, and often to the outside public as well, in the main Hall. In the Hall, too, other open functions, such as musical and dramatic recitals by the children, may take place.

Language. Public recitals should help much in the development of language, which will, in all ways, be fostered to the utmost. The motto "Every lesson a language lesson" will have a somewhat unconventional application in New Town school; for the greater freedom of the school and the workshop activities will afford far more scope for conversation than at present exists in schools, and this will be encouraged as far as the limits of social convenience will allow. Discussions, formal and otherwise, on subjects of school or general interest will be invited and arranged for. The pupil will also express himself in writing more than he does in the ordinary school of to-day. A specified time will be devoted every day to keeping a school diary: a simple record of the day's work and the pupil's impressions of it. The usual school essays will be required by the Subject Tutors, not only for language purposes, but to encourage elementary research work on the part of the

pupils. Some use may also be made of the famous *lecture expliquée* lesson of the French class-room; and the Magazine will hold a prominent place in our school.

**Length and
Grading of
School
Course.**

The question of curriculum is closely bound up with that of the length of school life. We shall plan our course on the assumption that we shall be able to keep most of the children in the school until sixteen, and many until eighteen. The primary or elementary stage will last until twelve or thirteen. Up to this age the education of the child is mainly objective. He is tremendously alive to the wonderful world of things and people and events about him, and, if his education is proceeding on natural lines, too busy gaining more or less concrete experiences, and establishing their associations, to take vital interest in the abstract side of life and thought. His attitude to his elders is as to beings of a different order from himself; he cheerfully accepts without understanding them, and makes use of them freely and frankly as part of his environment. In the later years preceding puberty he begins some simple abstract reasoning and childish generalisation, and when allowed to develop in his own way will build up for himself an elementary philosophy, which, however crude, will help to steady his personality and protect it in the emotional strain and stress of adolescence. For with this physical change come the throes of a new birth. The child is now no longer occupied with knowledge as such. His imagination is intensely active; he revels in theories, and he has eager and almost anarchic desires towards vague ideals of wisdom, goodness and service. At the same time he is something of an egotist, even to the point of violent self-assertion. His relations with his elders are often difficult, being variable and subject to extremes of affection and antipathy, and needing much sympathy, patience and understanding.

The Education of the Adolescent.

The change from primary to secondary education will be, therefore, a natural one corresponding to a fundamental change in the child. The school course for the period of adolescence will be rich in abstract and philosophical subjects: history and literature, ancient and modern; formal science and laboratory work, for which the workshop experience will have provided an excellent foundation; higher mathematics and the like. This does not mean specialisation. On the contrary, it is important that the pupil should, at this stage, have the widest possible field of congenial study and reading in which to wander at will, for if his new-born activities be allowed "to fust in him unused," we shall see in him some of the worst results of arrested development. We must not be anxious if he takes up a subject and then leaves it for something more attractive. It is a period of vital change, and there will probably be bubbles here and explosions there, but these are mere accidents, and will do no harm if they are allowed free play. And, because a wide scope is so important to the pupil at this age, formal examinations of the conventional type should during this period be discountenanced. An additional reason for restriction on examinations is that preparation for them may seriously interfere with the physical development of the child. We hope to keep them out of the child's life until about the age of seventeen.

Physical Education.

The physical education of the child at this stage is specially important. The value of physical exercise as a steadying factor making for balance in nervous adjustment is generally recognised, yet apparently there has not been any special study of its connection with the problems of adolescence. There seems to be a tendency, on the part at least of girls of fifteen or sixteen, to be a little bored with formal gymnastics, and to become rather easily tired. Perhaps even in "drill," the great strong-

hold of authoritarianism, there may be, for older children at least, a field for experiment in freedom and self-expression. The question has already been raised by educationists, and we hope in New Town to make some contribution to this investigation.

As regards the subject of physical education generally, we have before alluded to the provision of gymnasium, swimming-baths, playing-fields, park and open-air class-rooms. Arrangements will also be made for school expeditions, journeys and camps, similar to those carried out by some of our primary and secondary schools at present. The distinguishing features of New Town education on the physical side will be the natural results of the practical methods which we have outlined as its basis. In the first place farming, gardening, the care of the playing-fields and so on will necessitate more open-air work than we usually associate with school life. But more important even than this will be the abolition of much of what may be called desk work. It is an unnatural and unhygienic proceeding for any one, especially a child, to sit for five hours of the day at a desk more or less suited to his size, his only change of position for forty minutes or more at a stretch being to that of writing, where cramped arms and hands and twisted back aggravate the evil. In New Town school, children will have comparatively little continuous sitting, and we shall look for physical improvement as a result of this change.

Another feature of the physical side of our education will probably be a modified emphasis on games, compared with the place they now occupy in secondary and public schools. It is found that where children are employed in real and purposeful activities, as in the Scout systems for instance, games and the need for them are, to a certain extent, crowded out. It is expected that in New Town a similar development will take place, the more so because we hope to increase

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outdoor interests, not only in farming, gardening, and field-work in the usual subjects, but also in wood-craft and all the lore of open-air life, which is the entrance to a true communion with nature.

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Ritual. The reference to Scout systems suggests that aspect of education which deals with the need for ritual in school life. This will be, to some extent, satisfied in the usual ways of morning assembly and school functions, but our proposal is to find more occasions for such functions, and especially to make the school the centre of town, national and international celebrations, more than is done at present. These will serve the manifold purposes of supplying ritual, educating the child in citizenship and making the school a connecting link with the great outside world, of which the child's main knowledge at present is merely through the geography lesson. Pageants and processions will be useful in this connection, and a school orchestra will probably be a feature of the functions.

Rhythm,
Music and
Art.

No mention has yet been made of education in rhythm, music and art. We consider these of greater importance in the training of personality and character than is usually recognised; and in New Town school they will not be, as they often are elsewhere, the first subjects sacrificed in cases of emergency. We hope to develop them on the lines of a movement already well advanced in the world of education, that is as a means of self-expression and sincerity. It is suggested also that we might undertake some research work on an aspect of the subject discussed by Plato, but not yet exhaustively studied: the psychological and moral effects of different kinds of rhythm and music.

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Grouping of Pupils. Our references to the Group Tutor involve the subject of classification. We anticipate that the increased freedom and elasticity of New Town education will make what is known to the teacher as cross-classification so general that

there will be no place for the usual form-grouping. We propose instead to establish a vertical grouping, which will correspond to the "Houses" of Public Schools, in that children of all ages will be associated together into communities, each with a Group Tutor who will be responsible for seeing that every child is doing the work best suited to him, and that his education is all-round and well-balanced. We are not altogether agreed as to whether the principle of co-education, which will probably prevail in the school as a whole, will be carried out in the Groups. One suggestion is to have separate groups for girls and boys, and another to have mixed groups, each with two tutors, a man and a woman. Or both methods might be used at once. The Group Tutor, who will also be a Subject Tutor, will advise children as to courses, and confer with other Subject Tutors and with craft instructors concerning the individual work of the pupils, and the best means of developing it. He will, however, carefully avoid what might be described as *a priori* dealing with the children. He will remember the child's individuality, and observe and advise rather than prejudge or dogmatise. Since he will have charge of a pupil's whole school career, he will have a better chance than the Form Master or Mistress of other schools of understanding the child and becoming his friend, philosopher and guide. His relations with the home, too, will be more permanent than those at present existing between teachers and parents, and will form a connecting link between school and home life which should be a great help in the training of the child. The possibility of incompatibility or even mutual antipathy between teacher and pupil may be urged as an objection to this method of grouping; such cases are, however, exceptional, and may be dealt with by the Head as they arise.

Hostels.

Another function of the Group Tutor may be that of actual House Master or Mistress, for one of the suggestions in connection with our

scheme is the establishment, as need may arise, or way open, of hostels where children from a distance may live together, and attend the day school as ordinary pupils. This arrangement would modify some of the drawbacks, while keeping most of the advantages, of boarding-school life, and would give pupils from a distance an opportunity which they would not otherwise have of sharing in the education of New Town.

The Teacher. It will be readily admitted that the teacher is an important factor in this system. He has, indeed, to be at the same time a research student in psychology and human nature, and the artificer to apply the results of his own and others' investigations and discoveries. He must be always ready to scrap his dearest beliefs and theories when a new fact disproves them, and yet must act boldly with all strength, faith and courage by the light he has seen. As his material is alive and growing, he can never work by rote, but must deal with each child and each lesson as with new and unknown forces. He must keep clear in his thought the ideals of maturity, and yet remember the stage of development of each child and foster growth without forcing it. All this will be a continual strain on his powers and enthusiasm, and we hope in New Town to make more careful arrangements than usually prevail in school systems to enable the teacher to keep fresh and alert, and to give him also freedom, as far as is consistent with the principles of the scheme, to work out the ideas and plans suggested to him by his own experience. This will be more possible under our grouping than under that of the average school. The teacher will be given frequent opportunities to visit other schools and countries, in order to refresh himself and gather new ideas. These measures may necessitate a rather larger staff than is usually considered sufficient, but not, perhaps, to such an extent as might appear on the surface, for

there will be considerable economy in the grouping of pupils for lessons and lectures.

Length of Holidays and School Day. Again, it will be inferred that our scheme will require a rather longer school day for the child than that which is usual at present. Work of a practical

nature such as we have described will require more time than the ordinary class-room lessons; but since it is more in harmony with child nature than they, friction will be lessened and energy saved. The mid-day dinner-time, which pupils will spend at school in a common meal, will be shortened, and time and energy economised in this way also. It is probable too that, while the teachers' holidays will not be less than at present, it will be found that those of the children may, under the new conditions, be somewhat curtailed. Many teachers, and still more parents, feel that a fortnight's vacation at a time is enough for most children; and the youngsters themselves often complain of being tired of holidays. We hope therefore to have shorter vacations at more frequent intervals than those now common. Here again the elasticity of the school organisation will make adaptation more possible than it would be under prevailing conditions.

Adult Education. We look forward with pleasure to the time when a generation of boys and girls in New Town shall have lived the school life in some such fashion as we have described it. We expect then to see them directing their own advance in further paths of learning and of life. Some will travel on to University courses of various kinds; others will remain in our own town, continuing their use of the workshops and school buildings, demanding further knowledge and training in technical work and intellectual matters, eager in research, clustering round competent leaders in study and discussion, and expressing themselves in the comradeship of music and the drama.

But before that time comes there will be much work to be done in adult education in New Town. Our industrial arrangements are planned not only to give, in men's daily work, some stimulus to their self-development and some training in co-operation and social service, but also the necessary leisure for the expression of their personalities in other directions. We should like to think that these and other advantages will mean that to live in New Town will be in itself the beginning of a liberal education. But we must also remember that our founders and first inhabitants will be men and women who have long since adjusted many of their ways of thought and life to a social system which we wish to supersede. And this system has already, in only too many cases, robbed them of the chance of acquiring that wide knowledge and sympathy which a full and humane education can give. In order that the ways of life which we are proposing in this book may be made possible, or may continue if once begun, we shall need to do a good deal of intensive educational work, in order to ensure the full and intelligent co-operation of the mass of the citizens. This task should be simplified by the fact that their numbers will only be small at first. The methods of adult education which have been developed in recent years by the Workers' Educational Association and other bodies must be used to the utmost, with special emphasis, perhaps, on economic and sociological studies. There will be strong and inspiring personalities attracted to New Town, and these men and women will be expected to become leaders of groups of students in many branches of knowledge and research. The problems arising in the course of the development of the town, and of its industries and institutions, should be freely discussed by its citizens before important decisions are made by the various authorities. To adapt a familiar phrase, our town will not be made safe for democracy unless its democracy

be made safe for the town, and this can only be done by the free and full education of its individual members. We cannot here pursue this large subject; something further on the connection between recreation and education will be found at the end of the next chapter.

There remain our proposals for Nursery Schools. One of these will probably be associated with our central group of buildings; and the others so placed about the town as to be conveniently near the homes of the children. The question whether home or school is the right place for children up to seven or eight years of age is a difficult one to decide. On the one hand, it is argued that the little one can learn the lessons suited to his age more naturally and with less strain in the practical atmosphere of the home and under the sympathetic care of the mother than in the artificial surroundings of a school; on the other, that children quite early need a world of their own, and that they are hindered in their development by having to conform to the material surroundings and speed of movements of grown-ups. There is truth in both these contentions and it has become the rule in the best infant schools that everything shall be of a size and weight suited to the child's physical attainments, so that he may feel at home in his environment and educate himself through such purposeful occupations as the home would supply.

We propose that our Nursery Schools shall be on these lines, that they shall be veritable "children's houses" where the little ones live in a world of their own in the company of their peers, and exercise and develop their bodies and minds in activities necessary to their own convenience and comfort: dressing and washing themselves; sweeping, dusting and arranging their rooms, tending their gardens and even helping to prepare their own midday meal. If it is objected that this is too much for little children to do, it should

be remembered that the aim is educative and not utilitarian—the process rather than the end. For instance, a child may be allowed to spend half an hour on the experiment of fastening his shoe-lace if he is anxious to do so. Dolls and their concerns and games of pretence and imagination will find a place in the child's school life, and there will be provision for sense training on lines of spontaneity and freedom, but formal methods and material will have less importance than in the ordinary infant school.

For we hope to be able to keep our little ones in constant contact with nature. Whenever possible, they will wander in the fields or in the park and learn colours from the earth and sky, trees, insects, grass, flowers and insects; train their ears to the sound of falling rain, the wind in the trees and the songs of the birds; develop their senses of form and number in communion with all the shapes of creation; their bodies in the air and sunshine and their souls in the mystery of growth and life. The teacher here, even more than in the schools for older children, will be an observer first, ever watchful to remove hindrances to the child's individual and social development, and strong in her belief in human nature as it may with her co-operation express itself in her little charges.

Such is a brief outline of our plans for education in New Town. They involve some fundamental changes in established custom and ideals, and, as changes are not to be made lightly or without due reason, it may be well to summarise what we hope for as the results of our venture; education being a means to ends, what are some of the chief ends we hope to attain?

THE RESULTS: Perhaps the most far-reaching of these ends will be a new attitude towards work.
Joy in Work. Ruskin tells us that "when men are rightly occupied, their amusement grows out of their work,

as colour-petals out of a fruitful flower." Joy in work arises mainly from two conditions: the natural exercise of one's faculties, and the satisfaction of the creative instinct. Just as a healthy, normal child enjoys eating and exercising his limbs, so will he find pleasure in acquiring knowledge and in using his intellectual faculties, if we supply him with the kind of knowledge suited to him and leave him freedom and scope to think and use that knowledge in his own way. What experience there is of education by means of practical activities shows that these do appear to be undertaken by the child in the spirit of zest and eagerness which accompanies the satisfaction of a need. The reality and obvious usefulness of the work always make appeal to the creative instinct, which is hardly touched by the academic work of the ordinary school. In the days of the cathedral-builders a child's education was first in the home through the home crafts of spinning, weaving, breadmaking and the like, and afterwards in the workshop. Something of this we seek to restore.

Discipline of Spontaneous Effort. Another result which we hope to achieve by New Town methods is closely connected with the foregoing. It is the discipline which comes from vigorous activity and sustained effort. It is usually regarded almost as axiomatic that such discipline can only come through tasks imposed from without and undertaken by the child more or less unwillingly. Yet it seems obvious that a voluntary, spontaneous effort, in which the child conquers his own inertia through his desire to reach a certain end, or even for the simple joy of overcoming an obstacle, must be more potent in the formation of character than any work, however irksome, which is performed out of grudging obedience to an outside authority. The spontaneous concentration of the Montessori child is so marked a feature of that system, that teachers sometimes have to restrain

it, even as one prevents a hungry child from over-eating.

Moral and Religious Development.

The free, vigorous and joyous exercise of his faculties appears to have a beneficial effect on the moral development of the child.

There is no necessity for punishment in the Montessori school. The head master of the elementary boarding-school already referred to has observed that a bad-tempered, troublesome boy seems, under the influence of his handwork, to develop a moral calm. People visiting schools where freedom and natural self-education have been to any extent practised notice an unusual friendliness and comradeship on the part of the children both towards each other and to their elders. Interest and joy in work seem to act as regulating moral forces, creating that sympathy and affection towards one's fellows which, if given full scope, may develop an ever-widening conception of human relationships, reaching out until it embraces the whole of humanity.

This moral development should give meaning and emphasis to the desire which most children express, when it is not prematurely forced on them, for direct religious instruction. We have given some thought to this vexed question, and agree that when a child asks for such instruction it should be given. There will be simple lessons on the mythologies and religions of the world and on the Bible as history and literature, which will form part of the ordinary school course. The ritual of such school functions as morning assembly will afford opportunity for a simple form of worship, and also for any direct moral or religious teaching which may be thought desirable. In addition the Group Tutor will arrange for talks on religious principles, such as those expressed in the Sermon on the Mount and other sacred writings; and special periods for the general or individual discussion of the children's ethical problems, whose answers, if any, will be thought

out, at times perhaps through silent meditation, by Tutor and pupils as seekers together for truth.

Increased Co-operation between Educational Forces of Child's Environment. Partly as a result of the new social and intellectual outlook of the school, but more as a direct consequence of the practical nature of much of its work, we may look for increased co-operation between all educational forces. Parents will come into touch with the academic and social sides of school life by their increased attendance at school lectures, debates, recitals and ceremonial functions—there is no reason why they should not be invited to join even in morning prayers. Children, on the other hand, by their association with the real work and workers of the world as educational factors, will gain in sympathy, respect and reverence for their elders. The increased and vital interest of young people in their own education should be a great stimulus to continuation work. The grouping together and common use of all buildings associated with educational and social activities should symbolise to every member of the town, adult or child, the oneness of education and life; and should make adult education play a more important part in the social affairs of the community than it does at present. And most of all, perhaps, we shall begin to realise the value of the necessary work of the world as a means of education and abundance of life.

Influence on Industrial Conditions of Town. And hence, in time, should come a happy change in the industrial and social conditions of the town. A child educated in the New Town way can never become a mere automaton, content in the main to spend the rest of his life in adding up figures in a ledger, or in making the twentieth part of a pin. Having occupied himself intelligently and joyously in useful creative work in the school workshops, he will claim self-expression in work, and will not be content with the philanthropist's panacea of increased leisure. He will no longer seek satisfaction

in the pleasures of the Cinema or of Hampstead Heath on a Bank Holiday, but will realise himself in the spirit of a present-day craftsman who writes:

- " To serve the right master, that is freedom.
- " To do the right work as well as he can, that is independence;
- " To aim, not at pleasure directly as compensation for his servile estate, but at self-development and an extended horizon.
- " He wants not comfort, but your 'ave to sacrifice himself for a decent end.
- " Not safety, but to confront danger unmoved.
- " Not hygienic surroundings, but an invulnerable body."

We shall probably be asked how far a frankly experimental scheme such as that of New Town will be recognised by education authorities, and so be in connection with, and a vital part of, the educational organisation of the country. We do not wish to cut ourselves off from the national system; we believe that our experiment, though it may be more difficult, will be far more valuable if it is made under the usual conditions of school administration than as an isolated venture protected in some degree from impartial criticism and possible unsympathetic control. As regards the Local Authority, we recognise that we may have to constitute ourselves a "non-provided" school, and be responsible for our own buildings; but the Central Authority, the Board of Education, in its latest Code extends a special welcome to experimental schools, and we therefore anticipate no difficulty in obtaining official recognition. The possible cost of the scheme may be urged against it; but we would remind readers that the Gary experiment was originally made largely for purposes of economy, and that it has apparently justified itself on this ground. It is, however, obviously impossible to make a definite statement at present on the subject of absolute or relative expense.

The foundations of our ideal lie in the truth

Connection
of New Town
Education
with the
National
System.

expressed by Paul: " Know ye not that your bodies are the temples of the Holy Spirit? " The educator needs to remember always that this is true of every man, woman and child; he must have complete faith in that spirit, and strive to remove all hindrances to its free and full expression. Every lesson that he gives, indeed his whole work, will thus become a religious service and consecration, with faith and freedom as the chief articles of its creed. Freedom is a much misunderstood and maligned word. So far from being opposed to discipline, freedom is only attained through it; not, however, through the discipline of rules or public opinion, but through that of constant reference to the inward voice, by which alone the truth that makes us free can be revealed. We must learn to trust life, especially life as manifested in the " little child yet glorious in the might of heaven-born freedom on [his] being's height." We must be ready to sacrifice our carefully laid plans and deeply rooted convictions, and set ourselves in all humility to learn wisdom of the child himself. For in education especially is it true, " Whosoever will save his life shall lose it: but whosoever will lose his life for My sake, the same shall save it."

CHAPTER VII

THE HOMES AND SOCIAL LIFE OF NEW TOWN

"I am interested in housing because I am interested in homing. I want houses for souls as well as for bodies."—MARGARET MACDONALD.

The Homes IT will already have been made clear that
New Town our New Town is to be a place where a
demands. new life is to be lived. There will be a fresh atmosphere, the breath of a common striving for worthy ends. In the daily bread-winning undertaken by the captains of industry and by the rank and file, each man will no longer look on his own things, but every man also on the things of others. Intellectual life for child and adult will no longer be a thing apart, pursued for selfish ends, nor the mark of a caste of privileged persons cut off from their fellows in the workshops and the fields. Civic life will not be merely the concern of a few, or something which touches a few only of the needs of the individual; it will concern itself with our "daily bread," and with intellectual development, and with the thousand and one needs between and beyond, which can best be considered in common.

A people spending its days thus, working in a wider field than that in which the daily task is now performed, must needs express itself in a noble private life, and have homes worthy of free and enlightened folk. There must be opportunity for a broader and a deeper home life, more private and yet more shared, more varied and yet more peaceful, than can be lived in the houses and streets of to-day. The dwellings which we are planning are to be the shrines for the most intimate and sacred moments of men and women who are sharing in the

founding of a pioneer city; the garden for the up-growth of youth, with its vigour and its delicacy, its dedication, its romance; the nest to which happy children are to return after their day of activity and discovery with their fellows in school and playground; the cradle for the infancy of men and women who shall embark on enterprises which to-day we dare hardly conceive.

Like the laying out of the town, the structure of the dwelling-house must have relation to its ends, so that its material form must be conditioned by the spiritual as well as the material needs of its inhabitants. More obviously its plan will depend on the extent of the provision of public services. These include, of course, the supply of gas and water, and also of electricity, which as a form of power may revolutionise domestic as well as industrial life; but they may also include many other forms of service. Many domestic industries, such as laundering, the making of bread and cakes and preserves, have passed out of the home even in the memory of some of the housekeepers of to-day. The number of meals, too, prepared and eaten away from home in restaurants and clubs is increasing. It is often stated that the working classes will not agree to any form of common domestic service. This is probably true at present; but the kind of experience—*e.g.* that of college or hotel life, or of clubs and restaurants—which makes the better-paid classes see the advantages of common, well-organised services, is beginning to be shared by others. The success of some Army Kitchens and of many National Kitchens, of Adult School and Co-operative week-ends, and of some "welfare" dining rooms, is opening the eyes of the workers to these advantages.

Well-planned houses will bring relief from drudgery and the irking cares inseparable from our present domestic arrangements, and this will in turn react on the inhabitants. For men and for children, there will

be new possibilities in houses where individuality need not be cramped by "outward cumbers," and where there may be privacy for each and a common life for all. But for women the whole outlook will be changed: a point to which return will be made later. Meanwhile let us try to foreshadow what, in bricks and mortar, in tile and timber, will be the embodiment of New Town ideals applied to Home and Social Life.

The Town Centre and its Buildings. Our New Town will have as centre its public buildings set in a garden where the greenness of trees and grass, the tints of flowers and fruits, will give joy to the citizen. Now, it will not be a large place, this New Town: we may think of it as one of our country towns of to-day developed, not in size, but in breadth of view. The affairs of life will have much in common for all, so that there must be meeting-places for the citizens. The central buildings must therefore include a Town Hall or a Common Hall, and also provide meeting-places and committee-rooms for farmers and craftsmen, and offices for Unions and Guilds—the whole very different from the stuffy town halls occupied by clerks and officials, where nowadays too often the real owners, the workers and ratepayers, feel or are made to feel insignificant and out of place. The main Hall, which should be built as soon as the town can afford to do so, will serve for general gatherings of the citizens, and at first also as Concert Hall and probably as Theatre as well. Near the centre also will be the Library and some form of Museum and Art Gallery—we shall not be long before needing the first-named of these for the town. Not far off will be the Schools, bordering on the Park and Playing Fields. Close at hand, and also on the border of the main open space, if possible, would be the Guest House, the People's House and the National Kitchen, which will be described a little further on.

As important and central as the Town Hall will be the Store, as described in Chapter IV. It will be a

continuous market, corresponding to the bazaars of eastern cities or the fairs of our forefathers. Townspeople will all, as consumers, find common ground here, while in the Town Hall building they would meet in groups or in Council as producers. Some later and newer town may perhaps more naturally express its common bond by a Cathedral or Temple at its centre. We who are founding the New Town find our bond in our desire for extending into industry and agriculture, and into every possible phase of life, the principle of co-operation. Hence, we are content to have for centre of our civic life, as in a mediæval town, the meeting-ground of those concerned in production for use, makers and consumers alike. In time, perhaps, the strong spirit of community which we seek to encourage in our town may issue in more united provision for common worship than the towns of to-day can show.

**Local
Neighbour-
hoods.**

Although, as already pointed out, we are thinking of but a small country town occupying with its farms and orchards only four or five square miles and including but a few thousand inhabitants, yet even this is too large a body to form one closely-knit group of neighbours. The lie of the land, the buildings already on it and the parts fit for agriculture may indicate one or two neighbourhoods as specially suitable to develop into little local centres, each with its own individuality. This internal grouping would be welcome, and would indeed be essential to the strength of the whole. Probably each neighbourhood would have its own character depending on some common interest: and this local life would counteract any tendency to over-centralisation. While the Store would have its headquarters and show-rooms centrally, it might have in each of these wards or neighbourhoods branches and perhaps warehouses and collecting depôts. Similarly, while the school proper would be the centre, nursery schools would be local. Although the school at the centre would require worksho

adjoining it, and should have the park and playing-fields as well as the gymnasium close at hand, yet local enterprise or natural features or existing roads or what not might suggest other craft-rooms or recreation grounds nearer the circumference. Thus there might be far from the centre a Bird Park, or an Inn or Rest House, meeting the needs which the tea-garden now attempts, perhaps even a Village Green or a Rural Stage.

We have seen that the type of house required cannot be considered apart from the general scheme of town planning. Neither can it be considered apart from the industrial system: as we are constantly reminded to-day, the solution of the housing problem depends on income.

Now, whatever our individual ideals, the projectors of the New Town have not thought public opinion ready for equalisation of incomes. Those who believe in equal payment for all, may, however, rejoice at the factors in New Town working towards their goal. In the first place, the arrangements for the common good will add materially to real wages—for instance, spending power will be increased by the work of the Central Store in organising supplies and in eliminating the middleman. And, secondly, there should also be a rise in real wages through the abolition of private profit, and increased productivity resulting from really effective co-operation. Perhaps at the same time there may be, through the growth of the spirit of service, a lowering of the salaries claimed by directors and managers. At first, however, there will be salaried posts, approximating to those in the general commercial and professional world, and there will, as under present Trade Unionism, be differing rates of wages.

There will, therefore—even though we may dispense with palatial residences, Edward Carpenter's "desirable mansions"—inevitably be demands for houses of different accommodation. There will not, however, be different districts allocated

Types of Houses.

to them, resulting presently in an "East End" and a "West End." The interspersing of the two types being provided for, the same general principles will govern the construction of both. Labour-saving contrivances and household conveniences, now usually found in the homes of the well-to-do, where hired help is also available, are obviously more essential where the work is done by members of the family. Differences in houses according to the size of household is of another kind; and it will be seen that it may be desirable to plan houses so that one or two small rooms may be easily added as the family grows up. Differences in taste also exist, whereby one person wants but little room, his ideal being that of a ship's cabin, while another person prefers to economise in food, clothing and amusements so that he may have ample house-room. To each according to his temperament!

THE HOME HOUSE.

In housing, as elsewhere in the New Town, production must be for use: whether or not the mines are for the miners, the house is not for the builder, but for the dwellers therein, and we shall look to the architect to plan for us a Home House. Though the first aim is not the designing of a House Beautiful, we are not without hope that in working out a Home House we shall be creating houses not only comfortable and pleasant to live in, and restful to the eye within; but also with an outward comeliness that shall be pleasing and in the truest sense beautiful. Our idea is to work from within and trust that our architects will consider it a worthy task to combine the parts into a congruous whole. Working on this principle, they will surely by degrees produce not only pleasant dwellings but an adequate and worthy style of domestic architecture.

The Home House must be open to sun and air, its aspect so chosen as to be the most effective sun-trap possible on the site. It must provide privacy within

and without, and yet its aspect must not present a forbidding exclusiveness to the passer-by, nor its gardens or approaches be so shut in as to interfere with the general plan of the road. Its interior must be so arranged as to avoid unnecessary labour in passing from room to room, from coal-store to fire-place, or from cooking-stove to table, and above all in cleaning.

Labour Saving. Ease and pleasure in cleaning would involve the omission of many mouldings on ceilings or beadings on wood-work. They would demand floors of hard wood easy to polish (except where tiles are preferable) and doorsteps and window-sills needing swilling rather than scrubbing. They would require well-made yet simple fittings for windows and doors, and many improved plumbing devices. These fittings and their parts, made in the New Town workshops, might in some cases be standardised after they had stood the test of time and use. Extremely important in this connection is the proper provision of cupboards and keeping-places, well fitted with shelves, hooks, etc. Their absence causes constant work and irritation—for it is impossible for everything to be in its place unless there is a place for everything. Their presence makes it possible to keep a house tidy without much difficulty, and to leave rooms and passage ready for the cleaner. Paint inside the house may often be avoided, and the wood-work treated like the polished floors. But there are those who prefer the brightness of paint and its various advantages—and even labour-saving must not be pursued at the cost of a limiting uniformity!

Light and Warmth. Light and warmth must be thought of in connection with every detail of the plan, so that each part of the house may be as well suited as possible for its purpose. Windows require careful planning, with thought for aspect and outlook, as well as for light, ventilation, room for furniture and

fittings, and ease of cleaning from within. In some rooms the morning sun is especially welcome; among these is the bath-room! We have not in our climate enough sunshine to shade our rooms by a verandah; but there might be a loggia where the open air could be enjoyed under shelter. Failing this, a small part of the garden next the house, flagged or concreted, may be useful. It makes an excellent playground for children, especially if it is large enough to have a sand heap. Open-air bedrooms should be possible, perhaps by means of movable partitions. Flat roofs, too, may be useful for some kinds of open-air life.

Artificial heating is more complex, affecting cooking, heating and the general warming of the house. It should not, however, be beyond the wit of engineers and architects, working together at an early stage, to meet household requirements economically in all senses. It has often been stated that to lay on a hot-water supply for a group of houses is too expensive. It can hardly (within limits as to the size of the group) be as expensive in working as the supplying of each one separately, though capital expenditure may be heavier. Again it is said that it is difficult to arrange that the hot-water supply shall be used for heating the house. This has been managed in some places, and that some use can be made of the pipes and cisterns is obvious when they pass through a linen-cupboard or below a shelf. Let these problems of the heating of several houses, and of the combination of the supply of hot water and general heating, and kindred questions, be attacked as seriously as the question of flying has been attacked since 1914, and some great advantages will surely be gained. There should be some check by meter, or otherwise, on the use of the supply, and payment might be made accordingly.

In many cases (until the gradual exhaustion of the coal supply is brought home to us) people will prefer to spend a considerable part of their available income

in the luxury of open fires. These folk need not pay for other people's radiators, and should be free to indulge their taste so long as no smoke nuisance or other inconvenience is caused by it. This is another point for the architect and engineer, who must also provide for the convenient storage of coal. The question of the supply of gas or electricity is one for the governing body of the town, and it will be determined by national action as to the proposed electric power stations. Many of our household problems would, indeed, be solved by electricity if it were available at reasonable cost for heating as well as lighting.

Rooms. It goes without saying that in each house there must be not only a bath but a bathroom, with hot and cold water laid on (both preferably from the common supply). The morning sun has been invited to shine in, and the general heating supply should provide pipes here, and private choice may add a radiator: a chilly bathroom discourages cleanliness. The needs of each member of the family should be considered in determining the number of bedrooms. Their outlook should be carefully considered in planning. They are important places, these sanctuaries where each one may be alone and himself. As regards sitting-rooms, there should be at least two: one for meals, the other a place where folk can sit and work or rest or play, apart from the business of eating. But the former may well take the place of kitchen, especially if only the minor meals are prepared at home. This household refectory may then be warmed by whatever stove, gas or electric, does simple cooking or keeps warm the dishes delivered from the central kitchen. If used for nothing else but meals it need not be large, and if well shelved and cupboarded may contain most household stores of china, food, etc., though a well-placed larder should be at hand. A small adjacent room for washing-up and small household jobs would take the place of the scullery. If washing appliances are required in

separate homes they would be fitted here—but it is hoped that this need not be necessary.

Thus our requirements include private rooms and the following common rooms—a sitting-room, and a specially fitted eating-room or refectory replacing the kitchen, and a scullery. The two former may advantageously open the one from the other, and the scullery from the refectory. There must be a bathroom, and sanitary accommodation should be separate from it. The private rooms are to allow one bedroom for each adult who needs it. Larger and smaller houses would of course be needed according to the size of the group needing a common home.

Furniture. We have imagined a house with space and light and air in which to move—simple and, let us hope, beautiful as left by the builders. The family enters, and air, space, light and line are blocked out by their household gods—the furniture. Too often are people tied to their furniture, and their lives especially those of the women-folk, spoiled thereby. New Town houses must help to make these idols and this slavery impossible! All keeping-places should be built in as part of the original design, so that the present movable (frequently unmovable) wardrobes and chests of drawers, bookcases and sideboards may be done away with. Cosy corners and window seats and other niches and nooks may be fitted so as to replace many chairs and couches. Folding tables hinged to the wall will take less room than central ones, and be better for work and writing—especially if carefully placed to light and convenient shelves. Washing-stands and dressing-tables are obviously replaceable by fixtures. What remains? Certainly very little upholstered furniture will be wanted, though cushions of many kinds, and rugs, will be welcome. For the common rooms we shall need a dining-table or tables, and in the sitting-room there would be space for a musical instrument or a painter's easel or a movable table

other things for the leisure pursuits of its occupants. For the bedroom practically all essentials except the bed have been arranged for; so that even in a small room there would be room for this and a chair or two and the small equipment which would enable the owner to carry on here any pursuit or hobby not provided for in his industry or in the common parts of the house.

What a saving of daily, weekly and yearly cleaning by this simplification of furniture! What a sense of freedom of movement in the house, and from house to house if desired! What an emancipation from the burden of possession! A young couple could enter their new home without fettering themselves in the chains of the hire-purchase system. And the makers of furniture? Such of them as were not busy in collaborating with the architects would have golden opportunities of designing and making for each fresh entrant to the dignity of a room or a house just those things which he and no one else needs to live with.

Garden. Most householders will desire a private garden for home-life out of doors. But these must be so arranged as not to spoil the effect of the grouping of houses and the appearance of the roads of the town. The gardens bordering on these highways should not be cut off too sharply from each other, and the strip next to the public path should be cared for in common by a "central" or "local" gardener, who might also be available at times for employment by those not wishing to attend to their own private gardens.

TOWARDS A SIMPLIFIED HOUSE-KEEPING. We have shown how the burden of increasing toil which rests upon the shoulders of the housewife to-day might be lightened by more careful designing of the house and its furniture. Further relief for the home-maker, and perhaps incidentally a solution of many of the problems of domestic service,

could evidently be secured by various forms of co-operation in such work, and these we shall now proceed to discuss. But in doing so it should be made quite plain that New Town will not propose to force any of the suggested arrangements upon its inhabitants, but will rather hold itself in readiness to meet promptly the demands that they may make for such assistance.

Grouped Co-operative Homes. So far, like the Master Builder, we have been thinking of homes for "father and mother and troops of children"; but there are other household groups. For these, and also for the ordinary family, various types of co-operative housekeeping have been proposed, and successful experiments have been made. At Letchworth one such scheme provides a common restaurant with permanent staff for catering and for the care of the outside of the houses, the common colonnade etc.; whilst another is simpler, a common mid-day meal only being provided for the group, each housekeeper taking responsibility for it for a month in turn. For women only there are flats in London of the former type, and residences in Garden Suburb, Hampstead were tried on a slightly different plan.

After the war, dwelling-places for single people, reduced families and other small groups will doubtless be in demand. Some competent woman may find her place as House-mother to a larger Home House—with small flats or suites of rooms and some larger rooms in common. A successful homestead of this kind would grow along its own lines; but some analogy may be found in a residential College or Hostel or in a so-called Hydropathic Establishment. A quadrangular group of cottage houses suggests itself as a possible form. Why should almshouses and mediæval colleges monopolise this pleasant arrangement? In a later part of this chapter another plan of co-operative work and living is proposed.

The enterprises suggested here and in subsequent sections would probably be worked by subsidiary companies subject to the regulations of the Parent Company, some of them being organised by Associations of Co-operative Tenants.

**Woman's
Work.**

The house being provided, how is it to be managed? "The place of the woman is in the home" is the reply that will doubtless spring to the lips of many; and it will be accepted by the promoters of New Town, with the addition that she has also a place in State and Town, in education and in industry, or let us say simply, "she has her place in the world." When large-scale industry of the eighteenth and nineteenth centuries took out of the home not only spinning and weaving, but sewing and knitting, not only brewing, but jam-making and bread-making also, women had to go forth and do this work in factories under less congenial conditions. For the married worker more than ever did it become true that "a man's work's from sun to sun, but a woman's work is never done." On the other hand middle-class women, relieved of many of their responsibilities, joined as a rule the idlers of Society, ashamed of acknowledging even the small part left to them in household arts, and anxious to disown whatever useful work they still did. Not even sewing a fine seam was legitimate—only fancy work and playing at art! Are we in our New Town to replace the useless Victorian "lady" by her great-grandparent type, or by her twentieth-century granddaughters, experts in some business or craft, even in many that were not formerly considered womanly?

The answer is already in part given by the demand for women in industrial life, and their claim for entry into professional life—demands and claims which are likely to be at least as insistent in the future. Yet the very fact that

**Women of
To-day.**

woman has at last won her place in the world, and proved her power to work alongside man, or even, as has been seen in war-time, in his place, has made her now almost content to specialise in domestic affairs. The "advanced woman," in the pioneer days of her struggle towards emancipation, had for a time to ignore them. Since she has shown that she can do other work, she is now no longer afraid to take special interest in what has been looked down upon as "women's work."

And of To-morrow. There is another factor to take into account. Rightly or wrongly, the woman who has had her own wages in office or munition factory, the girl who has been "on her own" on a farm or 'bus, or lived an open life of camaraderie in the W.R.E.N.S. or the W.A.A.C.S., will not readily "go back into the home." Woman and girl both want a home, and want a mate, and want children—but they also want independence. The girl is not going with her eyes open to be the drudge that her mother—often for the girl's sake—is to-day.

The Household Services. Hence will arise an increasing demand for some communal household services in New Town, which will be met by means of the "National Kitchen" and some form of Household Auxiliary Corps. The girl who would refuse "to go back into the home" as drudge for her parents, or even for her "boy," would readily join the staff of a People's Kitchen working in shifts with regular hours, or enlist in a uniformed corps of Household Auxiliaries, to go round at fixed times to houses and flats to do cleaning and polishing, table-laying or even cooking. After marriage, when closely engaged with her young children, she, and other young married women, would be free, not only from her business in the corps or elsewhere, but from many of the household burdens and Jack-of-all-trade rôles, which too often unf

the mothers of to-day for really mothering their children.¹

The People's Kitchen and Restaurant. A common cooking centre on the lines of the National Kitchen will need careful thought. Far-seeing management should make it an important factor in social and industrial life, economising time, food and fuel, and above all human energy. It would, of course, provide restaurant meals; but should also, combining the experience of various institutions, send out meals complete with table equipment and every part of the repast required, or cooked dishes only, bread, butter, condiments and other additions being supplied in the home or the local dining-room. Shifts of workers and attendants with comparatively short hours would be required, for daily service would be necessary throughout the year. Not only kitchen but even scullery and larder might with the aid of a well-managed centre of this sort be eliminated from the dwelling-house. The capital cost of housing and upkeep would thus be greatly reduced; and there would be further economy. For household stores of table linen, plate, china, etc., might be reduced to a minimum if the People's Kitchen held a common store of these for occasional use as required; while the total stock of pots and pans and various kitchen utensils might be small.

The Household Auxiliary Corps will be Household Auxiliaries. experts in household arts, the majority being all-round people, others being specialists as cleaners or needlewomen, cooks or waitresses.²

¹ To confinement benefits under the National Health Insurance Act will probably be added in the near future maternity benefits. These should cover from six to eighteen months of absence from work and be proportional to the mother's usual earnings. And we must look forward to infancy and childhood pensions, which would enable the mother, if suitable for training young children and desirous of doing so, to adopt this as her profession for some years of married life, tending perhaps a few other children along with her own.

² Perhaps certificates of the kind won by scouts, permitting the wearing of distinctive badges or kind of uniform, would be useful.

Household work done by specialists will be more business-like than when relegated to underlings or carried on by mothers brought up, as most girls are nowadays, to office or factory work, but quite untrained in the house. The commandant of this corps should be some one—preferably, perhaps, though not necessarily, a woman—of high organising ability and keen human sympathy. In early days she would have to train many of her staff. Then she must know the right type of auxiliary to send to certain families, and choose the right kind of opening for each girl. She must fit in permanent and temporary engagements, whole-time work, and work for certain days and hours weekly; she must meet reasonable requirements of her clientèle, and be both just and sympathetic to her staff. As time goes on she will have to delegate her work, training or supervision, to various officers or forewomen, and perhaps ultimately pass it over to a self-governing community of co-operative auxiliaries. The working of the corps need not preclude some choice of worker by the employer, or by the worker of her job—but engagements through the corps would necessarily be more limited in choice than in the open market. There would be nothing, however, to prevent domestic work being arranged for in the ordinary way through the Labour Bureau of the Parent Company; or some such Bureau or Registry might be worked by the corps.

Nor would there be anything to prevent any household, large or small, from carrying on its domestic work on old lines, quite independent of the "Auxiliaries" or of the Communal Kitchen. The new organisations would only become established if their co-operative methods met the needs of the households and the workers, that is to say of the consumers and the producers of the services in question. Acted on by their environment and in turn reacting on it, these organisations, starting perhaps on the lines here sug

gested, would probably develop in ways now impossible to foresee—for they should be not machines, but living bodies for the service of the community and its members.

The Health Society. The daily round of uneventful weeks is provided for in the Home House and by the Household Auxiliary Corps and the Communal Kitchen; but there may arise contingencies and less frequent needs. The home is at times a sanatorium or an emergency ward. How is the New Town organisation to help?

There will be already in existence the usual health agencies of the district—visiting nurses, the staff of the local medical officer of health, the school doctor and nurses, the private practitioner and the benefits of the National Insurance Act administered through the various "Approved Societies."

But we know that there are many needs that are not met by these agencies, and we therefore propose to develop in New Town a supplementary health service, aiming more definitely at the prevention of disease and breakdown than our medical services have been accustomed to do. A possible method of carrying out this idea would be by the formation of a general "Health Society," which should be an approved society under the National Health Insurance scheme, but would widen its scope to include voluntary uninsured members, and to provide many additional services. The Parent Company would seek out a keen and competent woman to act as manager of the society, and there would be an immense field open for her initiative and organising ability.

Its Services. First of all there would be a close association with the educational organisation. The nurses and doctors employed by the society would be advisers and teachers, both for parents and children, in all matters relating to a healthy life. They would supplement the efforts of the County Maternity and Child Welfare Committee. Not only would sym-

pathetic help be brought to the home at times of birth, serious illness and death, but also in those minor cases of indisposition which so often tie the house-mother too closely withindoors, or mean that a school-going girl must be kept at home. What a relief also to the mother would be the certainty, in times of sickness, of the help for even an hour a day, of a skilled nurse, often replacing the dreaded and time-wasting visit to an out-patient department of an hospital; or the services of a special Home Helper, who would look after the house and the children when the mother herself was laid aside at confinement or other times. The society would also try to make ample provision for the lending of medical and nursing appliances and conveniences of every kind.

Such an organisation—built up from its infancy department at the beginning of life, giving guiding care to mother and child, to its provision for the last offices at the close of life, through an insurance department that might help to prevent the incursions of profit-making concerns at such a time—would co-operate, we believe, with favourable conditions of home and industrial life to produce a notable standard of health in our town.

Is Decent Housing too expensive? It has been insisted that the scale of housing we have suggested is too expensive for the average worker, that bedrooms to the number necessary to meet all family needs, an airy house with simple conveniences and a garden for each family, is too much to ask for. As a concrete illustration of this, it is stated that an additional cupboard means twopence per week extra rent. But may it not well be that the lack of a cupboard may mean daily annoyance, and a loss of time and energy to the extent of two hours of the home-maker's time per week. Is not her time worth to the community more than a penny per hour?

The few shillings in rent per week necessary to meet

the cost of extra house-room and conveniences must be provided by the family earnings in some way. But is it not clear that the freeing of the home-maker from domestic drudgery will in many cases free her for productive work which will indirectly (or directly if necessary) pay for additional house-room as well as additional leisure?

Part-time
Work and
Local Work-
rooms.

There are many ways in which groups of dwelling-houses could be provided with some central communal features. These might be, for example, washhouses and kitchens. Whether this is the line of development most desirable will depend on the provision made locally or centrally of kitchens on "National" lines. Again, the need of a common quiet room for adult study or children's home-work is often expressed nowadays. And a further suggestion has also been made that groups of houses should have communal work-rooms where women from the same or neighbouring groups could meet for some simple industry. Industries in which there is a large proportion of hand- or light machine-work would be suitable, such as many branches of the clothing or dressmaking trades, or weaving. These work-rooms might make use of electric power in some cases, and some might be the local kitchen or laundry. Allotments might be organised in common, giving advantage in the use of frames, greenhouses and cultivators. The making of jam might also be profitably undertaken by a small group of workers; and the keeping of bees or poultry. Some women would carry on work of other kinds, literary or artistic or professional, with their own homes as centre. Is not this how the woman doctor, or author, married as well as single, pays for her housing and household service? In the school it is quite possible that some teachers might come for morning or afternoon work only for certain subjects, or to relieve others in the lengthened working day that is suggested. After a few years of

married life a woman is often glad to take up teaching again; and it is quite certain that more women teachers would marry if some such prospect were open to them. Many women would, in the ordinary course, enter industry, as at present, for full time; but there is also scope for half-time employment if managers would organise it, women perhaps working in pairs. Women might also register with firms or the central bureau as seasonal hands, to give certain time when required; and might thus help to form a reserve or pool of labour, useful in a place where the evils of casual labour are to be avoided. The Household Auxiliary Corps would naturally be able to give part-time employment to women.

RECREATION AND AMUSEMENTS. We have tried to show how the daily work of the folk of New Town may be made joyful and interesting, and their homes spacious, beautiful and healthy. If this can be done, we shall expect to find little demand for the more unhealthy forms of interest and excitement which are prominent in our towns to-day. Instead of the music-hall, picture house and professional football ground, as we know them, we hope to see in our town communal provision for recreation and social intercourse improved so as to be more worthy of the dignity of the human spirit. As a result of the encouragement given to all forms of self-expression, the absence of driving and excessive monotonous labour in factories, and the appeal to the loyalty of co-operation in all activities, there will spring up all kinds of clubs and societies bringing the citizens together for every form of physical, intellectual and artistic recreation. In the early days of Letchworth this sort of free association in leisure hours developed vigorously and was very helpful in associating together members of different classes. It was jestingly said that every inhabitant was a member

of at least half-a-dozen societies, and the secretary of one. To give proper opportunity for all forms of social pleasure the town itself, at first through the Parent Company, will need to make careful and ample provision.

Outdoor Games.

For the outdoor team games, so dear to Englishmen, there will be the large Central Park, used by the schoolboys and girls and by clubs and other groups, as well as smaller grounds in outlying parts of the town. A good swimming-bath should be provided as soon as possible.

The People's House.

For the pleasures of conversation and mutual hospitality we should hope to improve on the efforts of the publican and the brewery companies. In place of a number of small, stuffy and unhealthy public-houses, we picture a generously-planned and attractive central restaurant or "People's House," close to the civic centre. It opens on one side to the public park, offering its hospitality there in the form of an open-air café under the trees, where the players may come to rest and refresh themselves, and music and simple entertainments enliven the summer evenings. It is connected also, perhaps, with the school on one side, and with the "People's Kitchen" on the other. Within doors, for the winter time, it offers spacious accommodation for friends to meet around its tables, and in all forms of indoor recreation. It will at first be without a licence, and in connection with this, as well as with similar smaller centres in the various "neighbourhoods" that may be developed, the question of licence or no licence may from time to time be submitted for decision to the vote of the inhabitants.

The Guest House.

Another New Town institution of importance will be the Guest House, which might either be managed in connection with the People's House, or as a separate enterprise. For both we should seek to find managers who would not only be

skilled and efficient, but who would also be able to give to these social centres an atmosphere of homeliness and joy which would be in tune with the spirit of the town. At the Guest House would be entertained the many visitors who will come to spy out our promised land, and it is important, therefore, that it should be not only one of the best-managed hotels in the country, but also that it should let its guests feel that they are invited to share for a time the life of association and comradeship which it is our great aim to exemplify in New Town. This may be helped by using the Guest House as a centre for conferences, national and even international, for summer schools and gatherings of men and women of all types of thought, who would help, in their turn, to widen the sympathies and the outlook of their hosts.

Play,
Education,
Work.

In our forecast of the social life in New Town, we see our group of associated central buildings—School, People's House, Guest House, Town Hall—with all their meeting-places, large and small, fully occupied by groups and fellowships formed by citizens to express their joy and interest in life. The boys and girls who have enjoyed the making of their school festivals and pageants, growing up, will organise civic pageants, rural plays and a New Town Theatre. Groups for music of voice or instrument, for dancing or for drama, will need their halls and rooms. Societies for debate, for study of nature, of local archæology, of history, of literature or science, will arise, as elsewhere, and so we find ourselves passing naturally from the realms of amusement, in the ordinary sense, to those of education and of work. The ideal of self-expression, with its demand for a correlative co-operation, links these worlds for us. We can let our prophetic imagination wander forward to the time when out of the new conditions in New Town shall grow new forms of universities in which work, education and play have become fused in the unity of a full

life. Even in our first co-operative town we may see the development of, let us say, a craft, an agricultural or an architectural university, or a training school for a new type of teacher.

The true play-spirit is shown by a kitten, or by the lambs who "play always, they know no better," or by young children. Among older boys and girls, and even adults, we may need to-day to insist on "compulsory games" or to "organise play"; but are not these self-contradictory efforts largely due to the divorce of joy and self-expression from education and from work? We quote again from Ruskin: "When men are rightly occupied, their amusement grows out of their work, as the colour-petals out of a fruitful flower." New Town will try to provide this "right occupation," and to make the Play Way not only the way of the school but, in real earnest, the way of the world, in our "Commonwealth in which work is play and play is life."

CHAPTER VIII

OUR APPEAL

*"A cry that is our common voice; the note
Of fellowship."*—GEORGE MEREDITH.

To some, no doubt, the outline sketch of New Town, as we have now given it, may prove unattractive. It may be that some points or possibilities have been unduly emphasised and the needs of some temperaments neglected. We ask for any honest criticism that may help to remove a fault or to add an improvement.

But more generally, we believe, the description will awaken in readers a desire to share in the enterprise. There is in most of us some touch of kinship with Plato, with Sir Thomas More and William Morris, and all the poets and thinkers who have described the outlines of their dreams. And, maybe, at another time, the consequent impulse to action would be no stronger than that of a dream, and go no further than a vague, prophetic longing.

But we are living in a day like no other that the world has ever seen. Never has there been a greater need for action. The immense effort of the war of nations, with its four years of destruction and wasting, is now over. Not only is there all the work of reconstruction to be done, but there is another war, the "class-war," smouldering in most lands and ablaze in some. All the energy that we should have put into attempts to prevent the international struggle, had we known for certain that it was coming upon us, is equally needed to-day to bring us to a state of real social peace without having to live through new and bitter forms of struggle.

In industrial life we are about to make a fresh start; are we to go forward with more feverish energy along the old roads of selfishness and exploitation?

We need a million new houses in Britain; are they to be built around the borders of towns already overgrown and unhealthy, and are landowners to continue to make unearned profit out of public needs?

Many thousands of our countrymen, offering themselves freely in the service of great impersonal ends, have cut themselves loose from old bonds of thought and of circumstance, and have been living on terms of comradeship with their fellows of all classes; are they to return to the old, contracted ways?

Women have come out into a new fellowship with men in work and in opportunity; are they now to retire again?

We do not say that our proposal is the only way of finding answers to such questions. But we do believe that for many people it will give the most satisfying and comprehensive reply. Just as we pointed out, in the introductory chapter, how the making of a New Town, based on association in the well-planned production of things that are of fundamental use, involved the synthesis of many different ways of thought and of experiment in social advance, so now we should like to point out that it meets also all the many insistent challenges of this special hour. It is an enterprise in which both men and women can find satisfaction for their eager longing after a new start in a simpler and more brotherly way of life. It is a reconstruction scheme in land tenure, housing, industry, agriculture, education, civic and domestic affairs, and it brings all these sides of life into relation with each other.

With such a comprehensive aim, it is evident that we need the hard, continuous work, as well as the enthusiasm and the ideas, of men and women of every variety of experience and interest. Our appeal for help takes therefore many forms.

We appeal to men of technical and business experience to come and apply their powers and knowledge in order to ensure that New Town and its industry shall be scientifically and economically organised and managed. Many of the best equipped men of to-day are serving city or state for a fixed salary and finding satisfaction in the sense of their social usefulness. Many others, in their own businesses, work with little thought for personal reward. It is not true that the incentive of great personal profit is necessary for the production of the best work in these matters. There should be little difficulty in equipping New Town on this side.

We appeal to keen Trade Unionists and to "Labour" enthusiasts to come and join us, with all their democratic experience and special knowledge of the problems of combination and of production. We feel at present that the promoters of New Town are too much drawn from the "middle class." More of those who represent directly the class of manual workers are needed in our councils, so that mutual confidence may be established and one-sided views avoided. Many of the features of New Town are designed to abolish that separation of classes and of interests which is so horribly interwoven into our social system to-day.

We appeal to those who wish to see daily labour redeemed, no longer to be, as so often now, an uninteresting round of toil, resentfully endured, but becoming a means of communion with Mother Earth, of creative expression for the human spirit, and of fellowship in service.

We appeal to all who believe in the necessity for a new emphasis on full and free association in labour and in life; in particular, to those who have worked for the existing co-operative movements. Surely they at least may hope to see some of their dreams coming true in such a New Town as we invite them to build with us.

We appeal to those who are anxious about the future of the English country-side. Not only do we need the help of skilled agriculturists to make New Town farming a success, but we wish to see also the life of the town overflowing through a wide district, invigorating and re-creating the surrounding villages.

We appeal to those who are concerned about our present educational system and methods; to those who are eager to see a new race growing up in our country, healthy in mind as in body, and eagerly pursuing the perfections. In New Town, we seek to use the experience of many minds and many ages in order to provide the right conditions for such a growth.

We appeal to men and women who, because of the war, have lost their old positions, or wish to make a change into some work of more direct service to their nation. We appeal, for example, to all who wish to give their main energies to social service or philanthropic work. Let them consider whether they cannot help their fellows more effectively by building up new conditions in a new place, rather than struggling to mitigate the ever-accumulating troubles in some old, unhealthy slum; and whether at the same time their own lives cannot be made more genuine and complete by taking some share in the productive work of the world.

We appeal to those who cannot give personal service but who can give money. Large sums are needed at once; to cover all the ground we have surveyed in this book, any amount up to a million pounds of capital could be well used. The social conscience is rapidly becoming more and more sensitive on the subject of the getting, investment and spending of all incomes above what are required for personal or family needs. The general opinion is becoming inclined to suspect the legitimacy of all large incomes, and more men than ever before are uncomfortable on the subject and anxious to make right use of their

surplus means. They feel that the community has a claim on them which the payment of rates and taxes cannot fully discharge. Schemes of charity, or those which attack one symptom only of the general social disease, are also felt to make an inadequate appeal. We believe that a more general and fundamentally constructive plan, such as ours, will therefore find more ready and greater financial support to-day than would a more timid or sectional enterprise.

We appeal, again, to those who consider themselves as ordinary folk, with no special powers of conceiving or of organising schemes of social benefit, but full of kindly feeling to their neighbours, given to hospitality, and glad to live in a friendly atmosphere. Let them come and help to make New Town a place of cheerfulness and good fellowship.

We appeal to women, now more free to co-operate with men than ever before, to join in the making of New Town, bringing their insight and their practical ingenuity to bear on all its problems, and so helping to complete the circle of our association.

We appeal to practical idealists, young and old, cautious and adventurous; to all those who believe that civilisation is working upwards towards brotherhood, and that the pace can be quickened by taking thought together and joining forces.

We appeal to the religious instinct in the heart of man that sets him seeking, by so many paths, after the universal life and the beloved community. "Fullness of life" we have made our aim and the test of all our plans. We appeal to all those who wish to translate more fully and effectively into terms of daily life and civic effort that deepest human consciousness that lies behind the forms and creeds of all religion. The future historian of New Town will tell how the scheme first took shape among a group of members of the Society of Friends, brought together by a common desire to seek for greater sincerity and sim-

plicity in the ways of life, and to find new forms for the expression of their allegiance to the ideal of human brotherhood.

By much hard thought, by varied forms of mutual association, by the self-giving of many individuals, by the joy of common creative effort, our new cities, our new civilisation, slowly will be built. And when, in New Town or elsewhere, some higher form of social and industrial life has come into being, there will happier children grow up more fit to build a better city still. But never will they be born into a time of greater challenge or of greater opportunity than to-day. Friends, we are but the stammering spokesmen of an appeal that is greater than the speech of man can encompass. If, through anything we have said, you hear the note of that imperious call, then is our comradeship assured. Then we can sit down together (as we now invite you to do) and talk of capital and credit, of town plans, of new businesses, of wages and salaries, of timber and bricks, of kitchens and cupboards, of schoolrooms and workshops, drains and gas-pipes, markets and prices, pigs and cattle, even of ideals and principles, with no fear of dissension or of failure, but in the full strength of a quiet confidence.

PIONEER TRUST LIMITED

Incorporated under the Industrial and Provident Societies Act, 1893, as a "Public Utility Society" within the meaning of the Housing, Town Planning, etc., Act, 1909.

BOARD OF DIRECTORS

EDWARD BACKHOUSE, B.A., J.P., Chairman, (formerly Local Director of Barclay's Bank, Ltd., Darlington), 10 Higher Drive, Purley, Surrey.

HARRISON BARROW, Tea Merchant, (Managing Director Barrow's Stores, Ltd.), 57 Wellington Road, Edgbaston, Birmingham.

RALPH H. CROWLEY, M.D., 2 Sollershott West, Letchworth, Herts.

J. THOMPSON ELIOTT, Timber Importer, 27 Chancery Lane, London, W.C.

MISS S. MARGERY FRY, M.A., Failand House, Failand, near Bristol.

MRS. M. O'BRIEN HARRIS, D.Sc., 4 Graham Road, London, E.8.

T. ALWYN LLOYD, L.R.I.B.A., The Welsh Town-Planning and Housing Trust, Ltd., 32 Park Place, Cardiff.

HARRIS SMITH, Farmer, Pattiswick Hall, near Braintree.

HENRY LLOYD WILSON, J.P., (Chemical Manufacturer, Director of J. and E. Sturge, Ltd.), Selly Wood, Selly Oak, Birmingham.

Auditors

VINEY PRICE and GOODYEAR, Chartered Accountants,
99 Cheapside, London, E.C.

Bankers

LONDON JOINT CITY AND MIDLAND BANK, LTD.,
6 Chancery Lane, London, W.C.

Secretary and Registered Offices

BRYCE LEICESTER, 27 Chancery Lane, London, W.C.2.

SUBSCRIBED CAPITAL

1,922 Shares of £1 each	-	-	-	£1,922
£3,502 Non-Interest-Bearing Loan Stock				£3,502
£7,091 Four per cent. Loan Stock	-			£7,091
				<hr/>
				<u>£12,515</u>

There are now offered for subscription 23,078 Shares of £1 each and £39,407 Loan Stock, which with the amounts already subscribed will bring the total capital of the Trust to £75,000.

The Shares are entitled to dividends limited by the rules of the Trust to a maximum of Four per cent. per annum.

The Loan Stocks rank in priority to the Share Capital as regards principal and, in addition, the 4% Loan

Stock also ranks in priority as regards interest, which is payable half-yearly on the 30th June and 31st December.

The Trust has been formed to initiate the project outlined in this book.

The particular duties assigned to the Trust are:—

- (1) To obtain a suitable area of land of some three thousand acres or more as the site of the New Town.
- (2) To secure the necessary financial support to enable the project to be launched.
- (3) To prepare the Memorandum and Articles of Association of a Permanent Company in which the property will be vested.

The Capital of the Trust will be exchangeable for shares or stock in the Permanent Company in due course.

Forms of Application and all particulars may be obtained on application to the SECRETARY, PIONEER TRUST, LTD., 27 Chancery Lane, London, W.C.2.

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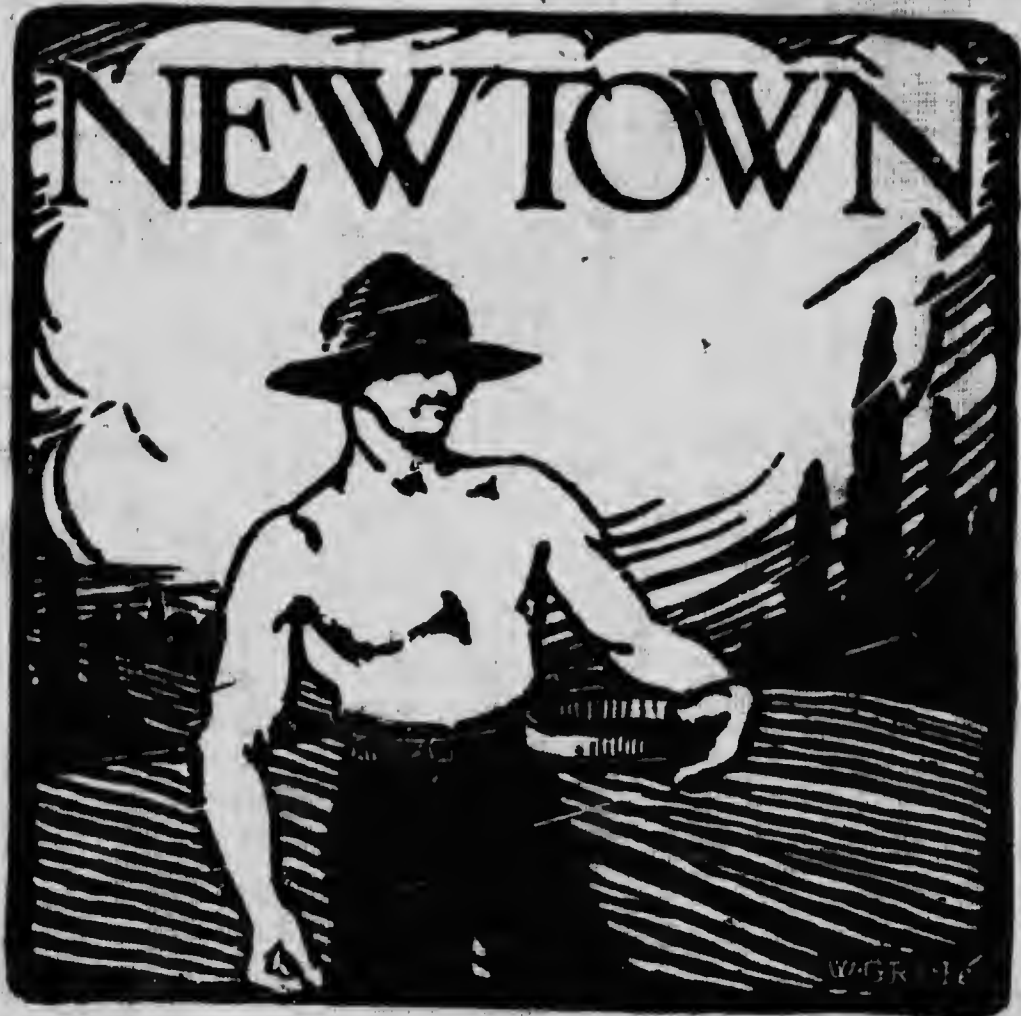
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Agricultural; Industrial; Educational;
Civic; and Social Reconstruction ◆
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