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HON. EDITOR: F. W. HAWTREE



FOUNDED 1912

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**MARCH 1970** 

#### MARCH

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The Rhos-on-Sea Golf Club has been offered its 18-hole golf course and clubhouse with bedrooms for twenty people at the price of  $\pounds 60,000$ . Miss Blodwyn Lloyd Williams is retiring as Managing Director of a small private company which owns the sea-front course. With 450 members this works out at £133 6s. 8d. per head for the 6,064 yard course which lies either side of the Caernarvon/Denbigh border.

Not far away, at Wrexham, a public enquiry has been considering proposals to tip in the Moss Valley which included the subsequent construction of an 18-hole golf course. Counsel for the Company applying for permission to carry out the tipping said that the materials would be restricted to foam rubber, scrap timber and builders rubbish. If the first material predominates, it should ultimately be a very comfortable course to play on.

At the other end of the scale, Atherton Recreation Ground Committee is considering reclamation which will provide a 9-hole golf course on the site of the old Gadbury brick works.

Kingston Hill Golf Club, Stafford, have had outline approval for developing a new 18-hole golf course at Ingestre. The existing course was bought some while back by a property development company.

The Marquis of Douro has obtained permission for constructing a new golf course as the first phase of a countryside park in the Hackfield Section of his Strat-fieldsaye Estate. He hopes to attract national tournaments.

The Old Course at St Andrews was closed for play at the beginning of January and will not re-open until the end of March. This will give John Campbell, the Links Supervisor, time to get on with various improvements for the Open Championship which starts on 8th July. One of the notable changes is a new tee which adds 30 yards to the 370 yard 3rd. This new tee opens the course record to all comers. The previous record of 66 was held jointly by Jack Nicklaus, Peter Alliss and Bernard Hunt. Incidentally, John is off to the 41st Annual Conference of the Golf Course Superintendents' Association of America at Houston in February.



## **18 HOLES WITH HAWTREE**

#### No. 10—DO IT YOURSELF by FRED HAWTREE

#### DEAR G.,

Many thanks for your letter. I was interested to hear that you are going to make the new green at the 4th this autumn. You seem to have done all the necessary preliminaries but I will run through them again in case you have missed any.

During the early summer you will have had prepared the plan showing existing and proposed contours over the site and calculated quantities of top-soil, turf seed, peat, drain-pipes, sand, clinker, stone. These have now been ordered and those, like drain pipes, with uncertain delivery are already near the job.

You also booked a Drott with the 4-way bucket-a very useful machine for this sort of work- because it will both dig and carry and is not too damaging to the turf it traverses provided it keeps straight. However you also marked out a route to the new green which would avoid playing areas and which would even allow lorries to deliver materials right up to the new green when the ground was dry. This will avoid a large number of journeys with your own tractor and trailer, save double-handling, and release more of your own staff for shaping up the new formation by hand.

Everything should be done in this way to save time. You are operating with a fairly small ground staff, the weather at this season is uncertain (though it is the only time the work can be done in this way) and it is important to get all the turf back by Christmas. That is presumably why you are only tackling one green this year. There is nothing more depressing than opening up too much ground and seeing the job run on into spring next year, especially as there are

still routine tasks to be done on the rest of the course which cannot be neglected.

A temporary green was also prepared last summer, so that it could be in reasonable condition by now and enable you to switch the turf from the old green to the new one, when the time comes, without much disturbance to play.

You have also mown down all the grass over the site of the new green so that turf can be readily stripped and re-used. I expect you have also booked a turf lifting machine (because that too will save hours of hand work) and arranged to alter the water system. I know your head greenkeeper is in your confidence and has had plenty of time to organise his programme to fit in this extra task. I think that brings us up to date. Now for the work itself.

When the turf is stripped from the site make sure a big enough area is cleared. It is surprising how big an area is needed, especially for a built up green, if the banks are to be graded out properly. As a rough guide you will need at least twice the area of the putting surface; keep machines inside this limit.

As it may be a month or two before the turf is relaid, it will be better to lay it out rather than roll or stack it. Otherwise there will be considerable discolouration.

Now remove the top-soil and place this to one side or at the back of the green not on the approach which should be disturbed as little as possible.

Next form the new contours in the sub-soil. If you import filling material, make sure that it is stable, and properly consolidated. Even if you are only levelling by out and fill see that the filling is done in layers each one firmed up before the next one goes on.

The bunkers and featuring should be

4

## Their game could depend on yours.

Your game is choosing the right fertilizer.

We'd like to think Greenkeeper 2 is the right fertilizer, no matter what type of green you keep.

It's made up of peat-impregnated granules and is a fast-acting fertilizer for fine turf.

It's made by the unique Hi-Lite process and is easy to handle, with



no dust problem.

Greenkeeper 2 acts faster and lasts longer than any ordinary fertilizer giving consistently good results, with no scorching. That's the benefit.

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done at the same time as the general formation. If they are added afterwards they seldom blend so well. Avoid anything that could be called a "pimple" smoothly flowing undulations on a broad scale will look much better. By all means introduce gentle folds into the putting area but remember that the more rolling the green surface the bigger the total area to provide adequate space for cutting the hole and distributing wear. The folds must not be so pronounced as to cause maintenance problems and they should not cause water to collect in hollows.

Unless the sub-soil is free-draining you will next instal the drains and the drainage layer—stone rejects blinded with ash or chippings. Even if none of your present greens have one, it looks as though the amount of play in the future will make rapid drainage essential if your new green is to remain healthy. On a sandy or a light loam this will probably not be necessary. Then you should subsoil cultivate the surrounds of the new formation (and wherever the Drott has been) to relieve compaction. A rotovator will only make the situation worse. Now the top-soil can be spread. Whether you take the top-soil from the old green or use new, make sure that it has the right degree of permeability by adding the appropriate amounts of sharp sand and peat. The Sports Turf Research Institute will tell you what these should be. Extend the soil-mix on to the approach or on to a site for a frost green if you can afford it.

By now a month or more will have passed and you have got the rest of November to firm up the soil, prepare it, lay the turf, and give a final top-dressing. If the weather has held you up (and never try to beat the weather by working when the soil is wet) you still have December in reserve. So you should have the new green ready for play next May.

A final word. If you have not made all the preparations, warned the members, organised your ground staff, the hired machinery, the materials, and advice don't start now. Wait until next autumn.

> Yours ever, F.



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## THE FLYMO CONTRACTOR RANGE High work rate airborne mowers

☐ High work rate over long periods – without operator fatigue. ☐ Low running costs. Ideal for golf courses, verges and caravan sites. ☐ Flymo Contractors have more power and

lower fuel consumption. Rugged engine with on/off switch. Heavy duty bearings and dual air filter system reduce engine wear. 3 position undercarriage, to improve handling in very difficult areas and give easy site-to-site transport, is standard on the 21" and optional on the 19". The airborne mowers designed for high work load. Ideal for Golf Courses, Caravan Sites, Road Verges.



### NEWS ITEMS ...

#### **Fifty Years Young**

Frank Cotton has now entered his 51st year as greenkeeper at Trentham Golf Club near Stoke-on-Trent. Frank went to the Club in 1919 on leaving school at the age of thirteen. Apart from six years in the National Fire Service in World War II, Frank has been pushing his mowers ever since those days, his chief relaxation, in his spare time, being a game of golf. One big relief came when the Club bought the land, which previously used to belong to two farmers who were not too fussy where their cows grazed. Frank's biggest job then was getting rid of the hoof marks.

#### SICK LIST

Jeffrey Mawson had a less happy Christmas than usual being confined to hospital after an accident, which fractured a bone in his spine. Members will be glad to know that he is now back home and making satisfactory progress. No doubt some of Mrs Ann Mawson's recipes are helping to put him well on the road to recovery.

#### \* \*

Flymo, A World-Wide Brand Leader

Flymo Limited of Watford is the only company marketing internationally a brand name motor mower in their own right, said Mr Charles Bramall, Chairman of the Flymo world-wide group of companies at a combined Christmas and fifth anniversary celebration at the Savoy Hotel, London, in December.

The function was attended by more than 60 gardening editors and writers from national newspapers and magazines.

Mr Bramall said that Flymo, the world's only air-cushion motor mower, was first introduced five years ago and had quickly established itself as an outstanding machine, and a revolutionary development in lawn mowing.

He stated: "Today, Flymo is a brand leader in the United Kingdom, throughout Europe, and in many other countries in the world.

" It is manufactured in West Germany,

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South Africa and Australia and is exported from Britain to more than 30 countries.

"All this has been achieved in just five years and the only way to do this is to get up off your seat and get out and sell."

Mr Bramall said that one of the secrets of a successful international operation was not only to provide the marketing policy and organisation down to the last detail but to employ local people who understand local marketing and also the requirements of local turf care.

He said: "We believe that the most important person is the customer. Flymo provides more than a first-class product it provides a service to its customers right from the point-of-sale through to installation and after-sale service."

Mr Bramall explained that throughout the world Flymo was marketed in exactly the same way, through authorised distributors and dealers, and every machine was fully demonstrated to the customer.

Speaking of the future, Mr Bramall said that Flymo was the name that was going to stay for many years. He said that new developments were always designed to give the customer what he wanted.

Future motor mowers would be lighter and quieter. Noise was a big factor to be overcome and nobody wanted to see a continuation of the noisy suburban Sunday morning.

Mr Bramall added that since Flymo was first introduced national gardening writers had been fair and helpful in their evaluation of all the air-cushion motor mower models. They had been sometimes constructively critical about some design details and as a direct result a number of improvements had been incorporated in the design of Flymo machines over the past five years.

#### MISCELLANEOUS

PROFESSIONALS AND GREEN-KEEPERS having stocks of used golf balls contact Sparkbrook Golf Ball Co., 295 Highgate Road, Stoney Lane, Birmingham, with a view to filling export orders.



## **THE NEW MORRISON RANGE**

**Morrison 20'' Golfmaster** – Gives first class finish – 144 cuts per yard. Really clean grass collection – no need to swish after use. Unique adjustable one-piece comb lifts lateral growth for even cutting.

**Morrison 20'' Bowlsmaster** – Similar to the Golfmaster, but with special thin section bottom blade for even closer cutting.

**Morrison 24'' Heavy Duty** – A robust mower with strong  $1\frac{1}{4}$ " shafted cutting cylinder with divided cutters, giving optimum collection into large capacity grassbox. 72 cuts per yard. Optional trailer seat.

Three keenly priced, sturdily built machines, for Parks, Golf Courses, Estates, etc.





RANSOMES The Motor Triple Mower trimming the back of a golf course bunker.

a.H

		A REAL AND AND A REAL AND
S	PE	CIAL OCCASIONS
FEB.	17th	North-West Section Lecture, Brunswick Hotel, M/C
MAR. MAR. MAR.	4th 17th 20th	Southern Section Lecture, Stirling Castle, Moorgate, E.C. North-West Section Lecture. Southern Section Annual Dinner, Shirley Park G.C.
APR.	22nd	Welsh Section Spring Meeting, Wenvoe Castle G.C.
MAY	6th	Midland Section Tournament, Oswestry G.C.

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## What about the moss choked, undernourished, worm infested, weed ridden, fungus prone turf this Spring!

Your turf may be none of these things – but ignore vital early treatments and you're in for trouble. So what do you do? Get hold of a copy of the little green book that contains the thoughts of Berk – it's called Turf Treatments, and it's free. Plan your Spring programme now with the comprehensive Berk range of turf care products. You can feel safer and sleep sounder.



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## £3,000 CLAIM AGAINST GOLF CLUB

A GREENKEEPER raised an action before Lord Hunter in the Court of Session today claiming £3,000 damages from Caldwell Golf Club Ltd., Caldwell, Renfrewshire, following an accident involving a rotor grass mower.

Ian Wilson, of 1 Hillside Road, Neilston, states that on 26th September 1966, he was required to cut grass on the bank of a burn with the mower which "floated" over the ground on a cushion of air and had a rotating blade, 19 inches in length, on its underside.

The engine of the mower was above the cutting blade. It was started by a cord pull and stopped by operating a switch on the outside of the engine. The handlebar of the mower was 3 ft. long and when holding it, he said, the operator was unable to reach the switch controlling the engine.

There was no control which could be operated from the handle to stop the machine.

To cut the grass, Wilson said, he had to stand at the top of the bank and push the mower down and pull it up again.

As he was pushing the mower down, he slipped and lost his balance. His left foot slipped under the mower, which he was unable to switch off and which was still cutting.

As a result, two toes of his left foot were severed.

Another toe had to be amputated in the Royal Alexandra Infirmary, Paisley, next day. He was in hospital for six weeks and attended as an out-patient for about four months, and was off work for six months.

Wilson blamed the golf club for their alleged negligence and failure to take reasonable care to provide proper plant.

The golf club said Mr Wilson was an



experienced operator of the mower and had been instructed in its use.

The bank where he was cutting the grass did not exceed 4 ft. in height and did not require a rope, as suggested by Wilson.

The accident they claimed, was caused by Wilson's negligence and failure to take reasonable care for his own safety. They fulfilled all of the duties incumbent on them.

In awarding  $\pounds 1,000$  damages Lord Hunter said that Wilson slipped on the wet grass of a slope and his foot went under the edge of the mower.

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## Hayter



## HAYTERMOWER

The 6ft. Haytermower rotary grass cutter has specially designed stone guards for use in public areas such as parks and sports grounds. As a trailing machine with 6ft. cut, it follows closely the contours of undulating ground and for rough cutting on golf courses it cannot be bettered. It will cut grass of any length even in wet conditions.

#### ADDITIONAL FEATURES

- Easy positive cutting height began
- · Cuts any length of grass-wet or dry.
- · Operates from the tractor p.t.o.
- Robustly constructed.
- Cuts quickly and efficiently without choking.

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53 SPELLBROOK BISHOP'S STORTFORD

t from 1" to 6"

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#### THE NEW GENERATION

#### by Cecil E. Jones

Looking back to the time when golf was a pastime to be enjoyed only by people who could afford to be members of Private Golf Clubs one can now see the trend to a more realistic view of the game. The new generation of Golfers with more leisure and a better standard of living can enjoy a game that has escalated to a peak of popularity through the medium of television. With a deeper understanding of the game the populace can enjoy watching or playing the game of golf with knowledge that was formerly absent. Most golf clubs have a full membership with the municipal courses trying to cope with the overflow. More golf courses must be constructed to come to terms with a situation that is fast becoming a need to satisfy the ever growing demand of this new addiction to golf. Now that the game of golf is big business a golf course can be constructed on a long term policy knowing that if set within the green belt a successful venture is assured. Football clubs have seen the advantage of golf in the training of football players as a relaxation from the normal training. Although golf may seem an expensive game with the initial expense of equipment and a private club subscription, a days' golf need cost no more than a day out at some sports meeting as a spectator. In the early days of golf when one considers the class of people who played golf the cost of a days' golf was rediculously low. For the modest price of ten shillings a member of a private club could play two rounds of golf inclusive of caddie, 5s. including tip, lunch 2s. 6d., bottle of beer 6d., tea 1s. and golf ball 1s.

Golf is now in line with other sports as regards amateur players striving to reach a peak with professional status in mind. The new generation, if proficient enough to join the professional ranks, have every incentive to strive to reach the top ranks with so much sponsored golf at stake, a far cry from the precarious living of their predecessors who through lack of competition had to rely on the goodwill of the members of the golf club they served.

With golf now being not only a game for the player but for the specatator also, it will need to be accommodated on courses with the appropriate facilities. The situation is fast becoming complicated for golf clubs and sponsors alike through spectator participation. Perhaps sometime in the near future a national course with all mod-cons will solve the problem. May the new generation of golfers enjoy this Royal and Ancient game of golf now flourishing as never before.

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#### HON. SECRETARY'S NOTES

#### **Executive Committee Meeting**

A meeting of the Executive Committee has been arranged for Saturday, 21st March 1970, at the Imperial Centre Hotel, Temple Street, Birmingham, commencing at 12 noon.

#### **Annual Tournament**

A reminder to members wishing to make arrangements for the 1970 Annual Tournament that it will be a week later than in previous years, the 17th, 18th and 19th August at Filey Golf Club, Yorkshire.

#### SITUATIONS VACANT

EXPERIENCED GREENKEEPER REQUIRED. Free cottage accommodation available to suit single man or married man without children. Apply: Secretary, Moor Park Golf Club, Rickmansworth, Herts. Tel. Rickmansworth 73146.

GREENKEEPER / PROFESSIONAL REQUIRED for short 18 hole course. Must be experienced and used to working on own initiative. Salary, Professional's shop and teaching rights to suitable applicant. Write stating qualifications to The Secretary, Flamborough Head Golf Club, Flamborough, Yorkshire.





from the Sections



Chairman: J. SIMPSON By G. Jeffries Hon. Secretary: 55 Brackenfield Road, Framwell Gate Moor, Durham.

#### **December** Lecture

At our December lecture held in the Duke of Wellington Hotel, Newcastle, on the 15th, Mr B. D. Lloyd-James, Institutional Representative for Flymo Limited, gave a very interesting talk on lawn mowers, with the aid of slides.

The turn out was very poor due to the fact that quite a number were suffereing from influenza, however, a good night was has by those present.

Our chairman thanked Mr Lloyd-James for his lecture, and we ended the evening with refreshments.

#### Spring Outing

A visit to the S.T.R.I. is proposed in the Spring, the exact date to be given later. A coach will be hired for this outing and will leave from Newcastle. Any member wishing to go, please let me know as soon as possible to enable me to make arrangements for meals etc.



Δ

By R. Goodwin

Hon. Secretary:

Burton Old Road, Streethay, Lichfield, Staffs.

Chairman: G. HART (Gay Hill)

**Charles Woodhouse Retires** 

The end of 1969 saw the retirement of Charles Woodhouse after completing 51 years as a Greenkeeper.

At the age of 14, Charles started work on the

Carlisle & Silloth Golf Course, Cumberland' From there he moved to Keswick Golf Club in the Lake District as Head Greenkeeper.

In 1929 he went to South Staffordshire Golf Club where he remained for the past 41 years.

In those years Charles has sought, and achieved perfection, the South Staffordshire course being renowned throughout the Midlands for its magnificent condition.

Congratulations to you Charles on this excellent achievement and wonderful contribution to Greenkeeping and the game of golf. My fellow greenkeepers will join me in wishing you a long and happy retirement.

#### Spring Tournament

The Spring Tournament will take place at the Oswestry Golf Club on Wednesday, 6th May 1970, by kind permission of the Captain and committee. It is intended to run a coach from the Hall of Memory, Birmingham, leaving at 8.15 a.m.

In order for me to make detailed arrangements for the tournament, it is important that all members wishing to play, should send in their entries by the end of MARCH, stating if they will be travelling on the coach, require lunch and tea, and names and requirements of their visitors.

#### Subscriptions

Should any member have forgotten his 1969 subscription, would he please send it to Mr F. Cashmore, 76 Four Oaks Common Road, Sutton Coldfield.

#### New Member

We welcome to the section D. A. Barker, of the Finham Park Coventry Golf Club.



#### Chairman: J. K. GLASS (Thorpe Hall)

By F. W. Ford Hon. Secretary: 68 Salcombe Gardens

Salcombe Gardens Mill Hill, N.W.7 Tel: 01-959 2847

#### **January Lecture**

Headed by our President, Mr J. Wallis-Arthur, 26 members attended the lecture at the Stirling Castle on Wednesday, 7th January. "How to get the best out of your MF tractor"

"How to get the best out of your MF tractor" was the theme of the talk given by Mr Nigel Wright assisted by Mr David Smith. Maintenance of the MF 135 occupied most of

Maintenance of the MF 135 occupied most of the talk and this was followed by a demonstration of the correct Hydraulic Control lever positions.

Tractors to be refuelled and DI's to be completed at the end of the day, Mr Wright advised.

Question time proved that either not many members possessed MF 135 tractors or that the majority were still suffering from the festival hangovers!

A disappointed Chairman, whose MF tractor was alleged to be older than the speaker, concluded the proceedings by saying how much the interesting and instructive talk had been enjoyed.

#### March Lecture

On 4th March, 6.30 p.m. at the Stirling

## Our experience makes people see green

You probably know that we at Suttons offer the finest grass seed mixtures, fertilizers and turf dressings. From Aberdeen to Eastbourne, from Madrid to Milan, you will find examples of outstanding turf produced from our special grass seed prescriptions. Take a look at the Vilamoura golf course and you will see what we mean. No matter if the game is golf, cricket, bowls, tennis, polo, football or hockey we have the right mixture of grasses.

But sometimes it is necessary to devise prescriptions to meet special conditions. And sometimes problems arise in turf management which call for specialist advice. This is where our unique experience comes in. Experience gained by years of planting, growing, blending, experimenting. Our team of experts, headed by Owen Sutton, and the knowledge they have is available to you. Send today for our 1970 catalogue of Grass Seeds and Sports Turf Needs for the full story, as well as lots of useful information and ideas. The catalogue is free and gives you a ready guide to the best range of grass seeds and turf dressings on the market. It is also a sound basis for your own turf care ideas.

Vilamoura golf course, Portugal, sown entirely with Suttons seeds.

<b>To Suttons Seeds (294A) Reading</b> Please send me your 1970 grass seed catalogue
NAME
CLUB, ORGANISATION, ETC
ADDRESS
Suttons Seeds

Castle, London Wall, Moorgate, we shall once again have the pleasure of another visit from the Sports Turf Research Institute at Bingley, of Mr Bartle.

This will be the third and final talk on greenkeeping and I shall look forward to a full house as usual.

#### **Annual Dinner**

The Annual Dinner and 18 holes competition will take place at the Shirley Park Golf Club, Addiscombe Road, Croydon, Surrey, on Friday, 20th March 1970.

Tickets are £1 each and are available from me either by writing or collecting at the Stirling Castle on lecture evenings.

The nearest station is East Croydon with a short bus ride. Members wishing to play in the 4-ball, better ball 18 hole Stableford must arrange their own partners and record the best net score. 5/- sweepstake each competition.

Any person requiring lunch or sandwiches to notify the steward on arrival (Tel. 01-654-1143). The Secretary of Shirley Park, Mr Frank

The Secretary of Shirley Park, Mr Frank Lister, has informed me that the club can accommodate 140 to dinner which means that we should have plenty of elbow room this year and no limitation on how many guests you can invite.

#### Spring Tournament

The Spring Tournament will be in Surrey this year at the Walton Heath Golf Club, Tadworth. There are no entry forms! Members wishing to enter for this 36 hole medal competition should write to me stating in BLOCK LETTERS, name, club, lowest handicap and whether requiring a late start. Closing date 30th March 1970, the draw to be made 31st March 1970.

Members are again reminded that no entries will be accepted from persons who are in arrears with their subscriptions. Rule 7 (c).

#### New Member

May I extend a warm welcome to the following new member H. Tripp of Burnham Beeches.



Chairman: T. BRENNAN By H. M. Walsh Hon. Secretary: Horrobin Cottage, Old Links Golf Club, Montserrat, Bolton, Lancs.

#### Lectures

The February talk will be given by Mr Whyatt of H. Pattisson & Co., Ltd., on Friday, 17th February at the Brunswick Hotel, Piccadilly, Manchester, time—7.30 p.m.

The March talk will be given by G. Vaughan, Esq., of Ransomes Sims & Jefferies Limited, on the 17th March at 7.30 p.m. and the venue will again be the Brunswick Hotel.

This will be the last of this winter's series of talks.

#### New Member

We welcome to the section the following new

member and hope his association will be a long and happy one.

D. Hampson, Shaw Hill Golf Club, Whittle le Woods, Nr. Chorley, Lancs.



Chairman: M. GEDDES (Royal Porthcawl) By S. A. Tucker Hon. Secretary: 36 Clase Road, Morriston, Swansea, Glam.

#### Spring Meeting

I am pleased to be able to let you know that the Spring Meeting will be held on Wednesday 22nd April 1970 at the Wenvoe Castle Golf Club. I would like your entries as soon as you know if you will be coming.

#### Subscriptions

There are still a few subscriptions not paid. It would help Mr Geddes very much if you sent yours on to him right away. His address is:—

> M. Geddes, 23 Fenton Place, Porthcawl, Glam.

PLEASE do not send them to me.

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**ENQUIRY BUREAU.**—The Editor desires to point out that he will be pleased to answer enquiries from our readers, and forward to them the name and address of the manufacturer or supplier of any particular proprietary article or product used in the construction, maintenance and upkeep of a golf course. Enquiries are coming in from greenkeepers asking for such information. They may, for example, know the trade name of the article or product they wish to purchase, but may not be conversant with the name and address of the actual manufacturer or supplier. The Enquiry Bureau will gladly supply this information, and thus enable the greenkeeper to contact the manufacturer or supplier direct.

TO MANUFACTURERS .- In order that our information may be kept constantly up to date, manufacturers or suppliers are requested to forward their latest trade lists, catalogues, and any other confidential information regarding their products. By so doing the Bureau will be able to function to the mutual benefit of all concerned.

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