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B G G A JOURNAL	The British Golf	
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President:	CONTENTS	
Carl Bretherton Vice-Presidents: Sir William Carr Gordon Wright		Page
F. W. Hawtree S. Norgate I. G. Nicholls F. V. Southgate P. Hazell D. B. Hargreaves	MACHINERY HIRE	5–13
P. Marshall W. Payne W. Mountain	NEWS	17, 21
Chairman: E. R. James 49 Chatsworth Road Parkestone Poole, Dorset	SELLING IDEAS	18–21
Vice-Chairman: V. W. Smith Hon. Secretary & Treasurer: W. Heeles 7 Tentergate Close	COMPANY PROFILE	23
Knaresborough Yorks. Executive Committee: Carl Bretherton (President)	GOING BY THE BOOK	24, 25
G. Herrington D. H. Major V. Smith P. McCarron W. Heeles J. Simpson A. A. Cockfield H. M. Walsh H. Fry (Jun.) E. James	SECTION NEWS	29–34
Hon. Auditors: Messrs. Smallfield Rawlins & Co. Cundlewick House 116/126 Cannon Street London E.C.4 Hon. Solicitors: Henry Dowding, LL.B. 203-205 High Street Orpington The Association is affiliated to the English and Welsh Golf Unions	Front Cover Picture THE Cyclone fertiliser spreader in actistandard equipment for most golf club Andrew Ltd—see Company Profile on	s. It is made by

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LATEST COPY DATE: 1st of month prior to insertion.

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'GOLD-N' slow release nitrogen fertilizer



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The case for hire

WE HAVE always done it that way. Fred likes it. I don't like it because I've never tried it. It's the cheapest.

These comments and many like them are often used when any change from an accepted pattern of work is suggested. The planning of work and the purchase of machinery is often carried out on the basis of "Well, we spent that much money last year so if we don't rock the boat, we can spend that much money next year." If the machinery purchased is cheap, it must be the most economical, and a man's labour is often based on the same surmise.

But what is the motive for this attitude? Is it that the persons concerned are frightened to make a decision? Are they frightened of making a decision that is wrong? Is it that they don't care or, which is the most likely, is it that they don't have the right information on which to make a measured decision?

I feel that, rightly, these ideas are changing and that mire and more Local Authority officers and Grounds Management Committees are beginning to view things in a different light.

Hire, lease or buy? There is no golden rule for any particular piece of machinery or situation. The final decision must be left to the expertise of the management, but I hope that some of the examples I will be showing you will suggest that things may not always be as they appear, and I trust will give you some food for thought.

Why buy a machine? For small items, it is obviously the most sensible and straightforward method of purchase — accepting of course that the initial enquiries as to product, suitability and viability have been explored and it is the right tool for the job. The procedure for cash purchase is relatively simple.

A capital purchase shows as an asset on the balance sheet in most instances, which gives solidarity to the organisation concerned. You are saving interest charges and you are obtaining competitive terms from the supplier. In this

By Bruce Scott, Managing Director, Tractor & Farm Aid Limited.

day and age of inflation and devaluation of our currency, you are also changing pound notes into real tangible assets.

If you have an unlimited source of capital for whatever needs you require, then this could prove to be a sensible method of obtaining equipment, even on the large items. But who among us has unlimited sources of that rare commodity nowadays?

If it is a choice of either/or, or "we can only afford so much this year", then the logic of paying for items in full at the time of purchase must be looked at more closely.

We must accept that inflation is with us, and that to buy tomorrow will cost us more. Therefore, if we don't have the capital to buy all the machines, another source of obtaining them must be examined.

We may have decided to purchase our machine, but have we really calculated the cost of keeping it in regard to tie up of capital, to maintenance costs, to storage costs and to operator training costs? Have we considered that its purchase may hinder our flexi-

[Turn to Page 7]

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[Hire from Page 5]

bility in the future for changing procedures or methods? (See chart below.)

Don't fall prey to the replacement syndrome. By this I mean the "it's now worn out, we had better get another one or its closest equivalent" idea or even the "we must need it because it's worn out" idea. I wonder how often "we used it probably because it was there" is a truer approximation.

"It is very useful" is a phrase which often starts off the chain of events that lead to an old machine being replaced. It probably is very useful when it is being used, but has anyone ever recorded how long it was actually used for and then related its total costs to the work done? I doubt it, for very few machines except for motor cars ever have a record of a simple log book of the number of hours per year it has been in use.

We can all get fed up with forms but, providing the information is kept simple, this can be an invaluable aid. For new machinery purchase, relating time saved or being able to do a job that you were unable to do before is important.

I have often heard people discussing whether another labourer is needed. After quite short deliberations, they decide yes, they had better have another man, and he is duly taken on. Over [Turn to Page 9]

	A Capital Purchase	B Lease	C Continuation Rental
Capital Cost of Machinery, say			
Cost Factors:	£1,000	£1,000	
Depreciation	£200		
Annual Leasing Charge		£320	
Cost of Borrowed Money or			
Earning Power thereof at, say,			
10%	£100		
Maintenance	£100	£100	
Storage Costs	£25	£100 £25	
Training Expanses	£25 £5		
Training Expenses	LJ	£5	
Annual Costings	£430	£450	
Cost Over Five Year Period	£2,150	£2,250	
Machinery at End of Period	(£250)	22,250	
	Own Property		
1. Continuation Rental			
Charge approx. $2\frac{1}{2}$ % of Capital			

Value	£25 p.a	a.
2. Re-Lease	UN LOW AND	
Value of New Equipment	£1,000	
Less Value of Ex-Lease Equip-		
ment	£250	
Balance on New Lease		
	£750 i.e. £240 p.a	
3. Leasing Refund		
Leasing Company sell Machinery		
and Refund Leasing Payments		

(£250)

with Amount Realised

Would you buy a mower from a firm that has produced only half a million or so?

If you're looking for gimmicks of course you wouldn't. Because it smacks too much of traditional values – universal appeal, continuity of design, and so on – and a determination to keep it that way.

Fortunately for the world's sportsmen (and women), groundsmen throughout 73 countries think differently. They go for robust construction, proven design, ready availability of spares and a reputation for reliability that dates from 1921.

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The British Golf Greenkeeper

[Hire from Page 7]

five years this could represent an outlay of $\pm 10,000$. On the other hand, the suggestion that $\pm 10,000$ is spent on capital equipment is often looked on with horror. I am often told that the cash is not available. Yet this equipment would comfortably survive five years of work and would improve the efficiency of the total operation and save manpower.

The last comment leads us naturally into leasing. If you have decided that you need the machine, you can justify its use, the price is right, but you cannot afford the capital expense, then you should look at leasing. This applies even more so when you are considering not just one machine, but several which will form part of a system and can give you definite savings.

One does not consider employing a man for five years and paying him his salary in the first week for the total period. By paying weekly or monthly, the on-costs are spread against income and the expenses in any particular year are related to the income for the same period. Why not apply the same logic to your machinery purchases?

I have stated previously that we are in a world of inflation; what you buy today is certainly far cheaper than you will buy tomorrow. Although leasing involves the extra expense of interest over the period concerned, the following example will show that it is not as expensive as often thought. (See chart.)

What is a lease? A lease is a longterm hire of machinery. This can be two, three, four, five years or longer in exceptional circumstances. For monthly or quarterly payments, you have the use of the machine or machines required to do the job.

"But I want to own it." Why? As I have already said, you have the advantage that, if you own it, it shows as an asset, but it is a depreciating

[Turn to Page 11]



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