

Wood, Andrew (2007)

NZ Master Contractors Programme



# ***NZ Master Contractors Programme Report***

**Andrew Wood  
Kelloggs Rural Leadership Programme  
2007**

## **Programme Objective -**

*To develop a programme that acknowledges and rewards “best practice” within the Horticultural and Viticultural contracting industries.*

## **Index / Contents**

### Page

4	Setting the Scene / History
5	The National Horticulture / Viticulture Seasonal Labour Strategy
6	Master Contractors Programme Concept
9	Programme Scope
10	Industry and Government Support
10	Projected Outcomes
11	Application Process
12	The “Two Stage” Approach
14	Audit System
14	Membership Cards
14	Best Practice Folder
15	Website
15	Branding
18	Rewards
19	Towards the Future

## Setting the Scene / History

During the early 1990's the horticultural industry transitioned through to a new phase regarding its labour employment practices. As a result of increased governmental employment compliance issues and a decrease in the financial returns to orchards, employers who prior to this were predominantly growers or post harvest facilities, retracted from the employment of orchard workers. The result of this transition was the industry beginning to rely heavily of teams of field staff who had organised themselves into working groups.

These groups were frequently formed on a very casual basis. The leader of these groups, the Contractor, was often inexperienced at business practice and employment matters. The ease at which these 'Contractors' were able to form companies and employ their staff has proven in many cases to be detrimental to the horticultural industry due to their poor business and employment practices.

As with the pipfruit and viticulture sectors, the kiwifruit industry has worked reasonably harmoniously with these groups over the past 15 years, however as time has progressed an increasing trend of non-compliant behaviour has emerged.

While a reasonable proportion of the contractors working within the kiwifruit industry are doing so in a compliant nature, the industry still falls victim to the extremely ruinous publicity of headlines such as these.....



## Jail for fruitpicking tax evasion

**By ANNA RUSHCROFT**

A MAN who stole more than \$750,000 from the Inland Revenue Department has been sentenced to jail for two years.

Masjit Singh, a 37-year-old Papuan man, was sentenced in Tauranga District Court yesterday for tax evasion totalling \$750,000. He pleaded guilty to three charges on December 14 last year. His sentence is the sixth successful prosecution for tax evasion in the Bay of Plenty fruitpicking industry to the past year.

In this case, the charges related to how Singh ran his fruitpicking business.

Over two years, Singh, an established contractor, had been employing staff who likely claimed subcontractor costs to reduce his own tax liability.

Singh arrived in New Zealand in 1997 and was on the unemployment benefit before setting up his company in 1998.

The company supplied labour to orchards to pick fruit and work in a

member of parliament.

His former "Chief Doublebaker" judge Louis Blidie & his client's early guilty plea and cooperation could be taken into account when sentencing.

Mr Doublebaker said Singh was a well-respected member of the community who started his own business amount of money he was taking for genuine reasons.

"His motivation to help too many people" for said including his family back in India.

By being sentenced, he had shown

in court shame upon his family both here and in India, while Mr Doublebaker said was also punishable for Singh.

"It is a fair question," he said, "that Singh be sentenced to no more than 20 years in jail and that Judge Blidie take into account the fact that Singh was determined to pay the money back through legitimate work his sentence was over."

Crown prosecutor Heidi Wright said that while it was unfortunate, Singh could not use

his "extensive" legal knowledge to his advantage.

After Singh's sentencing yesterday, IRD service manager Kevin Moody warned others concerned about the industry.

"Everyone would have to be extremely foolish on top of evading taxes in the Bay of Plenty" to not be caught.

Mr Moody said the Department of Inland Revenue was sending 80 more tax evasion charges to court yesterday, facing 80 fresh charges relating to the same alleged tax evasion scheme.

The 44-year-old, who faced one previous charge of tax evasion, was remanded in custody awaiting

The sheer nature and increasing frequency of these headlines, let alone the enormity of the non-compliant behaviour exposed, have compounded many issues for the horticultural sector culminating in a public attitude towards the contracting industry of distrust and caution. This attitude along with the current low unemployment rate has seen staffing levels in the horticultural sector at an all time low. Employment on orchards or for that matter within the post-harvest facilities is currently seen by many job-seekers and school leavers as only a temporary solution to their unemployment.



Compliant contractors working within the horticultural and Viticultural sectors are becoming increasingly frustrated at the limitations being imposed on them due to the activities of their less compliant peers. These contractors are essentially labour contractors and the work involved by their staff is, despite general perception, skilled and production orientated. For a contractor to operate efficiently and produce work of high quality, which will relate directly to productivity, staff of a reasonable standard need to be attracted to their businesses.

Therefore there is a necessity to lift the perception of the contracting industry to enable a wider workforce to be attracted and to upskill and retain both the workforce and many of the contractors themselves.

## **The National Horticulture / Viticulture Seasonal Labour Strategy**

During December 2005 a broad based national initiative was launched in Wellington to assist the horticulture and viticulture industries to repopulate their workplaces. This initiative was titled “The Horticulture / Viticulture Seasonal Labour Strategy”. The strategy is based on an Industry / Government partnership and works within five core working groups focusing on seasonal employment issues. These five core working groups were identified as:

1. Work for New Zealanders first
2. Accessing Global labour
3. Supply and Demand of Seasonal labour
4. Workplace skills and productivity
5. Contractors

A national governance group has been established to work within the strategy and consists of representatives from industry, unions, key horticulture / viticulture regions, and various Government Departments. This group meets four to five times per year to discuss progress and report back the developments within each of the working groups.

Working Group 5 (Contractors) was first brought together late in 2006. A meeting was held in Wellington and representatives from the various contractor groups in the Bay of Plenty, Hawkes Bay, and Nelson / Marlborough regions met with a selection of government representatives from the Department of Labour. The

purpose of this meeting was to gauge interest in the formation of a national contractor group.

The talks concluded with the consensus that a national group would be formed consisting of two contractor representatives from each of the three regions and a representative from Horticulture NZ. The group nominated a Chairman and was included in the realms of the National Horticulture / Viticulture Seasonal Labour Strategy Governance Group.

At the inaugural meeting of Working Group 5, the group established what it considered to be its Aim and Objectives. These were identified as:

#### Working Group 5's Aim and Objectives

The aim of Working Group 5 is:

“To unite and represent the national interests of Contractors in the Horticulture / Viticulture and other seasonal industries through a single organisation, giving a collective voice.”

The key objectives of Working Group 5 include the following;

- a. To provide a national programme to recognise contractor compliance and best practice.
- b. To share industry information and resources between regions and support regional structures.
- c. To improve the sustainability of the contracting industry
- d. To promote and publicise excellence within the Horticulture / Viticulture industry.

The aim of the Master Contractors programme is to acknowledge and reward compliance and best practice within the horticultural and viticultural contracting industries. This aim is placed well within the objectives of Working Group 5 making this group the ideal association to progress the Master Contractor programme forward.

### **Master Contractors Programme Concept**

The concept of Master Contractors began as a Bay of Plenty initiative based around the kiwifruit industry. New Zealand Kiwifruit Growers Incorporated and the local contractor group New Zealand Kiwifruit Contractors Incorporated, were both toying with the concept of identifying their compliant contractors through a registration programme. New Zealand Kiwifruit Contractors Inc which was formed in 2003 and has a membership of approximately 70 contractors, was to be the initial intent for this compliance programme. Many of the contractors within this group wanted recognition for their excellent business practices and many had also indicated that there was a desire to take their contracting industry to a higher level.



As further discussions ensued and the concept began to develop the numerous merits that would be gained by such a programme became increasingly evident. It was obvious that contractors would benefit from the recognition of their business skills and ethics but it became apparent that industry and government would also benefit from the knowledge that the contractors they were dealing with had reached a standard of compliance that was acceptable.

Rapidly the concept took on a national flavour with the members of Working Group 5 showing a keen interest to accept the Master Contractor programme into their regions. Once these other regional groups had decided they wanted to support



this concept, it was obvious that for this project to succeed outside the Bay of Plenty, consultation with these regions had to occur on a regular basis. Discussions have occurred with the representatives of these contractor organisations as well as presentations being given within their regions. This will continue throughout the developmental process as it is vital contractors within all regions feel they have ownership of this organisation.

Government officials in Wellington also began to discuss the benefits of this programme and the ability of this programme to promote and encourage compliance amongst the contracting industry. They could see the far reaching effects this programme would have on the future of the contracting industry. There were also benefits to the uptake of the new immigration scheme called the Recognised Seasonal Employer scheme. This scheme is based around approving employers as compliant then granting these employers access to Pacific Island nations to employ staff on a seasonal basis.

### Contractor Compliance Groups

Three distinct groups of contractors within the contracting industry have been identified. The first group, the 'compliant contractors' are the group of contractors that are recognised as those who have a professional approach and are dedicated to their chosen career. These contractors are looking to the future and willing to learn and upskill as necessary to enable their companies to function within the changing market.

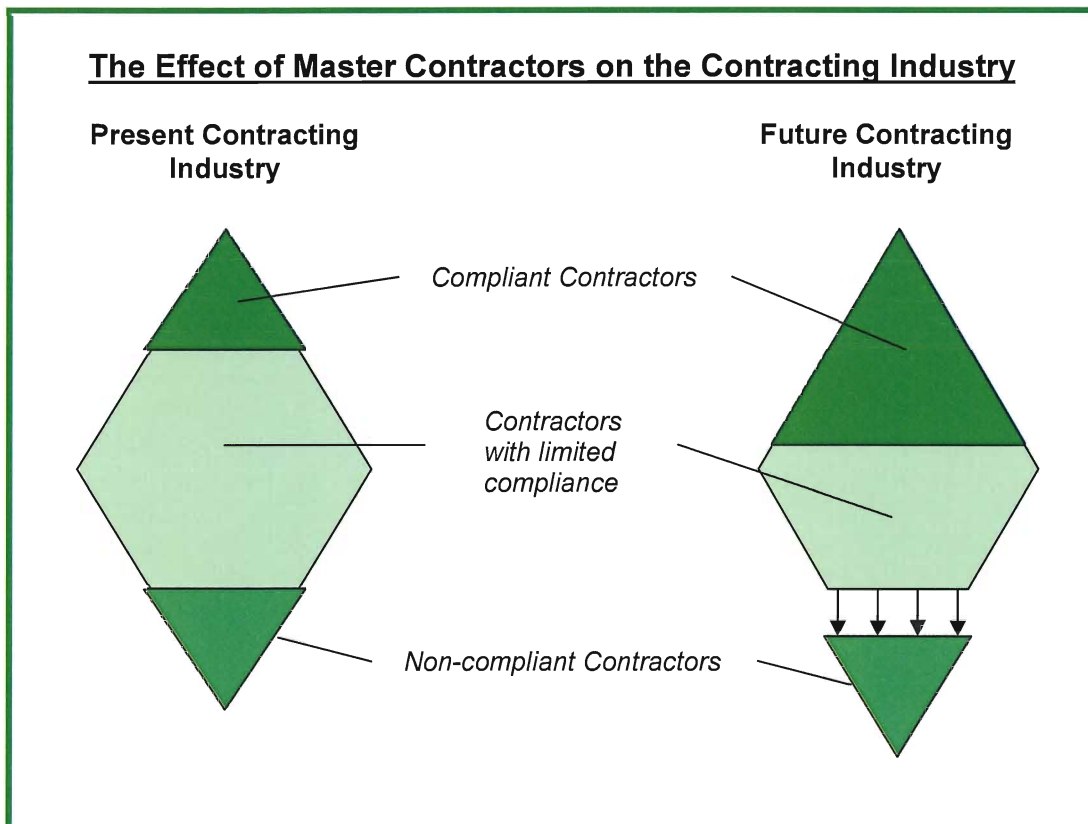
The 'contractors with limited compliance group' is the group that operates in limbo. These contractors are caught in the middle field, they have a degree of compliance and business skills however could easily find themselves having issues with compliance checks. This group will have a high percentage that want to operate within New Zealand law and run compliant businesses, however they need to be identified and worked with to get them up skilled and into a position that will ensure the durability of their businesses.

The final group are the 'non-compliant contractors'. These contractors are out there working in the industry with absolutely no regard to New Zealand law or the rights and entitlements of their employees. This group operates below the radar as much as possible, frequently changing their companies and appearing to operate from on a 'no fixed



abode' basis. These contractors are very hard to track down and often provide their unprofessional services for extremely discounted rates.

With the compliant contractors being identified and work being done to upskill the 'limited compliance group' the gap between these two groups and the non-compliant contractors will widen. Add to this pressure from industry groups and government departments for Master Contractors to be the preferred contractors then the opportunities for the non-compliant contractors to operate within should diminish. This will result in these contractors withdrawing from the industry which will result in an acceptance of higher compliance standards and improved employment practices.



In order to encourage participation in a programme such as Master Contractors, benefits need to be identified. These benefits need to relate not only to the contractors, but to enlist the required support from other interested sectors (ie industry and Government) benefits to these participants need to be identified as well.

Benefits to contractors that have been identified to ascend out of a national accreditation programme such as Master Contractors would potentially include:

- Improved contracting industry profile
- Improved business skills
- Improved labour retention
- Industry promotion
- Registration to 'Best Practice' folder and Master Contractor website
- Pride in business
- Membership to national contractor group
- Networking with like-minded Contractors
- Achieve recognition for compliant business practices

- Purchasing rewards
- Access to Govt 'Pilot Schemes'
- Step towards achieving RSE status
- Preferred Employer status
- Interaction with other regions

As well as the benefits to contractors there are obviously benefits that could be gained for employees, industry, and government agencies. These will include:

Employees

- Compliant employers can be easily identified
- Employees can have confidence in the employer
- Improved training programmes available to employees
- Employment sustainability

Horticultural Industry groups (growers, post harvest, etc)

- Increased confidence in service
- Increased assurance of service
- RSE programme employers will be safeguarded by using Master Contractors
- Increased productivity from Contractor
- Quality Assurance programme compliance (Eurepgap, NZ Gap, etc)
- Increased quality of performance



Government Departments

- Increased awareness & compliance of Contractors
- Compliant Contractors easily recognised
- Contractors will form a national body allowing for improved communication and co-ordination

**Programme Scope**

As previous stated this concept began with the kiwifruit industry based around the Bay of Plenty. Rapidly the model was expanded to include Hawkes Bay and the Nelson/Marlborough regions.

Region	Major Horticultural sectors	Estimated Contractor nos.
Bay of Plenty	Kiwifruit, Avocados	300
Hawkes Bay	Pipfruit, Viticulture, Kiwifruit	150
Nelson / Marlborough	Viticulture, Cherries, Pipfruit	100

As time has progressed, interest has been registered from many other regions including Northland, Auckland, Waikato, Gisborne, and Central Otago. These contractors will include other sectors namely berries, onions, citrus, vegetables, and stonefruit. To date there has also been discussions relating to fencing contractors, shearing contractors, and roading contractors. The scope for a well established programme such as this appears to be mammoth.

## **Industry and Government Support**

Gaining support from industry and government will be crucial to the development of this programme.

With the various industry bodies working with us to encourage growers to support Master Contractors and utilise their services as preferred contractors the Master Contractor programme will develop favourably. The benefits listed above can only be accepted as advantageous to growers and industry. Supporting those compliant contractors will surely entice the less compliant to work on their compliance issues or exit the industry.

Government has its role to play in this programme as well. It is as gainful for Government to have this scheme established as it is for industry. It would certainly be encouraging for the Master Contractor programme to receive recognition from the government. Whether that recognition was in the form of endorsements, preferred employer access to new governmental programmes, or simply giving acknowledgement and allowing inclusion to future discussions relating to contractor matters.

Recognition needs to be given to the work that has been undertaken by certain members of the Department of Labour team. At the establishment of Working Group 5, assistance was obtained from the Local Market Knowledge Managers (LMKM's) from the Dept of Labour to bring Government knowledge and knowledge of processes to the table. As contractors our expertise is generally in the field, utilising the services and advice of the three regional LMKM's has allowed us to advance the programme knowing our options and opportunities as we progress. Special mention must be given to Asher Nikora, the Bay of Plenty LMKM, for the assistance and knowledge he has imparted towards this programme.

## **Projected Outcomes**

At the completion of the developmental stage of this programme, the following outcomes are expected to be accomplished:

- National and regional contractor ownership of this project supported through a regional consultation process
- The National Contractor Code of Compliance will be developed and implemented nationally and regionally
- The National Contractor Best Practice Code will be developed and implemented nationally and regionally
- Independent audit systems will be researched and integrated
- Consistent branding standards supported by 'IT' infrastructure requirements i.e. database, membership card, etc

- Contractor information packs or toolkits will be developed
- Contractor educational workshops will be held regionally to raise contractor awareness, assist with contractor registrations and the delivery of the contractor toolkits
- Recognised contractors will be the preferred seasonal employers by growers, post harvest facilities, MSD jobseekers and DOL for RSE applications

## The Application Process

It was early identified as crucial that the application process be both robust and thorough but at the same time not so pedantic that contractors view it as yet another audit system.

As with many industries at present, compliance checks within the horticultural industry are becoming more frequent and the administrative input required preparing for these checks is seen by many as onerous. Therefore, to avoid reassessing what has already been deemed compliant, it has been decided that three existing verification processes already used frequently by the contracting industry could be utilised individually as entry points into the Master Contractor programme. Each of these processes focus on employment issues and compliance to New Zealand law.

### 1. Recognised Seasonal Employer (RSE)

The Recognised Seasonal Employer scheme (RSE) is a government driven accreditation scheme based around the desire to employ migrant labour on a seasonal basis. The application process to become RSE accredited involves the filing of an application form followed by a government department led investigation into the applicant's business practice. Factors investigated include compliance to NZ law, business details, and business history.

Post-harvest facilities, growers and contractors can all be involved in this programme.

### 2. GlobalGAP Certification

The GlobalGAP accreditation process (formally EurepGAP) has been the leading accreditation process for many of the horticultural sectors for the past five years. This process has arisen through the awareness of international food safety issues and is based around product importation requirements outlined by a group of European Food Retailers. Exporters, post-harvest facilities, growers and contractors are all included in the requirements to be GlobalGAP compliant.



The contractor focus here is predominantly around hygiene, training, and Worker Health Safety and Welfare. Auditing of this process is predominantly performed by independent auditing organisations although within the kiwifruit industry post harvest facilities are also empowered to perform the audits.

### 3. Rural and Associated Contractors Federation (RACF) Contractor Registration

This registration process was developed by RACF for the purposes of identifying contractors who perform to a high level of compliance. RACF appears to have based its membership around the 'motorised' contracting industry with only a handful of true labour contractors joining the RACF membership.

For those contractors that hold none of the above accreditations, a Master Contractor audit process is being developed that will involve filing an application form and then undergoing a field audit to verify compliance criteria are adhered to.

## The 'Two Stage' Approach

As soon as the decision was made to take the programme to a national level, it became clear that a two stage approach was required which would enable all contracting sectors to personalise this programme to meet their own criteria.

For example, it was initially proposed that training programmes would be part of the audit requirements however each region, and further to that each sector, has it's own individual training regimes. These were too expansive to list as initial application criteria, so it was concluded that the focus for the first stage of application should be set at compliance and registration.

Therefore the following 'two stage' approach is being developed:

### Stage One – Compliance and Registration

Objective – to encourage and identify compliance to NZ Law.

- Requirements will include:
  - Company details
  - Business history
  - Association with industry organisations
  - Membership to regional contractor groups (where available)
  - Tax Exemption status
  - Compliance to Health and Safety
  - Employment Policy compliance
  - Immigration history.
- Identification will be through a 'membership card' system.



Whilst the entry level of compliance requirements has been established at a base level, it is important for the success of this registration process that we attract and register as many contractors who meet our criteria as possible. The 'bar' could

be set much higher, which would reduce membership dramatically and result in this programme failing due to minimal uptake.

The objective with the Master Contractor programme is to not only identify those contractors that have met high levels of compliance but to also identify those contractors that require assistance and are willing to upskill, and to bring these contractors up to standard. There is no doubt that as we progress forward with this programme the 'bar' will indeed be lifted albeit gently resulting in an increase in the general compliance of the contracting industry.

The requirements listed for inclusion in Stage One are all pre-requisites of the three existing verification processes listed as alternative entry points.

Once again the non-compliant contractors would find the gap widening between themselves and the compliant contractors.

### Stage Two – Best Practice

Objective – to encourage and identify experience and best practice within individual horticultural sectors.

Each sector within the horticulture industry has requirements for it's contractors that won't necessarily be required within other sectors.

Stage Two is designed to encourage contractors to upskill within their specific sectors.

Eg Kiwifruit Sector - items that may appear on the checklist could include:

- GlobalGAP compliance
- Growsafe Certificate
- Farmsafe course participation
- Better Business Skills course participation
- Industry references
- Evidence of recognised staff training eg Orchard Skills Cert, Cadets, etc

Many of these items may be irrelevant to other sectors, therefore it will be important for each sector to identify the items that will be included in the formation of a best practice certificate.

This stage of the process will be an opportune time to identify skills that will be required by the individual contractor to upskill and assist with improving their business practices. Where a number of contractors are identified to need extra skills or further training, courses can be identified or mentors could be engaged to bring these requirements into action.

Completion of this stage will be identified by 'sector specific certificates' being issued to the respective contractor.



## Audit System

From the outset of the initial discussion, the importance of robust audit systems has been evident if the programme is to maintain credibility. Currently discussions are underway with two independent auditing organisations that will enable this programme to maintain a high level of integrity.

In addition to receiving and assessing the application forms, the audit process will require a 'field audit' to visit each contractor to verify compliance to the requirements of the application.

These discussions are currently progressing and more detail will be available at a later date.

## Membership Cards

Upon acceptance to Stage one of the processes a membership card will be issued to the successful applicant. This card will be used for identification purposes and will be personalised to the individual contractor.

The card will be produced on an annual basis and provided only to financial members upon renewal of their subscriptions.

This card will be in the form of a plastic card of credit card size. Consideration is being given to including photo identification on the card to reduce misuse of the card. This card is yet to be finalised.

## Best Practice Folder

Upon acceptance into the programme a "Best Practice" folder will be issued to the contractor. This folder will contain information from various government departments and also industry sources that will assist the contractors to access relevant



information. The sources of this information would include

- Department of Labour
- Ministry of Social Development
- Inland Revenue Department
- New Zealand Immigration Services
- New Zealand Trade & Enterprise
- Horticulture New Zealand
- Industry Groups
- Industry Training Organisation
- Tertiary Education Institutes
- Regional Contractor Organisations

Rather than the standard brochures and pamphlets that are usually distributed to employers and small businesses the value of this folder will be to contain quick reference material that is easy to access and easy to interpret. As a quick reference folder should more information be required on a topic then the contractor will have a list of relevant contacts provided within the folder who can be easily contacted.

Each of these folders will be registered enabling updates to be regularly added. This will enable contractors to be kept informed of all developments and policy changes as they are released. It will also allow an effective access route for government agencies and industry organisations to disseminate information to a large proportion of the contracting industry.

## **Website**

The development of a website will be imperative to the operation of the Master Contractor programme. It is envisaged that the website will be the central pivot to the programme allowing at least two levels of access.

The first level will allow access to the general public. This will be utilised by potential employees looking for a contractor that can be relied on to be a fair employer and also orchardists and post harvest operators looking for a contractor that will be reliable and compliant.

The second level will be password protected and only available to registered contractors. This level will provide access to details and services that the contractor will use to upskill and inform themselves enabling them to become improved operators. Here they will also be able to access files relating to the administrative aspect of the Master Contractor Incorporated Society. These will include minutes from the Master Contractor Executive meetings, the Master Contractor Constitution and the Rules of the society.

As with the Best practice folder, the website will act as a source of essential information that will be readily accessible for contractors. Features of the website will include:

- A database of all registered contractors
- An online registration process
- Contact details for regional contractor organisations
- Contact details for relevant government agencies
- Links to other websites and documents pertinent to the contracting industry
- The ability to access contractor contact details. This will be available on a sector and/or regional basis.
- The New Zealand Master Contractors Incorporated Constitution and minutes from Executive meetings
- A contractor forum where discussion can be generated regarding contracting issues

## **Branding**

The branding of the Master Contractor programme has been developed to visually portray the concept of the programme. This is accepted as critical to the perception of the organisation by industry and the contractors themselves.

When the 'brief' was outlined for the project the following key points were highlighted:

1. Product

- This is a new service for the New Zealand Horticulture and Viticulture Industry (the focus is on the fruit sector at this stage). Although the service could potentially be introduced into other industry sectors such as vegetables, forestry and farming.
- The service is one where contractors can become members of an organisation where they can be identified as verified, qualified and professional contractors.
- The contractors will be professional high quality employers of labour and skills needed by the fruit sector of the Horticulture industry – e.g. picking, pruning, planting, processing. They will be required to be verified as compliant with NZ law and setting standards for others to rise to.
- All contractors will be land based – working with products from the land
- Contractors will be New Zealand wide
- Perform labour based tasks rather than machinery operators
- They'll be recognised by a membership card, vehicle stickers, uniforms and such like.
- They will be rural people working for rural people.

2. What is required?

A name and a brand that will reflect the following qualities, values and functions:

- Professional
- Modern but not too arty
- Safe
- Trusted
- Reliable
- Preferred
- Available throughout New Zealand
- Be able to be expanded in the future to apply to other industry sectors
- Reflect what the service is

What the brand is likely to be applied to:

- Letterhead and business cards
- Membership cards
- Website
- Promotional material: DM flyer, adverts, vehicle signage, uniforms,
- Media pack – DVD

3. Target audiences (stage 1)

Growers in the New Zealand horticulture ie.

- Pipfruit growers

- Berry growers
- Stone fruit growers
- Viticulturists

Growers and viticulturists are people of the land, often with traditional values who live and breathe their industry, and invest a lot of time, money and energy into their businesses.

They are currently experiencing huge skill shortages and using unskilled, untrained “foreign” labour. Government is also regulating the employment of labour in this area putting onus on the growers to meet basic compliance criteria.

#### Target audience (stage 2)

Growers in other industries

- Vegetable growers
- Forestry
- Farming

#### 4. What’s the key benefit?

This service will provide access by growers to a pool of professional, reliable, skilled, contractors to meet their on-orchard requirements.

Other important info:

- This is a unique service (brand new)
- Supported and funded by the contractors, industry, and government
- This group has the potential to grow into other sectors
- There is no other service of this kind available for this market

Resulting from the brief came three branding options; the option chosen by the members of Working Group 5 is below. This option was seen to demonstrate the key attributes of the Master Contractor programme.





## Rewards

Once achieved the accredited contractors would receive recognition from industry and Government as well as access to membership privileges and discount-type incentives.

The development of an organisation such as Master Contractors creates further opportunities for financial benefits to the registered members. Having a nation-wide membership with significant registrations will allow the organisation to look towards establishing relationships with supplier outlets in the form of purchasing discounts and incentives. Various schemes such as this are already developed throughout NZ. These may include access to discounted options such as telecommunications, fuel, rural supply outlets, and insurance.

The added incentives these 'rewards' will provide will encourage further uptake of the programme and also provide further benefits to the registered contractors. It is desired, as per our original objective, that compliant contractors should not only be acknowledged but also rewarded for their behaviour. Having a rewards programme will be a significant step towards the achievement of this objective.

## **Towards the Future**

The development of this programme is still a work in progress. To create an organisation such as Master Contractors, and get uptake on a national basis it is imperative that all steps taken are in consultation with the regions and allowing for diversification throughout the sectors. Implementing a two-stage approach will certainly help achieve the diversity required. This second stage will be developed early in 2008 and should be available to all industry sectors forthwith.

As this project has developed, the administration required to gather information and source outside assistance has increased, to the degree that an administrator is really required to work part-time on the project. Once the programme is up and running an administrator will definitely be required for an estimated 16hours per week. This position will require a skill set that includes general administration, computer skills, accountancy skills, and the ability to work with our website.

The target date for the launch of the Master Contractor programme is early February 2008, this will coincide with the pipfruit harvest in the Hawkes Bay. Work will continue throughout 2008 on the development of the programme with the ability to increase value and offer greater opportunities to the membership as a whole.

**Andrew Wood**

**Kellogg Rural Leadership Programme**

**2007**