

SOUTH SEAS FILM AND TELEVISION SCHOOL – 2003-07 CHARTER

1. MISSION STATEMENT

Our Mission is to provide quality industry relevant practical skills training for the New Zealand Film, Television, Animation and New Media industry using a “*Learning through Action*” philosophy in order to provide career pathways into the industry, as well as ongoing career development within the industry.

To achieve our Mission we aim to:

- ◆ Consistently provide a superior level of service to our learners, clients, stakeholders and the industry that we are an integral part of.
- ◆ Provide a corporate structure that encourages a positive environment where all management, staff and learners can operate as a team and are supported in their work,
- ◆ To adhere to sound, ethical, sustainable business practices and transparent governance.

BACKGROUND

South Seas Film and Television School has over 15 years experience of successfully delivering practical based training to New Zealand’s growing Film, Television and Media Industry. Because of its growing reputation, many local production companies now consider South Seas an integral part of the NZ media industry.

Since 1992 our intensive, practical and industry relevant training courses have enabled graduates to successfully obtain positions in the industry (*South Seas aims for and consistently achieves over 85% employment*) Graduates can then to develop rewarding careers, which also benefits the development of the NZ media industry.

In the early 90’s many film and television practical training courses were expanded into 3 year degree courses with reduced practical components and the Film and TV industry was cutting back on internal practical training The South Seas founding partners who were working in the industry and involved in job training identified a need for external training and founded the school to specifically cater for this niche market.

Today South Seas is a PTE with NZQA course accreditation up to Level 7 which specialise in providing Level 5-6 practical, industry relevant training courses for the NZ media industry. These include the following courses:-

- ◆ 1 year Diploma in Film and Television Production course.
- ◆ 1 year Diploma in Digital Media Production course.
- ◆ 1 year Diploma in On-Screen Acting course.
- ◆ 2 year Diploma in Animation Production course.
- ◆ Various short duration specialist industry workshop and introductory courses.

South Seas relies on a comprehensive Quality Management system to deliver quality training services that meet the standards required by the industry. It also ensures that we continue to meet the diverse and specific needs of our learners, their future or present employers in the industry and our wider pool stakeholders.

Over 150 New Zealand students (112 EFTS subsidised and over 40 non EFTS) as well as 14 NZ TEC funded Maori and Pacific Island students and a growing number of overseas students now train at South Seas each year. Our courses are delivered from 2 sites, at 75 and 93 Ellice Road, Glenfield on Auckland’s North Shore.

Both sites are continuously being redeveloped with industry relevant facilities and the latest equipment. These are used to provide learners with simulated industry working conditions to develop the technical and creative skills required by the industry. The industry does not want just technical button pushers so creative and communication skills development is essential and is fully integrated into all our courses.

To provide training at this professional level, South Seas has to invest in not just keeping up with the rapid changes that the industry is undergoing but to research new directions and be ahead of technology changes in order to anticipate and provide the up to date training demanded by the industry.

In 2002 we introduced a Rongo specialisation option to our Film & TV Production course. This allows Maori students with fluent Te Reo skills to produce programmes in the Maori language. In 2003 we started a 2 year Diploma course in 2D & 3D Animation after the NZ Animation industry asked South Seas to develop a practical training course which would replicate the training we deliver for the Film & TV industry.

Over the next 3 years South Seas is aiming to carefully expand its operations to provide the same quality of service to the international media industry. We are also aiming to provide training for developing sectors of the NZ media industry by including Digital Media / SFX, and Radio/Audio production and post production courses.

2. SPECIAL CHARACTER OF THE SCHOOL

South Seas takes pride in being an innovative high quality industry training provider that consistently produces excellent learner and graduate outcomes and is recognised by clients and stakeholders as having a special character that forms the basis of its success.

We are a team – tutors and learners – who are passionate about our creative and innovative industry.

The special features that differentiate South Seas are:

- **A positive training environment** that is learner friendly, exciting, inspirational, challenging and yet supportive. This provides the opportunity for students to stretch their imagination and safely explore their creativity. External surveys confirm that South Seas is a positive experience. More than one graduate has described it years later as “The best year of my Life”
- **A focused commitment** to providing quality, practical training to New Zealand’s growing creative and innovative Film, Television, Animation and Media industry. This niche market is the basis of our business.
- **A positive reputation** as New Zealand’s leading practical training centre for the industry as evidenced in independent surveys. South Seas is an integral part of the NZ industry and a preferred provider to major participants. Our growing track record of industry acceptance is important to us and our learners.
- **A strong stable team of managers and tutors** who all have relevant industry training experience and a real passion for what they do. Our support staff are equally well qualified and dedicated.
- **All courses have been researched and designed** in close consultation with each particular industry sector. Our new Animation production was designed in close consultation with leading New Zealand animation studios which has resulted in a free-exchange of ideas and a understanding of ‘real-world’ working environments.
- **All courses employ training methods** that are based on Accelerated Learning techniques so that students enjoy “Learning through Action” and enjoying lots of practical challenges that inspire them.
- **All courses are structured** on a series of industry-relevant practical projects that progressively become more challenging. Students logically build up practical experience and skills confidence by experiencing the demands of industry processes, standards and deadlines that provide ‘real world’ experience.
- **A wide range of industry relevant facilities** equipped with up to date digital technology and classic techniques so we can replicate realistic industry working conditions. Our facilities and resources have been developed and maintained in close consultation with industry equipment suppliers and technical advisors. They are fully detailed in our Prospectus and are a major reason why students enrol on our courses.
- **A multi-cultural learner base** that reflects the demographics of the region, the country that we serve, and the rich cultural heritage this provides. South Seas also aims to foster the vibrant culture of our country.
- **A proven Quality Management System** that continually self-reviews our processes and outcomes to ensure they meet the needs of our learners, industry employers and stakeholders.
- **A knowledgeable Board of Directors** committed to fulfilling the school’s social and community obligations. To date, all profits have been re-invested back into the development of the school.
- **A consistent track record** of achievement evidenced by audited performance return statistics such as:
A **+90%** average learner retention rate, for all courses over the last 15 years and a high **+80%** annual target employment rate for New Zealand graduates which we consistently exceed.
- **A graduate job placement advisory service** that has grown into an employment service. Broadcasters and production companies now consistently contact us for job vacancies instead of advertising.
- **An impressive number** of graduates still employed in the Media industry. Many graduates are now in senior creative, operational and management positions. *(Over 740 according to Feb 2007 survey)*
- **A growing reputation.** **87%** of applicants are now Word of Mouth contacts and many of these have been recommended by people within the industry we serve or by graduates and their family and friends.
- **A factual personal approach** to promoting the school and its courses. We enjoy explaining our courses to potential applicants who deserve to be fully informed when it comes to making important career decisions. Our detailed South Seas prospectus is widely praised by applicants, parents and schools.
- **A challenge.** In 2006 we had **234** quality applications in final selection for the **114** NZ positions on our Film and TV production course. One graduate, a TV Director who has won numerous film festival awards, took 3 years to get on the course. His persistence displays the kind of commitment the industry expects.
- **An exciting future.** Creative and technology intensive industries have been identified as key industries for the future economic growth of our knowledge society. With its industry contacts, creative technology based training courses and strategic overseas developments South Seas is where the Action is.

3. CONTRIBUTION TO NZ'S IDENTITY & ECONOMIC SOCIAL & CULTURAL DEVELOPMENT

The New Zealand Government is committed to developing an environment where creative industries will thrive, stimulating long-term growth and innovation and lead to competitive advantages in the global market place.

The South Seas 5 year strategic development plan fully supports the Government's Growth and Innovation Framework (GIF), which includes Creative Industries, as one of the platforms of the framework. Our aims are also aligned with the GIF and we are enthusiastic about the long term potential of this initiative.

Trade and Enterprise New Zealand quote: *'We will help build a unique and robust identity for New Zealand to recognise our country as part of the interconnected economies of the world, a country where innovative, creative and technologically advanced ideas are pursued. Worldwide, creative industries are growing faster than other economic sectors. Here in New Zealand, they have a key role to play as New Zealand transforms into an economy based on ideas and talent.'*

In the last 5 years the New Zealand Media industry has made an increasingly significant contribution to New Zealand's economic, social and cultural development. Films such as "Lord of the Rings" "Whale Rider" "King Kong" "In my Fathers Den" and "The Worlds Fastest Indian" have firmly established not only our identity on an international basis, but also our reputation as a country which can conceive and carry out creative, technically complex, commercially successful projects which are respected by other film producing nations.

This recent success has enabled NZ film producers and directors to promote our projects and film production services worldwide with greater confidence than in the past. However, further growth is dependent on an adequate supply of skilled workers who can contribute to the future success of the industry.

South Seas with its strong commitment to both the creative and technical skills training required has been able to assist in achieving this success. Numerous South Seas graduates worked on the shooting of major NZ Films such as "LOTR" and "Kong" and more worked on the technically complex special effects post production of these demanding projects. 1998 graduate Jabez Olson joined the "LOTR" team and worked directly with Peter Jackson as editor on "Two Towers" In 2005 Jabez again worked as editor on Peter's "King Kong" feature film.

For a film school graduate to achieve this level of professional success after only 4 years in the industry means that they must have completed a demanding industry relevant training course that has the right balance of technical and creative skills practical training. Another graduate Bridget Yorke has worked with Peter and his partner Fran Walsh on all their film projects since joining them on "Heavenly Creatures"

It is important to note that our graduates have also made significant contributions to the success of broadcast and production companies. TVNZ and TV3 between them have employed over **105** of our graduates in a wide variety of skills including Directing on News, Documentaries and Dramas. Private production companies have not just employed 1 or 2 graduates but have contacted us repeatedly for staff. Greenstone Productions for instance have now employed **18** graduates and Cream TV **11** to help with their continuing growth while South Pacific Pictures producers of "Shortland Street" "Mercy Peak" and "Whale Rider" have employed over **62** graduates.

The 2002 Report on Creative Industries in New Zealand – Economic Contribution by the NZ Institute of Economic Research (Inc.) reveals that over the last 5 years the NZ industry grew at an average of 8.7% per annum compared to 3.7% for the rest of the NZ economy.

The most impressive growth was recorded by the Film Industry, which grew **164%** between 1997 and 2001 partly due to the influence of the "Lord of the Rings" trilogy of feature films. During the same period despite an international downturn in television production the NZ television industry grew **17%**. This is an important statistic because television is where the greatest percentage of South Seas graduates find employment. It also highlights that our planned overall annual growth rate of **7%** is a realistic and sustainable target.

We are aware that rapid growth can create significant problems, as has been the case in other countries that have experienced a sudden rush of production work. The main problem is that large scale and big budget overseas productions such as "The Last Samurai" and "The Lion, the Witch and the Wardrobe" require large numbers of highly competent experienced crew to carry out the labour intensive work of realising a film.

With international pay rates well in excess of local rates, the local industry inevitably suffers labour shortages followed by cost increases as it tries to compete. When the Canadian feature film industry grew dramatically in the 90's (due to low costs and tax incentives that attracted American productions to Canada) they experienced a dramatic shortage of production crew. As costs increased the Canadians had to improve and increase industry training so that new people could be employed to keep labour costs competitive.

Having already proven that we can provide quality industry training it is important that practical training courses such as ours are allowed to continue to make the industry contribution they are capable of, by providing adequate support for New Zealand students from all walks of life, to apply for a realistic number of positions in relation to the job market and attend our courses with a reasonable level of financial support.

As an industry-training provider we have, through the employment and achievements of our graduates as well as other more direct influences, contributed to New Zealand's identity and economic social and cultural development. South Seas is at the forefront of social changes in the industry.

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3. CONTRIBUTION TO NZ'S IDENTITY & ECONOMIC SOCIAL & CULTURAL DEVELOPMENT

In 1994 we introduced a policy of 50/50 female/male student intake and we have consistently encouraged female students into technical skills in order to ensure adequate female representation in all production departments. This policy has been very successful and female graduates have had outstanding successes at all levels in the industry. A South Seas graduate was the first female news camera trainee at TVNZ and has had a very successful career that entails producing many of NZ Television's top rating shows.

Our South Seas name was selected to reflect the multi-cultural society we are a part of. As a training centre for an industry that also has far reaching responsibilities for cultural development, we are aware of and have specific aims for meeting the challenges that the fast changing nature of New Zealand's cultural landscape will bring about. These changes will impact on our student cultural profile and their training needs.

Our strategic plan includes provisions for increases to the number of Maori, Pasifika and Asian learners over the next 5 years and the changes we will have to make to provide for this. Our approach to meeting these changes and challenges are being planned in close consultation with all the parties involved.

Together we aim to develop a productive positive collaborative partnership that will ensure our policies and procedures support and are aligned with the relevant objectives of the Tertiary Education Strategy. Mahi a Rongo is the first step.

At the forefront of our approach to support the TES is a heartfelt desire to make a meaningful contribution to the achievement of development aspirations of both the Maori and Pacific People in our community. Our approach and commitment is detailed in sections 6 and 7.

An important aspect is the economic, social and cultural development that is taking place at our school and in NZ as a whole because of the contribution of international students. Their colourful cultural and social input as well as significant economic contribution has been a positive benefit to us and NZ.

Our founding Operations Manager is a founder and board member of Triangle TV, quoted in recent NZ On Air research as the "Only TV channel reflecting NZ in all its diversity" As an extension of Triangle TV discussions are currently underway with Ministry of Culture and Heritage and TVNZ towards the establishment of a non commercial nationwide Public Service TV Network for NZ. South Seas actively supports this initiative.

The Government is fostering partnerships with sectors of the economy that are 'grounded in innovation, have a global outlook and can make a real difference to economic growth. It regards Screen Production (the media industry) as an economic force in its own right.' * To ensure a voice for the industry the Screen Production Taskforce was set up. * Minister for Industry and Regional Development

South Seas is committed to and has established a number of productive global partnerships in order to ensure that we can contribute effectively to the development of an International Knowledge Society. Our initiatives involve fostering relationships between New Zealand and Asian industry contacts. This has involved working with Trade & Enterprise New Zealand in China, Korea and Singapore.

A good example of the international industry training work we do is the advanced Special Effects Production course that we created in association with leading NZ post production specialists for the Korean Film Commission. It was delivered for the first time in November 2006 in conjunction with Oktobor Post Production.

South Seas is proud of the achievements of the New Zealand industry and is delighted by the recognition that New Zealanders now receive internationally due to the overall success of our industry and its creative leaders like Peter Jackson and John Barnett who have put NZ on the map.

To prepare for future changes and challenges South Seas is committed to continual development of our strategic links with local, national and international Tertiary Educational Organisations, Secondary Schools, Government agencies, Industry Training Providers and Craft Guilds and any other people or organisations that we can work with collaboratively to achieve our stated aims.

4. CONTRIBUTION TO THE TERTIARY EDUCATION SYSTEM AS A WHOLE

By specialising in Level 5 and 6 industry relevant practical courses which prepare students for (a) entering the workforce (b) developing their existing industry skills or (c) in some cases continuing onto higher education, South Seas makes a contained yet valuable contribution to New Zealand's overall tertiary education system.

South Seas also enjoys a collaborative and co-operative relationship with a range of other tertiary education organisations or providers and the industry that we are a part of. Our common aim is to formulate and initiate innovative plans that will benefit learners, providers and clients.

Ever since it started South Seas has been at the for-front of industry relevant training. We were one of the first training providers to adopt the NZQA's industry unit standards of training and we were a founding member of the Film and Electronic Industry (FaEM) Industry Training Organisation when it was set up in 1994. Over the next 4 years South Seas worked closely with FaEM to further develop and in some cases assist with the introduction of new Unit Standards of Industry Training.

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4. CONTRIBUTION TO THE TERTIARY EDUCATION SYSTEM AS A WHOLE Continued...

In the case of post production editing the industry came together with our Operations Manager Rob Verhoeven as chairman of an industry committee to completely revise and rewrite all the existing units because they lacked cohesive industry relevance. Our school director Gerben Cath who also has extensive industry experience was involved in similar work on some of the Production unit standards.

South Seas staff also completed a series of Workplace Assessor courses run by The Open Polytechnic in conjunction with FaEM. These intensive courses enabled our staff to gain certification as Industry Workplace Trainers and Assessors. Since then our staff have been involved in workplace training and assessment work including introductory camera training courses at TVNZ and post production Editing courses.

A valuable long term contribution to the tertiary education system has also been made by Paula Jones our Head of Production Development and Script Writing. She has worked with the NZQA for over 8 years as National Moderator of Tertiary Film & TV course providers and Secondary School Media Studies. South Seas has made Paula's time available in order to support the establishment of national standards. Paula is an acknowledged expert in her field of work and we are fortunate to be able to utilize her knowledge and skills in the design and application of our own moderation and assessment applications.

South Seas is also applying increased resources and commitment to maintaining existing and developing new links with a large number of secondary schools nationwide.

The various purposes and mutual benefits of these links are described fully in section 5 but the overall aim is to foster Media Studies as a bursary subject at secondary school level and to communicate the wide range of career opportunities that are available in the film, television and media industry. By working with secondary schools to establish clear pathways of learning into the industry we aim to attract a wider range of applicants to fulfil our different selection criteria for each course.

As an industry training provider we are not just looking for applicants with a background of general media studies. The industry and hence us also need applicants with advanced writing, research and business skills for film and television training, computer skills for media training and drawing skills for animation training.

South Seas makes a strong contribution to the following Tertiary Education Strategies:-

<p>Strategy 1. Strengthen system capacity and quality.</p>	<p>In 1994 South Seas designed and instigated in association with Australian Educational QM consultants, a comprehensive Quality Management System, which was praised at the time by the NZQA. Over the last 8 years our QMS has been further developed and refined to enable us to continually monitor and strengthen our system capacity and quality. Four years ago it indicated the need to revise and improve the overall structure and management of our company as well as introduce transparent governance procedures for the board of directors.</p> <p>Direct benefits to leadership and planning have followed. By increasing the quality and quantity of the research we undertake and by improving the review and analysis of this material we have markedly improved our:-</p> <ul style="list-style-type: none"> ◆ Financial management and performance ◆ Risk management procedures ◆ Long term strategic planning ◆ Organisational capability and performance ◆ Introduction of innovative and creative challenges ◆ Introduction of sustainable business practices ◆ Quality driven controlled growth ◆ Formation of value creating connections. ◆ Understanding and responding to the needs of our stakeholders. <p>We have now broadened our vision and innovative leadership. This in turn has enabled us to investigate, and where applicable, form strategic alliances, which have the potential of further improving our overall performance and the services, we offer. It also ensures that we maintain our primary focus which is the passion we all have to ensure that our students or learners succeed by "Learning through Action"</p> <p>Another major benefit has been our QM feedback loop which manages all our internal and external surveys and reviews and ensures that we are constantly interfacing and liaising with our learners, the industry and major stakeholders as well as monitoring our own internal performance indicators.</p> <p>One of the benefits of our Industry liaison work is the agreement we ratified with Television New Zealand last year whereby South Seas trains post production students in specialist Network Operational Skills and then TVNZ interviews and annually selects up to 5-6 suitable graduates to complete paid internships with the prospect of full time employment in the network operations.</p>
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4. CONTRIBUTION TO THE TERTIARY EDUCATION SYSTEM AS A WHOLE Continued

<p>Strategy 2. Te Rautaki Matauranga Maori.</p> <p>Contribute to the achievement of Maori development aspirations.</p>	<p>South Seas has a strong commitment to The Treaty of Waitangi and consistently provides training opportunities for Maori students.</p> <p>The South Seas “He ako kei roto i te mahi - Learning through Action” philosophy and the Accelerated Learning techniques that we apply to our industry training methods have proved to be ideally suited to traditional Maori learning processes.</p> <p>Learning through action encourages and enables all learners to quickly gain the experience and confidence they need to successfully complete their training. It also has helped boost confidence and obtain industry employment for Maori graduates who have then gone on to establish successful careers in the industry including employment as Producers and Directors.</p> <p>At present we aim for 15% Maori students in our total NZ student intake for the Film and Television course. Each year we have exceeded our target performance indicators.</p> <p>TEC provides further training opportunities for Maori students. This year the number of TEC funded Maori training positions was increased to eight positions. Last year we developed a Mahi a Rongo training initiative. Maori tutors were employed to deliver this module and 14 Te Reo fluent Maori students were enrolled to complete this skill option. This increase enabled us to attain a 21.4% Maori intake this year.</p> <p>Maori participation in our courses has culturally enriched our School. The programmes we produce now also reflect the culture of the society we are a part of. The Mahi a Rongo initiative also increased the number of Maori language documentaries we produce and has now been expanded to include drama productions.</p> <p>Developed in consultation with the Maori Film & TV industry the aim is to prepare students for trainee positions in the new MTS TV channel and associated production companies. South Seas applied to the strategic priorities fund in 2002 and was granted 14 positions for this years’ course.</p> <p>Because of our experience in technically and operationally assisting regional television stations we fully support the new Maori Television Service and existing Maori Film and TV production industry. Our Operations Manager has also been working on a consultancy basis for MTS.</p> <p>Through our Kaumatua, Mahi a Rongo leader and Maori cultural advisor Haare Williams, we have also developed strong cultural and social links with our local Iwi via the Awataha Marae that is situated on the North Shore.</p> <p>As a production facility we have instigated a policy of making our facilities and resources available to Maori graduates and organisations in order to ensure that important Maori cultural projects and social programmes are supported and realised for the benefit of all New Zealanders.</p> <p>This policy has already had positive results including documentaries the creation of the giant “Pou Kapua” carving in Mangere, a Maori perspective on the GE featuring the late Sir John Turei and “Nga Morehu” the award winning Maori doco by South Seas graduate Toby Mills.</p>
<p>Strategy 4. Develop the skills New Zealanders need for our knowledge society.</p>	<p>Our South Seas philosophy and passion as an industry-training provider is strongly focused on ensuring that our course design, training methods, resources and learning environment are all optimised to provide the quality skills training that our learners need.</p> <p>We include Foundation Skills in all our full time courses so that they are accessible to as wide a range of learners as possible. We want our students to be included not excluded from the career pathways we provide as these are often a necessity for entering today’s industry.</p> <p>Appropriate industry skills training is necessary in order to prepare our students for entering an industry that is at the forefront of far reaching changes that are inevitable as we make the transition to a knowledge society. To do this we maintain strong links with all sectors of the industry including broadcasters, production companies and companies like Avid, Sony and Kodak in order to ensure that our training methods and equipment are up to date and meet industry standards.</p> <p>South Seas is also a member of the industry organisations such as the Screen Production & Development Association of NZ (SPADA) the NZ Film & Video Technicians Guild, the NZ Writers Guild, the International Television Association of NZ, the International Association of Film & TV Schools CILECT and Kodak’s world wide student program grant which all helps us stay in touch with the industry developments including industry training methods.</p> <p>Technical staff also attend national and international industry conferences, conventions and trade exhibitions in order to remain knowledgeable about important technical equipment and software developments that need to be incorporated into our training facilities.</p> <p>Our aim is to provide high level specialised skills training that will enable our industry and New Zealand to achieve creative, technological and economic growth</p>

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4. CONTRIBUTION TO THE TERTIARY EDUCATION SYSTEM AS A WHOLE Continued

Strategy 6. Strengthen Research, Knowledge Creation and Uptake for our Knowledge Society.	<p>Because strategic planning and risk management have become important factors in South Seas ability to prepare for and manage increasingly constant changes that are happening in our knowledge society, it has become essential for us to have adequate good quality, up to date research material for the development our courses, training methods and our business. Each year we invest heavily in research resources and staff training to expand our knowledge and skill base as a media industry-training provider.</p> <p>Each year our Technical Operations Staff attend overseas Broadcast/New Media conferences including the National Association of Broadcasters (NAB) in Las Vegas and the International Broadcast Conference (IBC) in Amsterdam in order to maintain our contacts with industry equipment suppliers and broadcasters. The latest and future technology can be practically compared and discussed with New Zealand management and technical staff from the networks and production facilities. South Seas uses this knowledge to adjust its training systems according to new technology impact on workflow and work environment in the foreseeable future. Our substantial investment in supporting these occasions places us at the forefront of knowledge training and has been well recognised and rewarded by the industry.</p> <p>At board and management levels South Seas is strongly committed to strengthening our research, knowledge creation and uptake capabilities. It is imperative that we do so, not just to keep up with the many changes happening in our industry but to ensure that we are at the forefront of changes so we can work with the industry to help learners and staff to prepare for a stimulating future.</p>
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5. APPROACH TO CO-OPERATION AND COLLABORATION WITH OTHER TERTIARY EDUCATION PROVIDERS

Over the last 5 years South Seas has initiated contacts and been approached by various tertiary education providers with the aim of developing strategic links. We now enjoy a collaborative and co-operative relationship with these providers that enables us to initiate innovations that will benefit learners and providers.

South Seas is one of only two PTE training providers nationwide that provide one year Level 5-6 media industry, practical training courses. Such courses are recognised by the industry as being best suited to provide the high level of practical training in Film, TV and Media skills that the industry needs. The other PTE is Wellington's "The Film School" with whom we are developing strategic links.

The majority of South Seas applicants are recent school leavers many of whom have completed 7th form and young people who have been in the workforce for 1 or 2 years and realised that they want a more rewarding career. We also have a significant intake of mature students 25-40+ year olds who come from a wide variety of backgrounds and professions including some who are already in the industry but want new career paths.

A significant number of applicants each year (16.5% for 2005) have attended or graduated from University or Polytechnic media studies courses. They have proved to be high quality applicants who achieve advanced skill levels on our courses, obtain high level positions or jobs and develop successful careers. The majority of these applicants come from the Auckland, Otago, Victoria and Waikato University courses.

Secondary School Links.

Secondary School Links are an important source of applicants and we collaborate with local schools throughout the greater Auckland region. We also are developing links with a large number of secondary schools in an area stretching from Kaitaia in the north to Tolaga Bay in the east and as far south as Rotorua.

We assist them in various ways including advice on media studies courses and their technical operations, attending career evenings, arranging school visits to our studio complex and providing 1 week long STAR courses for their media studies students, and Gateway programmes.

An example of the links we are developing is the visit we made to Tolaga Bay Secondary School in October 2006 in order to interview some of their 7th form students who had applied for our courses. During the visit we meet the school's media studies staff, viewed their video projects and their plans for a studio editing complex. As a result of the visit, South Seas has promised the school ongoing help and advise and is also providing support for the popular local Nagati awards which have become a major annual media event.

In order to attract Maori students to our Mahi a Rongo course we have established links to Kura Kaupapa Maori Schools including Te Wharekura o Rakaumanga school in Huntley, Hoani Waitiki Wananga in Auckland, Ngati Whatua Ki Orakei near Taupo and Ruatoki Area School.

South Seas naturally attracts applicants from all over New Zealand although the majority are from the top half of the North Island. It does not compete directly with other tertiary education providers for applicants. Instead we develop and maintain links with other tertiary education providers in order to offer prospective students logical clear pathways of training that will enable them to obtain the careers they seek.

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5. APPROACH TO CO-OPERATION AND COLLABORATION WITH OTHER TERTIARY EDUCATION PROVIDERS Continued

University and Polytechnic Links.

South Seas is developing links with Polytechnic's and Universities. In NZ these include • NorthTec in Whangarei with whom we have formal links which include their contractual delivery of 2 of our industry training courses; • Christchurch Polytechnic who used to deliver their radio course from our campus and now provide opportunities for South Seas graduates who want to continue on to complete a degree course. • Massey University for whom we have video recorded important lectures and share research material for students at both institutions.

South Seas has developed strategic links with overseas Polytechnic's and Universities. As already mentioned we are developing overseas links with NEWI University in Wales and with Singapore Polytechnics and Media Industry via the Media Development Authority of Singapore. We are also developing a relationship with the First Nations University of Canada which provides media training for the indigenous Indian community.

A South Seas Board member attend the biannual CILECT (The Brussels based: Centre International de Liaison des Ecoles de Cinéma et de Télévision) Conference in Melbourne in 2002 where we developed contacts and relationships with major universities and training facilities worldwide to discuss ideas and developments in training.

As a direct result, we have established a special relationship for cooperation with Zhejiang Radio and Television University in China and the Toho Gakuen Film School in Japan which has 3000 students in its media courses.

Private Training Establishment Links:

Important links have already been established with PTE's such as Northern Business College and North Shore English Language School who make our Level 5-6 New Media and Animation course information material available to their Level 3-4 computer course students so that they can staircase onto our courses.

These links have come about through our membership of the TEC's North Sub-Regional Network Group. This network of TEO's both State and PTE as well as local and government agencies is facilitated by the Tamaki Makaurau office of TEC. It has been an excellent facilitation initiative that has greatly benefited our work.

Other links have been developed with The Film School in Wellington who are the other major PTE Film and Television training institution in NZ in order to make joint representations to the industry and educational authorities as well developing links with the Practical Education Institute (PEI) in New Plymouth who have a video production department staffed by South Seas graduates which has resulted in our 2 institutions collaborating on various projects.

Future Developments:

Establishing collaborative and co-operative strategic links with other institutions is an essential building block towards achieving our vision of an enlightened Tertiary Education that will enrich everyone's lives. We are also designing new courses and carrying out training and consultancy work for the NZ industry.

Our future plans involve further development of existing and the establishment of new links with local and overseas educational institutions and industry contacts as already mentioned earlier. We are also completing feasibility studies into our strategic plan to set up a South Seas Media Training facility overseas.

6. APPROACH TO FULFILLING TREATY OF WAITANGI OBLIGATIONS

At all levels including governance and management South Seas is fully committed to positively responding to Maori aspirations and expectations for enlightened Tertiary Education that will enrich lives and open the doors to the knowledge society.

Our vision is to work in partnership with Maori to achieve a holistic vision of an education system that will develop all aspects of the cultural, social, economic, environmental and spiritual needs. This vision inspires us and will guide us in our development work.

To achieve this vision it is important to recognise the need for the Tertiary Education System to make a meaningful contribution to fulfilling the obligations inherent in Te Tiriti o Waitangi - The Treaty of Waitangi. South Seas therefore acknowledges the importance of the Treaty as the founding document for the bi-cultural development of Aotearoa New Zealand and pledges to honour its principles.

Our approach to fulfilling the treaty obligations is based on the following important guidelines. ♦ The treaty allows both groups to develop strategies for empowering its founding cultures under the principles of partnership, which is both inclusive and cooperative. ♦ The treaty confers on both partners legal as well as social equality and recognises the legitimacy of Maoritanga and te reo Maori.

We also embrace the guiding principles for a healthy holistic tertiary education system, which includes Empowerment, Partnership, Inclusiveness, Accountability and most importantly Tino Rangatiratanga – Self-determination without which the first 4 principles are not possible.

As an institution we are responsible for preparing learners to work in a communications industry that has an influential role to play in the positive development of a modern bi-cultural society. To do this South Seas works in partnership with Maori media industry, educators and communities.

continued...

6. APPROACH TO FULFILLING TREATY OF WAITANGI OBLIGATIONS Continued...

The aim of the partnership is to jointly implement the Tertiary Education Strategy of Te Rautaki Matauranga Maori. To ensure that our aims are realised South Seas has put in place the following steps:-

- ♦ Research to clarify the nature of the partnership and the manner in which it might be strengthened at all levels;
- ♦ Consultation to encourage and empower all our clients and stakeholders;
- ♦ Inclusion of cultural perspectives and representation in the drafting, implementation and monitoring of our policies and practices at all levels of decision making including governance;
- ♦ Adequate reviews of the partnership to ensure accountability;
- ♦ Allocation of adequate resources to support the implementation of the above steps.
- ♦ Alignment of our charter and policies to the statutory obligations set out by the Crown.

South Seas has always had a strong commitment to the Treaty of Waitangi. Since 1993 we have included Treaty workshops organised by qualified Maori experts as an important element of our course curriculum. We have also consistently provided training opportunities for Maori students that in principle and practice is at least at a level comparable to the Maori demographic index of **14.7%** of the national population. (2001 census)

- ⊙ At present we aim to enrol **15%** of Maori students in our total intake of NZ students for all our courses. To date we have met or exceeded our annual target performance indicators.
- ⊙ In 2001 we were approached by Skill NZ (now TEC) to provide funded training opportunities for Maori students. In 2003 the number of TEC funded Maori training positions was increased to eight positions and further increased to 14 positions in 2005. We are committed to maintaining and if possible increasing funded training opportunities.
- ⊙ In 2005 we were asked to develop and add to our 1-year Film & TV Production course a Mahi a Rongo training module. Maori tutors were employed to deliver this module and 14 Te Reo fluent Maori students enrolled to complete this skill option. This extra commitment enabled us to attain a **20.4%** Maori intake in 2006.
- ⊙ The Mahi a Rongo initiative has produced many benefits. It has already dramatically increased the number of Maori language documentaries we produce and is now expanding our Maori language drama productions.
- ⊙ Although we managed to obtain strategic EFTS funding to assist students on this year's Mahi a Rongo course module, this funding is not available next year. Many of our Maori students come from less advantaged socio-economic regions so we want to ensure continued student financial support remains readily available. We are working with Maori funding agencies and TEC to achieve this.
- ⊙ For the benefit of Maori development it is important to encourage fluent Te Reo speaking students to train to work in the media industry. South Seas is focusing increasing resources and efforts to promote the Mahi a Rongo course directly to Kura Kaupapa Maori Schools. South Seas has visited the influential Te Wharekura o Rakaumanga school in Huntley and has established links with Hoani Waitiki Wananga, Ngati Whatua Ki Orakei and Ruatoki Area School.
- ⊙ Active Maori participation in our courses also culturally enriches our School. The projects and programmes we produce as part of our practical training now reflect the cultural diversity and composition of our student body and the society we are a part of. Our stories and programmes are now a part of our community.
- ⊙ Because of our commitment to Maori training initiatives and our technical and operational experience in assisting regional television stations we have been asked to contribute to the new Maori Television Service including the training of operational staff selected from our Mahi a Rongo course graduates.
- ⊙ Our Kaumatua, Mahi a Rongo course leader and Maori cultural advisor Haare Williams has developed strong cultural and social links with our local Iwi via the local North Shore Awataha Marae and the Orakei Marae on Auckland's Bastion Point. These links are vitally important to us and we are dedicated to nurturing and developing them.
- ⊙ Each year all our students are welcomed onto Orakei Marae. Awataha Marae also allow all our students to utilise their comprehensive support services on an ongoing basis. A number of students and staff attended Akonga Te Reo Maori – Learn to speak the Maori Language classes held by the Te Ataarangi Educational Trust at the Marae. The trust also organised a Northern region Educational Hui that Haare Williams and the School Director attended.
- ⊙ As a film, television and animation production facility we have instigated a policy of making our facilities and resources available to Maori graduates and organisations in order to ensure that important Maori cultural projects and social programmes are supported and realised for the benefit of all New Zealanders.
- ⊙ This policy has already had positive results including documentaries on the creation of the giant "Pou Kapua" carving in Mangere, a Maori perspective on GE featuring the late Sir John Turei and the 2000 award winning Maori documentary "Nga Morehu" by South Seas graduate Toby Mills.
- ⊙ The TVNZ Maori children's language programmes "Tiki Tiki" and "Maraerobics" TV series were shot in our studios for 2 years. Our Maori graduates have worked on various Maori projects including the TV programmes "Waka Huia" and "Mataku" the feature film "Whale Rider" and TV docos such as "Syd Jackson – Life & Times of a Maori Activist" directed by Toby Mills and "Gang Girls" directed by graduate Paula Jones. In 2006 Kura Productions used our studio facilities and 8 Maori graduates for the production of the Maori TV children's series "Pukoro"
- ⊙ South Seas acknowledges that developing a relationship with tangata whenua will require additional skills. Maori staff have been employed to ensure that the Maori perspective in student film and television making is authentic, sensitive, culturally aware, authoritative and does not lack integrity.

continued...

6. APPROACH TO FULFILLING TREATY OF WAITANGI OBLIGATIONS Continued...

- ⊙ South Seas accepts the principle that Maori have authority over and responsibility for taonga Maori including Maori knowledge and cultural skills, and the dimensions of Maori practices.
- ⊙ South Seas has a role as kaitiakiaki (spiritual guardians) of the Maori programmes we make and for the pastoral care of students, staff and anyone connected to the school. *This includes a respect for all aspects of the spirit, the mind and the body – te taha wairua, te taha hinengaro, te taha tinana, te taha whanau, me te taha whenua.*
- ⊙ Maori communities have a wide range of networks, cultural and economic resources, facilities, whanau support, committees and communication services. These are available to support South Seas programme makers to develop innovative ways of delivering culturally appropriate programmes of a sensitive nature.

Haare Williams welcomes the Mahi a Rongo initiative as a positive step forward in the way in which South Seas is already demonstrating its responsiveness to the treaty and tangata whenua compliance issues. Haare comments that ***“It is a positive move in the right direction that will have ongoing benefits to everyone.”***

7. APPROACH TO MEETING THE NEEDS OF PACIFIC PEOPLES

South Seas is fully committed to positively responding to Pacific Peoples needs, aspirations and expectations for enlightened Tertiary Education that will enrich their lives and open the doors to the knowledge society.

We therefore pledge that the same principles and policies that form our obligations to Te Tiriti o Waitangi - The Treaty of Waitangi will also be applied and honoured in our approach to meeting the needs of Pacific Peoples.

South Seas has a strong commitment to encouraging Pasifika students to participate in training courses for the Film, Television and Media industry and we have had Pasifika graduates who have obtained successful careers in the industry. (see prospectus or web site for details)

However it must be acknowledged that largely due to the location of our school we have not achieved the same degree of success with enrolling Pasifika learners on our courses as we have had with Maori students. Accordingly last year we reviewed our policies and processes and introduced the following steps:

- ⊙ **To further develop links with Pasifika Secondary Schools and Tertiary Education providers** who are training or teaching Pasifika students. The links we have developed with Edu-Col are proving to be beneficial to both our institutions and we enjoy their acknowledged expertise in providing training programmes and career pathways that are ideally suited to industry training providers like ourselves.
- ⊙ **To monitor and set separate performance indicators for Pasifika students enrolment.** Up till now we have combined Maori/Pacific enrolment statistics. With the new separate indicator our initial target is set at 4% which reflects the 3.2% of our region's population who identify themselves as Pacific people.
Over the last 5 years we have had an average of only **2.9%** of Pasifika students in relation to our total NZ student intake. Being an industry training centre that provides for a national industry our strategic aim is to increase this indicator to **5%** for 2005 and **6%** for 2006 so that Pasifika participation on our courses reflects their demographic index of **6.01%** of the national population. (2001 census) To achieve this we are planning to open a training facility in South Auckland as local Pasifika students prefer to stay in their own region.
- ⊙ **Our “Learning through Action” philosophy** and the Accelerated Learning techniques that we apply to our industry training methods have proved to be ideally suited to encouraging students from all walks of life, especially Pasifika students who enjoy and get real benefits from this method of learning.
- ⊙ **Learning through action encourages and enables Pasifika students** to quickly gain the experience and confidence they need to successfully complete their training and have a success rate for completing our courses that is equal to that of all our learners. It also ensures that they have an encouraging success in obtaining industry employment. Pasifika graduates have then gone on to establish successful careers in the industry including higher-level employment as camera operators, producers and directors.
- ⊙ **A commitment to Pasifika productions.** We are committed to making our facilities and resources available to Pasifika graduates and organisations in order to ensure that important cultural projects and social programmes are recorded. Our staff are involved in the management of Auckland regional television station Tri-Angle TV. This station enables many cultural groups to access television as a communication medium for their communities. To get them started South Seas has helped many Pacific People including Samoan, Tongan, Fijian, and Rarotongan groups to get their first shows made in our studios.
- ⊙ **A commitment to Pasifika Television.** For a number of years South Seas has been involved in providing help, advice and training to the TVNZ Pacific Service and Pacific Island Broadcasters including Fiji TV, Broadcasting Corporation of Nuie and Cook Islands TV where our Operations Manager provides technical support, training and consultancy work. We have also provided training facilities and services here in NZ for Pasifika broadcasting industry staff.
- ⊙ **South Seas in the Pacific.** Many of the Pacific Island nations are now wanting to develop their media and broadcasting services to include the use of television and telecommunications services for educational long distance learning and inter-active learning. South Seas is becoming involved in these plans and we envisage an exciting future whereby South Seas expands its services and facilities into the Pacific region so that it truly lives up to its name.

8. APPROACH TO MEETING THE EDUCATIONAL NEEDS OF OUR STUDENTS

“Our goal is to provide the initial spark for inspired learning and the right environment for nurturing this creative process. Once we have achieved that, then our role as educator diminishes and we start learning from our student’s own creativity. There are no better teachers than students themselves “

As a media industry training provider our approach to meeting the educational needs of our learners is somewhat different than other institutions, so some of our most important methods have already been listed in section 3 special character. We refer to them again here and elaborate on the different approaches we take.

⊙ **All courses have been carefully researched and designed** in close consultation with each particular industry skill sector that they are aimed at. The purpose of this is to ensure that our learners will have tangible benefits from the training they receive. Our new Animation production course was designed and is being delivered in association with New Zealand’s leading animation studio Anim8 Productions Ltd.

⊙ **All courses employ “Accelerated Learning” training methods.** This enables students to experience “Learning through Action” and enjoy practical skill based projects and challenge that inspire them. Our method is (1) Provide basic skills theory, (2) Put it into practice and don’t worry about making mistakes, (3) Analyse outcomes with positive feedback, (4) Provide more theory to correct mistakes, (5) Again put it into practice and experiment on a slightly more challenging project. Also make more mistakes, (6) Keep repeating this learning cycle until students learn to:-

◆brain-storm and conceive ideas, ◆organise and plan projects, ◆inspire and motivate themselves and other people, ◆be pro-active, dynamic and positive all the time, ◆work with focus and creative flair, ◆enjoy team-working and supporting each other and ◆communicate effectively.

Before they know it they are producing creative dramas and documentaries that inspire them and us. It also means that they are ready to work in the industry because they have ◆the right attitudes, ◆confidence and experience, ◆actual specialised production skills and ◆are hungry for work.

⊙ **All courses are carefully structured** on a series of industry relevant practical projects that progressively become more challenging so that students can logically build up their practical experience and skills confidence. The briefs, pre-production planning, schedules, paper budgets, production management, recording and post production are all based on industry formats, standards and expected outcomes.

⊙ **A positive training environment** that is learner friendly, exciting, inspirational, challenging and yet supportive. Our student surveys every year reveal that the overall South Seas training environment is one of the most distinctive aspects of our courses and is fondly remembered by them.

As a result graduates are also remarkably supportive of each other when they enter the industry. Older graduates look after more recent ones especially when they arrive to work in larger companies. In one large broadcasting company our graduates are affectionately referred to as the “South Seas Mafia.”

⊙ **A wide range of industry relevant facilities.** Both our sites are continuously redeveloping with industry relevant equipment including new digital technology. This is used to provide students or learners with realistic industry working conditions and the technical and creative skills required by the industry.

⊙ **Long-term support for career development.** Through our Quality Management industry liaison work, South Seas has become an employment advisor and consultant to the industry. We now on a regular basis answer calls from: (a) broadcasters and production companies regarding job vacancies (b) freelance graduates wanting advice about further contract work; (c) graduates who have been working in the industry and want to discuss career changes, development or up-skill training and (d) consultancy work for broadcasting or production companies previously mentioned.

⊙ **A Passion for Creativity.** Our facilities might be impressive but the industry does not just want technical button pushers so creative skills development is essential and must be successfully integrated into our courses. South Seas tutors and staff find that helping students to develop their creative skills and then working alongside them as their creativity takes off, is what keeps the job interesting for us.

⊙ **A focus on the future.** To provide this level of skills training South Seas has to invest in not just keeping up with the rapid changes that the industry is undergoing but to research new directions and be ahead of technology changes in order to anticipate and provide the up to date training demanded by the industry. As a consequence our course design, course equipment and resources and course training methods are all undergoing a continual process of development and refinement.

Larger institutions have difficulty keeping up with the degree of change that the media industry is now constantly undergoing. As a small focused niche market tertiary training provider South Seas is ideally suited to providing the training our learners need. The quality industry relevant training and skills that we equip them with and the ongoing support we provide our graduates will enable them to enter, compete successfully and make a creative contribution to the new Knowledge Society.

9. APPROACH TO ENSURING THE SCHOOL DEVELOPS AND SUPPORTS STAFF THAT REFLECTS ITS MISSION AND SPECIAL CHARACTER

Our industry is reliant on multi-skilled teams working together to complete creative projects successfully.

South Seas, therefore aims: "To provide a corporate structure that encourages a positive environment where all management, staff and learners can operate as a team and are supported in their work."

It is our firm belief that the quality and performance of the school is dependent on the competency, motivation, innovation and the commitment of the people who work within it.

Staff Development

We celebrate staff who are energised and enthusiastic about our industry!

One of the key drivers of the success of the school has been the close and on-going participation in the industry of our staff and the commitment to ongoing training for all members of the South Seas team. All staff attend at least one conference, or industry workshop each year. We believe there are benefits to tutors and learners through this. Members of our team attend industry conferences to stay up-to-date and continue to work within their specialist fields. Part-time and guest tutors are experts in their own field of work.

For example our staff have been involved with and has introduced our students and graduates to industry relevant organizations such as the Script Writers Guild, Women In Film and Television (WIFT) Screen Production & Development Association of NZ (SPADA) International Television Association of NZ (ITVA) Creative New Zealand, NZ on Air and the Film Commission etc

Our policies state:

⊙ All full time staff are to be given ample opportunity to attend industry and educational seminars and conferences in order to remain informed and knowledgeable about changing Industry working practices, procedures, equipment technology and hence training requirements.

⊙ Staff are to be given the opportunity to remain professionally involved within the industry in their area of specialisation. The aim of this policy is to ensure that staff can keep up to date with changing work practices.

⊙ Any essential deficiencies or short coming in the practical knowledge or skill of full or part time staff that has been revealed by internal or external assessments is addressed in the first instance by relevant internal and/or external training that will give her/him a clear opportunity to address the problems concerned.

Staff Selection:

⊙ **Tutors must** demonstrate that they have had relevant practical industry experience in the production skills and work practices that they will be tutoring.

⊙ **Tutors must** clearly demonstrate the necessary educational background, theoretical understanding and have the confidence to be a tutor. In most cases we assess prospective industry experienced tutors by firstly getting to know them via employment as guest tutors, if they prove themselves and student surveys are positive then we employ them as part time tutors during which we fully assess them. If they measure up to our selection criteria then we keep their CV's on file for any full time positions that might arise.

⊙ **Tutors must** demonstrate a high level of ethical responsibility in regards to staff / student relationships and responsibilities. They must also demonstrate a high level of commitment, enthusiasm and a real passion for and interest in their industry craft as well as the profession of training and tutoring. We want these attributes to be communicated through to our learners.

⊙ **All tutors** are made aware of and must clearly demonstrate, that they support and encourage the supportive learning environment fostered within the South Seas Film and Television School and the accelerated learning techniques and intensive Learning through Action philosophy that forms the basis of all our training courses.

⊙ **Our staff selection** process fulfils as practically as possible the schools stated targeted ratios of tutors in respect of gender and ethnicity and adheres to the EEO guidelines.

Staff Appraisal:

Staff assessments and appraisals are an essential corner stone of the school's overall Quality Management system. They are carried out regularly so that the effectiveness of each tutors delivery of the curriculum can be clearly monitored and evaluated against the stated course standards.

Both internal and external assessments ensure that the appraisals of each staff member remain balanced, objective and free of personal prejudice. Assessments by peers, the student body and industry stakeholders are conducted when appropriate to provide further balance and objectivity.

10. GOVERNANCE & MANAGEMENT STRUCTURE & PRINCIPLES

The South Seas Film & Television School Limited is a private company under which the school operates. South Seas is uncompromisingly committed to the principles of good governance in managing its activities and approach to its responsibilities.

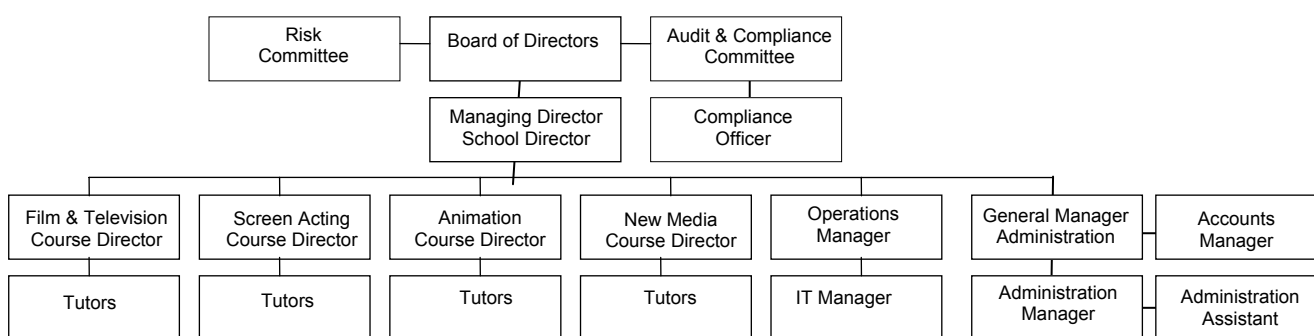
A Management team and a Board of Directors carry out the duties and obligations of South Seas. All are committed to fulfilling the school's social and community obligations.

The Board of Directors oversees and monitors the performance and conduct of the school and contributes to its strategic and operational development.

The management team, lead by the School Director, is responsible for operating the school, implements strategy and policies and procedures and fulfills obligations on a day-to-day basis. Additionally, there is an Audit and Compliance committee and a Risk Management committee to ensure there are appropriate control mechanisms. In this way, design and assessment of controls are separated from implementation.

The company subscribes to the principal that 'the referee can not also be a player'. The Board of Directors has drawn up a set of Governance Guidelines to manage its obligations. The Governance Guidelines, along with the Code of Conduct and our operational Quality Management Guidelines form the framework that this commitment to good governance works within.

ORGANISATION CHART



A Director of the Board must:

- ♦ Act in the best interests of the school. The best interests of the school prevail over the director's personal interests.
- ♦ Apply the principals of good governance.
- ♦ Maintain legal and ethical practices.

A Directors responsibilities include:

- ♦ Ensuring proper financial management and compliance with the school's obligations and all relevant legislation.
- ♦ Overseeing the separation of duties of the Directors and management operations to maintain fiduciary requirements of good governance and avoid conflict of interest.
- ♦ Determining the school's strategy in its use of capital.
- ♦ Evaluating, signing-off and monitoring adherence to long-term strategy and annual strategic, operational and financial plans.
- ♦ Monitoring and evaluating performance.

The Audit and Compliance Committee: ♦ Oversees and appraises the effectiveness and quality of internal and external audits. ♦ Maintains open lines of communication between the Board, the internal auditors and the external auditors. ♦ Monitors the adequacy of accounting, financial and administrative controls.

The Risk Management Committee manages the school's exposure to risk, broadly defining risk to include, but not limited to, such areas as financial and capital risk, loss of standing among stakeholders, disaster recovery, IT failure, loss of credibility within the industry, failure to provide for succession planning and loss of staff. The committee has established a formal mechanism to identify and rate risk factors. The committee can and should canvas widely amongst staff, students, outside advisors and stakeholders, including employers and government or local body departments when identify risks through formal 3 monthly and informal monthly processes.

The School Director is responsible for the daily operations of the school, the implementation of strategic and financial plans, maintaining and developing the culture of the school and responding to the industry, and the community in which the school operates and adherence to protocols, and upholding the mission and nurturing the 'soul' of the school. The School Director is responsible for delegating responsibilities as appropriate.

The Code of Conduct is intended to outline and provide guidance for the school. It describes the core values of the school and includes the following: Business Ethics, Records and Accounts, Confidential Information, Copyright and intellectual property.

All policies and procedures within the school are reviewed and critiqued annually to ensure they are pertinent to the context the school operates within and are responsive to any new factors identified. The reviews include assessment by people independent of the process being assessed since the school subscribes to the principle that 'the referee can not also be a player'.

11. CONSULTATION UNDERTAKEN IN PREPARATION OF THE CHARTER

Many aspects of the South Seas charter have been developed from our existing Quality Management System. This system has a QM feedback loop that has a set schedule of processes and procedures that include:

- Consultation both formal and informal with: learners, staff, clients, industry contacts and stakeholders.
- Annual audited formal surveys both internal and external as well as informal documented feedback.
- Annual scheduled strategic planning meetings with staff and selected industry contacts and consultants.

South Seas continually identifies and updates a list of stakeholders appropriate to the nature of its business. In preparation for this charter this list was further updated and added to in order to ensure that we obtained inputs from all relevant sources.

Process Leading up to Draft Charter

South Seas Film & TV School undertakes scheduled strategic planning sessions in October every year. The outcomes from these meetings are incorporated into our annual strategic plan which is completed in January. This plan has been included in our charter. The School Director also facilitated further Charter planning meetings with staff and students in July and August 2003. The outcomes from these meetings and plans were combined with previous outcomes and used to create an updated strategic plan for the draft charter.

This plan outlined South Seas goals and objectives for the next 5 years, including the development of the Charter. In the period June to August 2003, the School Director facilitated further planning sessions to finalise the draft charter. Our charter has been worked on by both Management and Heads of Departments with further input from staff members, students and industry contacts.

Identification of Stakeholders

Heads of Departments identified and consulted with selected stakeholders and then submitted draft lists. Lists were combined, checked, edited and then published. The final draft has been supplied to each stakeholder, who has the opportunity to supply feedback. The stakeholder groups identified are as follows:

- ◆ Current, past and future students;
- ◆ Staff, shareholders and board members;
- ◆ Other PTE's and TEO's in related fields;
- ◆ Pacific communities and associations;
- ◆ Maori iwi and communities in the region;
- ◆ Employers in arts and media industries;
- ◆ Legal Advisors and Chartered Accountants;
- ◆ Government Agencies in the Auckland Region;
- ◆ Film production companies and Industry Suppliers;
- ◆ TEC, WINZ; Careers Services and Careers Practitioners;
- ◆ Universities, Polytechnics and Secondary schools in the Auckland region;
- ◆ Professional bodies and associations with interests in the arts and media industries;
- ◆ Government Agencies including the NZ Film Commission, NZ On Air, Creative NZ, Trade & Industry NZ.

Draft Charter Finalised

The Draft Charter was finalised in mid September 2003 by the School Director and Board of Directors.

Newspaper Advertisement

An advertisement was placed in the NZ Herald requesting South Seas Film & TV School stakeholders to provide consultation. All stakeholders were invited to read the charter which was posted on the South Seas Film & TV School website: www.southseas.co.nz. and to obtain a feed back form from the same address.

Stakeholder Consultation

Students, employers, education and community stakeholders were all informed to read the draft charter on the South Seas Film & T V School website and email feedback to info@southseas.co.nz. Staff were provided with copies of the draft charter and opportunities given to them to provide feedback and input.

Stakeholder Feedback

A list of over 60 identified stakeholder organizations were also sent a copy of our draft charter and invited to provide feedback via (a) one on one meetings on visits to major stakeholders; (b) e-mail; (c) fax.

Incorporation of Feedback into the Charter

Feedback received from stakeholders was analysed and discussed by the Board of Directors and Management Team. Stakeholder messages were incorporated into the draft charter and strategic plan. A summary of the key outcomes are listed on the next page:

12. CONSULTATION OUTCOMES

Incorporation of consultation feedback into our final Charter was based on the following inputs.

Consultation feedback has come from 5 main sources which were (1) Industry feedback, (2) Graduate feedback, (3) Student feedback, (4) feedback from Tertiary Educational Organisations, (5) Staff feedback.

Industry Feedback.

The industry feedback we received was overwhelmingly positive and supportive. South Seas has always been careful not to make too many claims about the effectiveness and influence of our training courses. The industry is rather critical of film and television study courses and they prefer that actions and results should speak for themselves. However some of the feedback now suggests that we should promote ourselves more consequentially in order to ensure that prospective students obtain adequate information about the benefits of industry related practical training. *As we already had substantial industry input and feedback included in our draft charter we have not included any more. If space was available we would as we are rather proud of the industry feedback we have received. We are already improving our promotional efforts.*

Examples of the nature of the industry feedback we have received:-

At TV3 News we continue to employ South Seas graduates as the standards have been set by their former students and the school's progressive approach to all aspects of our continuous upgrading. The South Seas Charter is an accurate reflection of its core structure, its commitment to its students and to being a major provider of employment talent to the NZ Film & Television Industry. It is clearly indicating that it intends to be a long term future provider to a industry that needs such a commitment. South Seas is to be commended in its role of setting, maintaining and continuously upgrading our industry craft standards and practices.

"Panavision NZ Ltd has worked closely with South Seas in relation to their Clapper Loader and Focus Puller training. We have supplied equipment and either tutored or assisted tutors in the training of on set and gear handling techniques. All Tutors have been fully qualified working Focus Pullers. I feel this has worked well and sets South Seas apart from other film courses."

"Prime Television has come to rely on South Seas as an Industry Training Provider. We are able to place graduates directly into jobs without the costs of advertising, which is of financial benefit to Prime. The unique special character of South Seas has enabled this and is described accurately. South Seas has consistently provided graduates to the high level of training required by Prime TV."

"The innovative approach of South Seas has always impressed us at Amber Technology. The special character of this organisation allows greater flexibility to quickly identify industry changes and make adjustments so students are tutored in up-to date techniques. South Seas continually strives to stay "In Touch" with the industry. We believe that the high percentage of students successfully employed after graduation is a direct reflection of this attitude."

"At Central Post Operations we have been very impressed by the standard of graduates from South Seas Film & Television School. We currently employ 3 graduates from the School, so qualify as a stakeholder. Having read through the charter I think it is a realistic description of South Seas and explains why the school is consistently good at producing high quality graduates,"

"South Seas graduates are actually able to be employed at Cream TV without us having to give them much further training when they join us. This is a real bonus, especially with the demands of the television industry when you want people to be able to come in and start straight away."

Examples of the nature of the graduate feedback we have received:-

"The South Seas Course had a fast and intense pace, that was hands on and open to creativity. It was inspiring and motivational and the tutors were great. The course became an important stepping stones for my future in film. David Schurmann 1993

"One of the things I've always loved about South Seas is how its far more practical than other courses." Odile Simpkin 1995

"South Seas takes a full on practical approach to training that gives you enormous confidence when you go out into the industry. They operate like a production company, with tight schedules and demanding standards. It's the same in the industry. Sue Killian 1996

"Without South Seas Training there is no way I could have come straight into TV3 as a news editor. These days an editor must understand how the whole production process works, and be adaptable to a range of editing techniques." Aaron Dolbel 1997

South Seas was the door to a new beginning. I learnt everything I needed to succeed in TV. I worked long hard hours and gained a confidence I never thought I had, but most of all I learned how to work in a team and how to take risks. Heidi Salter 1997

South Seas is full-on practical. You're out there making films, working with the public and working with crews every week. You have to draw on all your resources and you're constantly challenged. But it's a fantastic. They put you through a pressure cooker then turn you out with the skills you need to be immediately useful in the industry. Gerard Johnstone 2000

Student feedback was also positive although one of our Overseas students observed that:-

"The charter is very good but a point which has been left out is the economic, social and cultural development that is taking place because of the contribution of international students. Each individual student, is bringing something unique in terms of their culture and valuable social experiences. Amit Tripuraneni 2003

Amit's observation is pertinent and the contribution of international students has been included in our final draft. Consultation with and contribution by our staff has also been fundamental to the quality of our charter. Their contributions are too numerous to list but section 6 for instance was largely shaped by staff inputs.

Examples of the nature of the staff feedback we have received:-

"An impressive and cogent argument for our continued existence." "Perhaps we should also mention somewhere that we encourage students from other cultures to tell their own stories that involve their communities, eg The Thai drama shot last year and Malik's Moslem documentary on the NZ Halal meat industry." Paula Jones HOD Production Development and Scriptwriting.