

The Creative Academy - The Golden Thread



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Choreographer – Performer – Teacher

The aim of the **Creative Academy** is to offer practice based industry standard training, alongside rigorous academic study that reflects the cultural diversity within the dance industry, creating dance practitioners and technicians that can excel in the diverse professional market. The **Creative Academy** is a unique not for profit partnership between Slough Borough Council and The University of West London, allowing the organisations to re-invest all funds into the programmes to enhance the student experience.

Creative Academy aims to create confident, knowledgeable, technically proficient, versatile, strong, independent, passionate and talented performers/teachers ready for the diverse dance industry by:

- offering industry relevant, affordable and innovative vocational dance training
- creating an inspirational and inclusive learning environment
- ensuring students are treated as individuals
- supporting students to reach their full potential
- engaging high profile industry partners
- being wholly committed to developing and maintaining the highest quality standards
- creating employment and performance opportunities

The Creative Academy objectives are:

- That our courses respond to employer demand to combine study with practical realistic work experience.
- That the programme will create graduates who meet the need for adaptive, adaptable and transformative employees.
- That the programmes will empower students from a variety of educational backgrounds to fulfil their academic potential and develop industry relevant skills in a supportive safe environment.
- That the programme will equip students for a range of career opportunities within the field of dance and increase their earning potential.
- To offer a practice based BA (Hons) with streamed choices focusing on specific career aspirations
- Develop industry standard practitioners with a strong academic focus
- Develop key dance skills

The **Creative Academy** offers 6 specific programmes:

- BA (Hons) Dance with Foundation (Funded through SLC)
- BA (Hons) Dance (Funded through SLC)
- Master In Dance (Funded through SLC)
- Diploma in Dance Education (Access to funding)
- Diploma Pilates Matwork
- Creative Saturdays with Prodigy Dance Studios

In Development 2021for launch 2022+

- Postgraduate Certificate in Education (Slough's own Schools Direct)
- BA (Hons) Theatre in Education with qualified teacher status
- BA (Hons) Circus Performance
- BA (Hons) Professional Commercial Performance
- Arts Development role for Slough



The Creative Academy programmes have been carefully designed to:

- reflect the demands of the UK Creative Industries:

According to the *Arts Council England* and the *Office for National Statistics* the creative industries contributes **£10.8 Billion** towards the UK economy, **£2.8 Billion** to the treasury via Taxation and generates a further **£23 Billion** and 363, 700 jobs

- The changing demands of the industry
- The needs of young people, students and aspiring professional practioners.

The industry needs confident, multi-skilled and flexible workers who can adapt to an ever-changing set of demands. The ability to re-skill and update knowledge is also vital in this area.

This innovative course is designed for the practical education of a dancer, underpinned with a professional qualifications and a service which can respond to their individual requirements. The programme has links with the industry and is delivered by a core staff team and visiting professional practitioners/companies.

Between; 2009 and 2019 graduation 100% of students graduating (Class 2019) securing employment in the creative industries or post-graduate study. The Class of 2020 (COVID Class) 84% secured employment in the creative industries or post-graduate study.

Graduates have gone on to study Masters or PGCE with students working with including 9 to 5, AMCK, Alesha Dixon. Angel's Dance Company, AVA Dance Company, La Strass, Fred Olsen, Cunard Cruise, Hinged Dance Company, P&O Cruise, Celebrity Cruises, Circus Fantasia, London Ballet Company, Royal Caribbean Cruises, The Brits, Costa Cruises, Norwegian Cruise Liners, Potters Theatre Company, JV2, Ke\$ha, Princess Cruises, Mary J. Blige, Dream Girls, Union Dance Company, Sean Paul, Jay Sean, MTV, Sky & Xfactor.

The Creative Academy launched in 2003 with the courses being developed in 2006 through funding from Slough Borough Council and the European Commission and formed the main element of the dissemination of the Equal funding. The programme has developed strong, fruitful and mutually beneficial relationships with leading companies and dancers including AVA Dance Company, Company Wayne McGregor, DanceFusion, Kerry Nicholls Dance, Khiley Williams, Kimberly Wyatt, London College of Dance Network, London College of Music, Lost Dog Dance Company, Love Rudeye, Multi-Trax UK, New Adventures, Rambert Dance Company, RIFCO Arts, Resource Productions, Sadlers Wells Theatre, Shobana Jeyasingh Dance Company, StopGap Dance Company, Sue Passmore, Swipe, Tavaziva Dance Company & West End On Demand.

Students will explore experiment and be enabled with the skills required to work in the diverse UK dance industry. It has full accreditation with the Council for Dance Education and Training (2019), has been quality assured by The Quality Assurance Agency (2017) and is an approved centre with Imperial Society of Teachers of Dancing and Active IQ.

We are aiming for 90% of graduate employment or post-graduate study in the post Brexit and COVID arts and creative industries landscape. The Creative Academy is cost neutral to Slough Borough Council and generates income for the central/core costs through its service level agreement with facilities.

Distinctive features

- Practice based professional degrees
- Streamed year Level 6
- delivered in partnership with industry with links to professional companies
- Students have opportunity to gain nationally/internationally recognised dance qualifications
- Students have opportunity to tour original dance work
- Holistic approach to learning and teaching with a full programme of enhancements and enrichment to ensure a personal experience
- Accredited by The Council for Dance, Drama & Musical Theatre
- Managed by a Local Authority and not for profit
- Programme developed with the individual student and the centre of a holistic programme able to respond to need and aspiration underpinned with wellbeing key to the success.
- 100% Graduate success into employment or postgraduate study 2006 to 2018 (2019 84% COVID)

The **Creative Academy** aims to create confident, knowledgeable, technically proficient, versatile, strong, independent, passionate and talented artists ready for the diverse creative industries.

by:

- offering industry relevant, affordable, innovative vocational training
- creating an inspirational and inclusive learning environment
- ensuring students are treated as individuals
- supporting students reach their full potential
- engaging high profile industry partners
- wholly committing to developing and maintaining the highest quality standards
- creating employment and performance opportunities



BA (Hons) Dance with Foundation

This is a 4 year degree with a foundation programme has been designed to ensure students have the technical, emotional and academic ability to study at vocational/professional level.

The programme has 6 modules:

- Jazz Foundation
- Into to Commercial
- Physical & Emotional Wellbeing of the Performer
- Contemporary
- Creativity
- Academic Skills

This is underpinned with a full programme of dance classes including ISTD Ballet & Modern Theatre

BA (Hons) Dance

This is a 3 year programme and brings together our highly successful Foundation Degree & BA (Hons) Dance – Top Up together. This will allow new students to have uninterrupted, professional and clear path in their studies. The Creative Academy prides itself on its holistic and professional training working with the best companies, dancers and choreographers in the industry. Every dancer is individual and this programme promotes individuality, innovation, empowerment and professionalism. The programme has 25 core modules scaffolded alongside more optional modules in the 3rd year. This will encourage further individualism ensuring students can achieve direction into their genre within the diverse creative industries.

Year 1 (Level 4)

Dance History
Jazz Apprentice
Commercial Techniques 1
Community Dance 1
Contemporary techniques 1
Performance Project 1

Year 2 (Level 5)

Classical Techniques
Contemporary Techniques 2
Jazz Intermediate
Commercial Techniques 2
Community Dance 2
Performance Project 2

Year 3 (Level 6) & BA (Hons) Dance – Top Up

Personal Project (Core)

Optional

Advanced Choreography
Commercial techniques 3
Contemporary Techniques 3
Dance Film
Dance in Education
Dance Theatre
Jazz & Commercial Performance
Jazz Technique and Creation
Pilates

The programme is under-pinned with a full time-table of technique classes including Acro, Ballet, Bootcamp, Contact, Cunningham, Commercial, Jazz, Graham, Gymnastics, Release & Tap and ISTD Imperial Ballet, Modern Theatre and Tap. Students on the Level 6 will have the opportunity to undertake the Active IQ Diploma in Pilates Matwork at a highly reduced rate. The BA programme has a minimum of 28 hours training a week.



Masters in Dance (Level 7)

The Creative Academy Masters is uniquely placed within the academic and creative industry to offer a programme that ensures diversity, industry experience while offering individual training opportunities. From performance to arts administration from community arts to theatrical producing this masters caters for those currently working in the industry to gain much need qualifications or those looking to train further from vocational and non-vocational institutes. This Masters is the only CDMT institute to offer a Masters in Dance. The practice based programme is an alternative to the contemporary dance focused Masters.

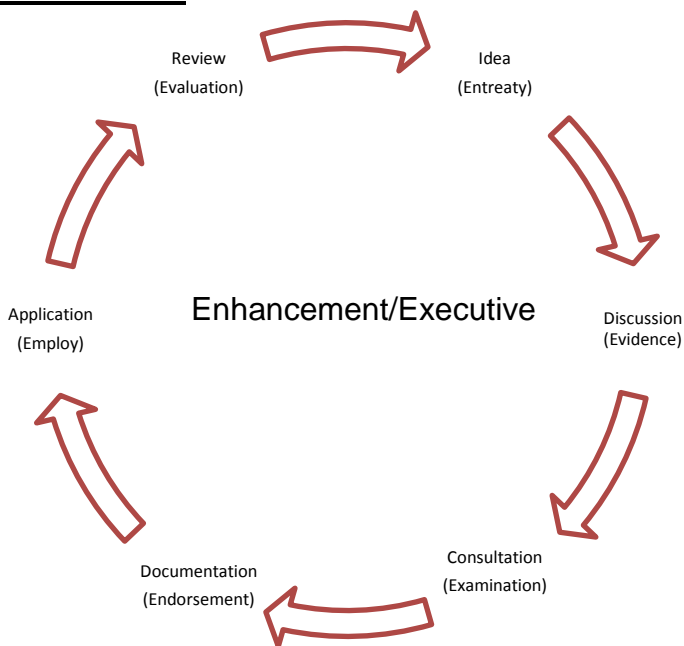
Research Methods
Community Project
Inter-disciplinary Dance Studies
Laboratory Project
Professional Practice
Industry Placement
The Company

This programme has the additionality of optional daily professional Jazz and Commercial classes and ISTD Imperial Ballet and Modern Theatre.

The Creative Academy develops additionality to its programme through the enhancement cycle.



Programme Enhancements



Entreaty: An enhancement/executive function/policy will be identified by either:

- Informal/formal from Industry
- Formal from Steering Committee for Higher Educational Provision /QAA/OFS/UWL/Students/SBC/Awarding bodies/CDMT/EE

Evidence: The discussion will be identified and supported through various documents & meetings:

- Optional Module Evaluation Questionnaires
- National Student Survey (through UWL)
- External Examiner
- SBC 5 Year Plan
- UWL Ambition
- London College of Dance Network
- Dialogue with London College of Music
- Annual Performance Review
- Programme Leader Report
- Slough Borough Council Educational Scrutiny Panel
- Degree of engagement with quality enhancement opportunities
- UWL Academic Strategy (Learning & Teaching)

Examination & Endorsement: Consultation of strategic or public documentation and application of idea. **Everything** must go through *management at Slough Borough Council* and then dependent on *specific document, policy and/or enhancement* must be agreed by:

- Student Group
- Senior Management Team Slough Borough Council
- Departmental Management Team Slough Borough Council
- Quality University of West London
- Communications Slough Borough Council
- Corporate Management Team Slough Borough Council
- Slough Borough Council Cabinet
- Slough Borough Council Educational Scrutiny Panel
- Council for Dance, Drama and Music Theatre
- London College of Dance
- London College of Music
- Link Tutor University of West London
- Slough Borough Council Finance (Cost Centre Management)

Employ: Then discussion on implementation from consultation process (if documentation is needed dependent on change) or through UWL Quality / Validation process will form part of the Creative Academy Quality Cycle including Steering Committee for Higher Educational Provision.

Evaluation: Review will take place during annual quality review, Council Education Scrutiny Panel, team meetings, staff away day & Student meetings (Evidence will be in minutes).

Enrichments & Enhancements for 2022 (Post Covid):

- Expand teaching space within The Adelphi Theatre (Subject to venue development)
- Return optional and mixed classes to the timetable
- Reach 150 students for the whole school by 2023
- The Creative Academy (Slough Borough Council) has no aspirations to become Approved Fee Cap category with the OFS as we wish to remain affordable and ensuring we widen participation for access to Higher Education.



Collaborative Partnership Slough Borough Council & University of West London

University of West London Collaborative strategy

- 1.1 The University has set out a strategy to guide the development of collaborative partnerships, which is reproduced below.

This statement of strategy covers all collaborative partnerships in higher education that require a legal agreement, have an educational focus, and for which the University has responsibility for the academic standards of an award or elements of an award.

It does not cover partnerships which do not contribute to educational awards granted by the University or credits leading to those awards.

Partnerships based upon educational collaborations for research purposes are covered by other University policies and codes of practice.

- 1.2 The University aims to develop its collaborative partnership activity in keeping with its mission to widen participation and increase its employer engagement. In support of the University's Strategic Plan, collaborative developments will focus on building partnerships with colleges and employers on a regional and national basis and selected partnerships with private educational and training companies with specialist expertise. In the international arena development in franchise arrangements will be cautious.

- 1.3 The following key considerations will guide strategic direction:

- support for local colleges and for the development of consortium arrangements.
- the development of multiple links with strong partners, including partnerships that support the University's Research, Scholarship and Enterprise Strategy.
- work with private partnerships in specialist areas of provision.
- work in partnership with Strategic Health Authorities, NHS Trusts and private, voluntary and independent health and social care organisations.
- the development of short credit-bearing courses, certificates of continuing professional development and foundation degrees, in support of the Research, Scholarship and Enterprise Strategy.
- overseas expansion mainly through articulated progression routes involving advanced standing recognition.
- support for some partners towards Associate College Status.
- managing-out of partnerships which have become of high risk to the University or are in curriculum areas from which the University is withdrawing provision.

- 1.4 This collaborative strategy will produce a range of types of partnership arrangement including:

- the franchise of courses

- articulation arrangements
- accreditation of learning
- short credit-bearing courses

The University will not normally undertake the accreditation of an institution for the validation of courses designed and managed entirely by that institution.

1.5 Guiding principles

The University will enter into a collaborative partnership only if:

- the partner's mission and strategic intentions are compatible with those of the University;
- the educational, academic and ethical characteristics of the partner are acceptable to the University;
- the partnership is financially beneficial to the University, and/or will strategically enhance the educational/research ability of the University;
- the partnership will not endanger the reputation of the University;
- the partner has the academic expertise and other resources to manage all its partnership responsibilities and their associated risks;
- the University has the academic expertise and other resources to manage all its partnership responsibilities and their associated risks.

1.6 Ethical characteristics

While the University will respect the traditions and cultures of each country with which it has dealings, it will not normally enter into a collaborative partnership with an institution or organisation that:

- operates in a country without a record of upholding basic human rights;
- discriminates, for either staff or students, on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity race, religion or belief (including lack of belief), sex or sexual orientation;
- does not work within a framework of staff and student welfare, responsibilities and rights, including the rights of complaint and appeal;
- limits academic freedom and freedom of expression;
- does not have procedures for dealing with academic misconduct, cheating and plagiarism and for the ethics governing research;
- misrepresents itself in its marketing and other public information;
- has been found guilty of financial corruption or mismanagement or receives funding from undisclosed sources.

There may be exceptions to the above criteria. For example, an educational institution may be operating within a country with poor human rights and/or discriminatory legislation, but can be seen to be acting to improve the position of particular groups of students: in such circumstances the University may consider there are ethical benefits to entering into a partnership. Another example: an organisation may have been guilty

of financial mismanagement but now has a different set of managers or directors and has put in place sufficient safeguards to prevent further mismanagement. It may be that the institution does not have, but wishes with the University's help, to establish procedures for dealing with academic misconduct, cheating and plagiarism. In such cases any decision taken includes ethical considerations of varying difficulty.

Should any of the criteria be not met, no approval to proceed towards a partnership can be given without a full case being put to the Academic Board, who will rule on whether or not the University will move towards a contract with the partner.

1.7 Operational considerations

Partnership development will be formulated through School academic planning processes.

In approving, managing, reviewing and ending a partnership the University will take due account of all relevant legislation and the relevant indicators of the QAA Quality Code for the assurance of academic quality and standards in higher education.

All partnerships will operate within the protocols set out in this Handbook, including required procedures for due diligence (legal and financial), contracting, academic and administrative protocols and quality assurance arrangements.

The level of operational management and quality assurance activity will be proportionate to the type of partnership activity and the level of potential risk.

QAA guidance for collaborative partnerships:

https://www.qaa.ac.uk/docs/qaa/quality-code/chapter-b10_-_managing-higher-education-provision-with-others.pdf?sfvrsn=8c02f781_8



Academic standards, Quality, and enhancement

(Also see [Terms of Reference](#), [Learning Agreement](#), [Validation Contract](#), [Access & Participation](#), [Programme Handbook](#), [Disability & Quality handbook](#))

Enhancement is the process by which higher education providers systematically improve the quality of provision and the ways in which students' learning is supported. This can take place in different ways and at different levels, but a higher education provider needs to be aware that it has a responsibility to improve the quality of learning opportunities and to have policies, structures and processes in place to detect where improvement is necessary. Willingness to consider enhancement is embedded throughout the higher education provider, but stems from a high-level awareness of the need to consider improvement. Quality enhancement naturally forms part of effective quality assurance, and consequently guidance on possible approaches to enhancement is embedded throughout the Quality Code. Specific definitions of enhancement exist for the purposes of QAA's review methods. The Creative Academy is a student focused organisation and students are integral to every and all developments, enhancements and strategic direction, including participation on the steering committee.

The Creative Academy's objectives with regard to Quality Enhancement are:

The improvement of teaching and learning quality and employability wherever necessary and possible:

- in line with the Creative Academy's own high standards as established by all academic staff, inclusive practices, equality and diversity procedures, Quality Cycle and golden thread;
- in support of the University of West London (UWL) Academic (Learning & Teaching) Strategy & Enhancement statement; and in response, as appropriate, to Office for Students (OfS) Quality Assurance Agency (QAA) national benchmarks, The Council For Dance, Drama & Musical Theatre (CDMT) standards, Slough Borough Council (SBC) policies & procedures, other developments in educational policy and practice, designation activity and the student body.

Continual emphasis on bettering our techniques and offering to develop students as independent learners, to stretch their ambitions, realise their aspirations, improve their competencies and to stimulate their enthusiasm for learning.

Threshold academic standards are the minimum acceptable level of achievement that a student has to demonstrate to be eligible for a qualification or the award of academic credit. For equivalent qualifications, the threshold level of achievement is agreed across the UK and is described by the qualifications descriptors set out in the national frameworks for higher education qualifications.

Academic standards are the standards that individual degree-awarding bodies set and maintain for the award of their academic credit or qualifications. These may exceed the threshold academic standards.

Threshold academic standards define the minimum standards which degree-awarding bodies must use to make the award of qualifications at a particular level of the relevant framework for higher education qualifications. Threshold academic standards are distinct from the standards of performance that a student needs to demonstrate to achieve a particular classification of a qualification. These standards of performance are the academic standards for which individual degree-awarding bodies are responsible.

Individual degree-awarding bodies are responsible for ensuring that UK threshold academic standards are met in their qualifications by aligning programme learning outcomes with the relevant qualification descriptors in the national frameworks for higher education qualifications. They are also responsible for defining their own academic standards by setting the pass marks and determining the grading/marking schemes and any criteria for classification of qualifications that differentiate between levels of student achievement above and below the threshold academic standards. Student achievements will reflect the specific content, delivery and assessment of the programmes they have undertaken and this diversity is strength of UK higher education provision.

Academic quality is concerned with how well the learning opportunities made available to students enable them to achieve their qualification. It is about making sure that appropriate and effective teaching, support, assessment and learning resources are provided. In order to achieve a higher education qualification, students participate in the learning opportunities made available to them by their higher education provider. A provider guarantees the quality of the opportunities it provides, but it cannot guarantee how any particular student will experience those opportunities. By ensuring that its policies, structures and processes for the management of learning opportunities are implemented effectively, a higher education provider also ensures the effectiveness of its outcomes.

Management of Quality Standards within University of West London (CA adhere to this policy)

Academic Quality and Standards - Academic Quality Office (AQO)

Vision:

- To promote Quality and mitigate academic risk in all its forms
- To support, monitor and enhance Academic Partnerships
- To promote and develop the Enhancement agenda across the University
- To effect positive change within the institution for and on behalf of students
- To liaise with key external stakeholders, including External Examiners, Professional Statutory Regulatory Bodies and the QAA

Purpose:

- To provide monitoring and review support for all academic courses

To support the Deputy Vice-Chancellor in strategic change in Quality Assurance

- To support the Schools in their KPIs, for example NSS, Retention and progression
- To promote Enhancement and staff development in Quality
- To support Schools and Academic Partners in their joint activity

The following functional roles have a focused quality perspective. Training and support is provided for these roles by the AQO.

School/College Board

- Responsible for implementation of all academic matters within Schools including; admissions, curriculum, learning and teaching, assessment and examination, research and scholarship.
- Agree and monitor the School Academic Plan, including arrangements for the design, delivery and enhancement of academic courses
- Promote and monitor research, scholarships, enterprising opportunities and employer engagement within the School
- Promote and monitor the School's arrangements for staff development, appraisal and performance review
- Receive and comment on evidence relating to the School's management of quality and standards

The Creative Academy is committed to the development and enhancement of the strategic partnership between Slough Borough Council and The University of West London. This partnership enriches the academic life of the institution and further cultivates the Creative Academy academic offer.

Strategic partnerships are driven by strong synergies in teaching and industry expertise, and operate successfully on multiple levels, reflecting academic priorities in enhancement and curriculum development while providing the foundation for strong, multi-faceted and long-term delivery.

- The degree offer is a strategic partnership and a genuinely joint enterprise.
- The University of west London collaborative projects offer students innovative and enhanced learning experiences.
- The BA & MA have been developed together and represents a real partnership
- Our collaborative arrangement has been negotiated, approved and managed in accordance with QAA, University policy and SBC procedures.
- The Creative Academy is committed to the principles of good practice defined by the QAA in Chapter B10: 'Managing higher education provision with others'.

Quality Cycle

(Also see [Quality handbook](#), [Complaints](#), [Student Protection Plan](#), [Terms of Reference](#), [Consumer Protection Law](#), [Student charter](#), [Learning Contract & Terms & Conditions](#))

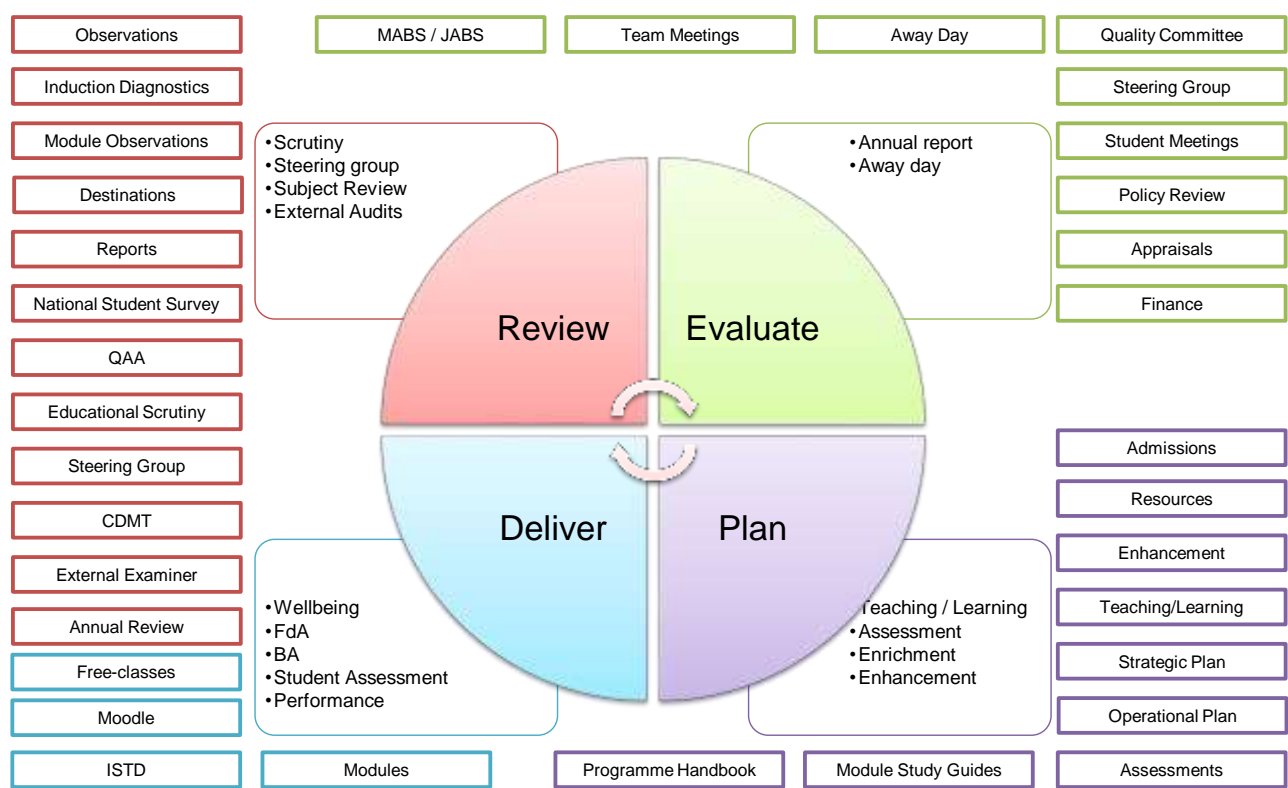
The quality cycle:

- Has been developed as a formal process for the confirmation of enhancements, policy development, teaching, learning and assessment outcomes at key points in the academic year.
- Is linked to the university's quality, teaching, learning and assessment policies and is used throughout the year to ensure outcomes are being met and reviews of key quality assurance procedures annually.
- Formalises procedures ensuring an effective oversight of key quality assurance processes internally and within Slough Borough Council management structure.

Sept	Semester one Enrolments Year 1 Diagnostic Year 1 streaming Year 2 schools programme begins Year 3 P - film CDMT Meeting
Oct	Team meeting Slough Borough Council Education Scrutiny Panel CYD
Nov	Team meetings Corporate Management Team Year 2 schools programme completed
Dec	Year 2 & BA assessments Jazz and ISTD Assessments Auditions
Jan	Annual show BA, Year 1 & 2 Assessments External Examiner visit CDMT Visit Team meeting

- Feb** Semester Break
Auditions
JABS / MABS - Lead by UWL
- Mar** Team meetings
Auditions
Year end (Finance)
Move It
Lesson Observation completed
- Apr** Team meeting
CDMT meeting
Appraisal (FT Only)
Subject Review (Performing Arts)
Resit progress
Year 3 Schools programme begins
Auditions
- May** Year end assessments
External Examiner visit
Team meeting
Performance Project 1 & 2
- June** Graduate Showcase
CDMT Visit
Year 3 DBS
ISTD Exams
Active IQ exams
- July** MABS/JABS
CDMT meeting
Team meeting
- Aug** Perp new AY
Team meeting
Away day & standardisation
Resit progress
1/2 year appraisals (FT)

The diagram below gives an overview of the quality assurance and quality enhancement cycles that operate at the Creative Academy (Higher Education provision). At the heart of how we assure and enhance quality is student needs, aspiration, engagement and expectation, and these inform how we evaluate, plan, deliver and review the entire H.E. provision. Many elements come together to inform the work of the institute and to maintain our academic standards in line with UWL and the UK Quality Code (the full UK Quality Code is available at the QAA website: <http://www.qaa.ac.uk/assuring-standards-and-quality/the-quality-code>).



Responsibilities:

The authority to set, maintain and assure standards is vested in the Academic Board of the University and different functions are delegated to a range of departments, specifically day to day delivery and management to the Creative Academy of the Dance programmes. The Academic Quality Office is responsible for the approval and review of courses and organising and managing the Validation and quality cycle process for both Courses and Modules, in conjunction with the London College of Music.

The Validation and approval process aligns with the QAA UK Quality Code for Higher Education (UKQCHE) Part A, specifically Chapter A3: “Securing Academic Standards and an Outcomes-Based Approach to Academic Awards: Design and approval of modules, programmes and qualifications” and Part B Chapter B1: “Programme Design, Development and Approval”.



Review (*evaluation and challenge*)

(Also see Student Charter, Financial Viability, Sustainability & Value for Money strategy, Terms of Reference, SBC Annual Financial Audit, Quality Assurance Agency Higher Education Review, CDMT Annual Review, Quality Handbook & Steering Committee)

Review of the activities will be undertaken through external and internal initiatives including;

- external: designation activity, CDMT Accreditation, SBC financial audits, QAA Enhancement themes and activities, the QAA Quality Code for Higher Education
- internal: peer lesson observation, staff appraisals, student representative meeting, team meetings, educational scrutiny, financial audits and academic team review.

Together with SBC senior management & the UWL performance team, the above will create opportunities in individual aspects of the Creative Academy programme, to share information about promising practice and quality enhancement in learning and teaching.

The Student Representation will collaborate with the Academic Team & Quality and Data Team partnered with others in UWL & SBC to ensure student engagement in quality enhancement, for example through the Learning Contract, Student Charter, collaboration agreement, engagement with feedback, participation in the class and industry engagement. The Steering Committee representation will be led by The Creative Academy staff team, Student Reps, Director London College of Music, UWL Link Tutor, and Senior Management at Slough Borough Council, *Elected Members or Member of Parliament* (Dependent on availability) and External independent practitioners. This will be directed by set and agreed terms and conditions. The management structure (within SBC) will take a leadership and directional role of The Creative Academy and ensure that CA management will ensure The University of West London and Slough Borough Council agree any developments of changes within The Creative Academy policies and that student can engage fully with the leadership of the degree and associated programmes.

Examples of promising or good practice in learning and teaching will be collected during, for example, annual academic monitoring and Creative Academy Reviews of Learning & Teaching and scrutiny of higher education activity.

The Creative Academy's promotions process will take account of students' performance in relation to learning and teaching, and the enhancement of both. The Creative Academy will promote connections, with industry and partner organisations, wherever possible between modular and non-modular aspects of quality enhancement.

The academic monitoring process will identify areas of promising practice and areas for development in learning and teaching across the Creative Academy, and will ensure that these are shared and acted upon by referral to the appropriate organisations (dependant on data protection & Health & Safety)

The purpose of annual review

A process of critical self-evaluation and reporting is required of academic and administrative groups within the University, and of Academic Partnerships within which University students are taught. The formal reporting stages should be seen as a framework which promotes interaction rather than as an end in itself.

The Creative Academy will therefore carry out a regular process of self-evaluation and dialogue, leading to a series of formal public reports. This will be undertaken for the following reasons:

- In the interests of public accountability, to demonstrate a continuous vigilance in the assurance of the quality of the systems and procedures and the assurance of Governors at the Validating partner in this regard
- To support a local authority & University culture of self-analysis and dialogue;
- To examine and report on issues of standards and quality which affect staff, students and other stakeholders;
- To celebrate and share best practice;
- To identify strengths and weaknesses with a view to sustainable improvement.
- Annual reports and Annual Reviews are evidence-driven; review events are based on the principle of peer review, including the participation of external subject specialists.

Purpose of Slough Borough Council Education Scrutiny Panel

Slough Borough Council operates using a system where the Cabinet makes decisions. The role of the scrutiny system is to ensure these policies are rigorously examined both before and after they are made, with relevant recommendations being made to Cabinet, Council and external bodies on the basis of the discussions held at scrutiny meetings. Cabinet members are barred from membership of the scrutiny committees.

There are four scrutiny committees at Slough Borough Council. The Overview and Scrutiny Committee is the overarching committee, and looks at wider strategic priorities as well as matters such as Slough's budget. Three other panels investigate matters that relate to their specific areas of interest; these areas are indicated by their names.

More details on these four committees can be found below.

- Overview and Scrutiny Committee
- Education and Children's Services Scrutiny Panel
- Health Scrutiny Panel
- Neighborhoods and Community Services Scrutiny Panel

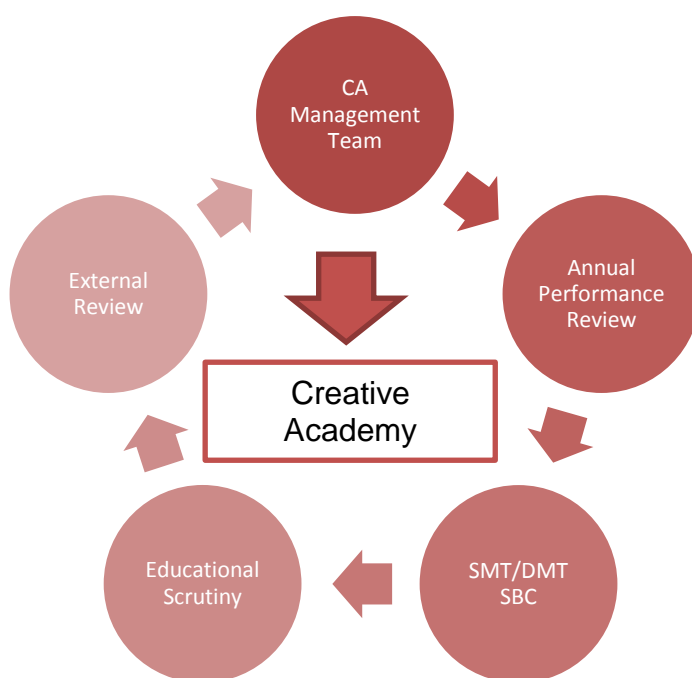
In addition, the four committees may decide to commission a Task & Finish Group to undertake an in-depth review of a specific policy area. These will be time limited, draw up their terms of recommendations, investigate those terms of reference and then publish a report with recommendations at the end of their review.

The committees outlined above meet on a regular basis. The Overview and Scrutiny Committee meets at least nine times a year, and the other three meet six times a year. Agenda papers and minutes of previous meetings, and dates of future meetings are all available on Slough Borough Council website. All these meetings are open to the public.

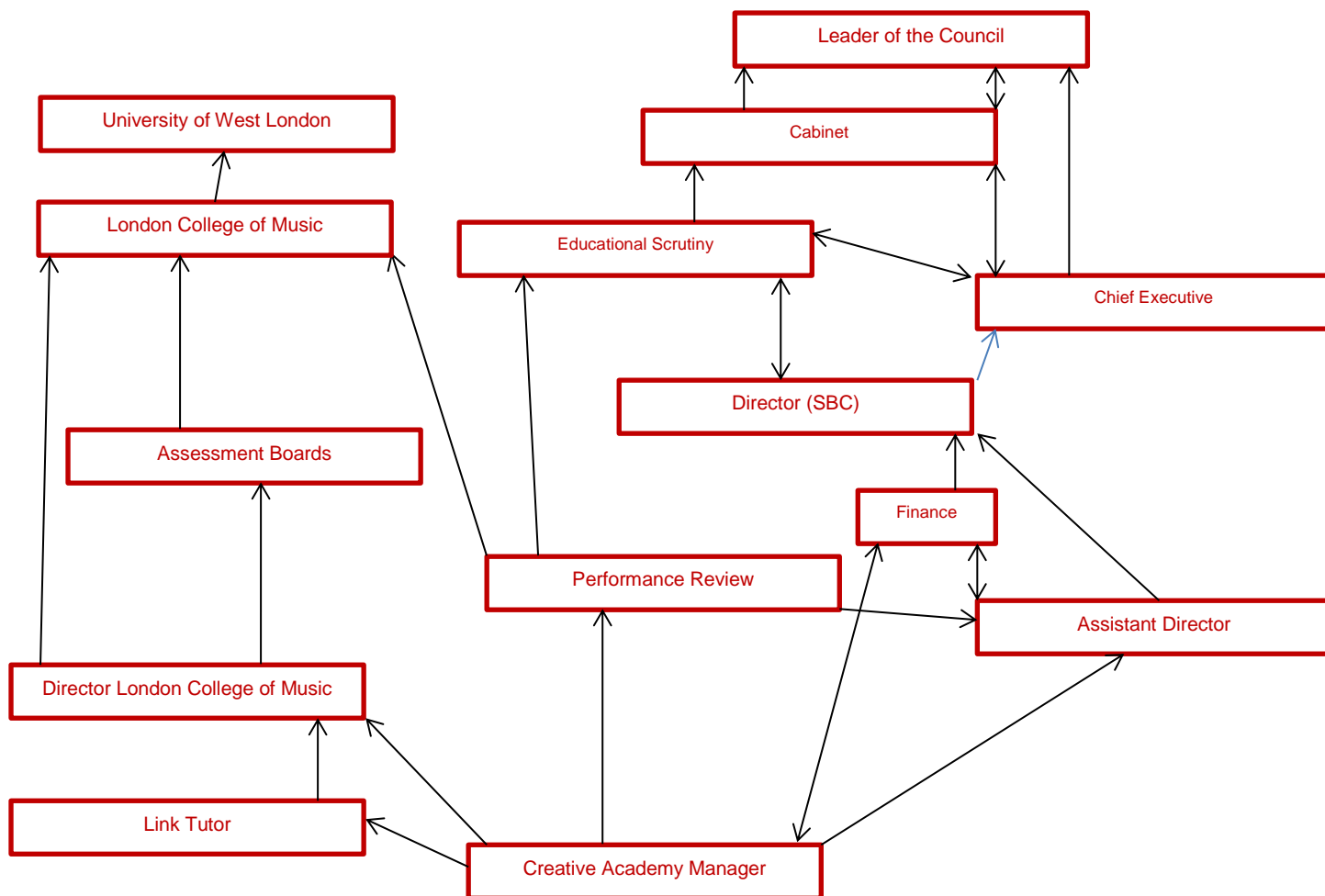
This Panel has a monitoring role with a portfolio overseeing the following areas –

- All Education issues (including Adult Learning & SBC HE provision)
- Children’s Services
- Youth Services /Young People’s Centre’s
- Youth Offending Team

The scrutiny panel will undergo The University of West London corporate higher educational scrutiny annual training delivered by UWL Head of Quality. The scrutiny panel will have a co-opted member with a specific background in Higher Education.

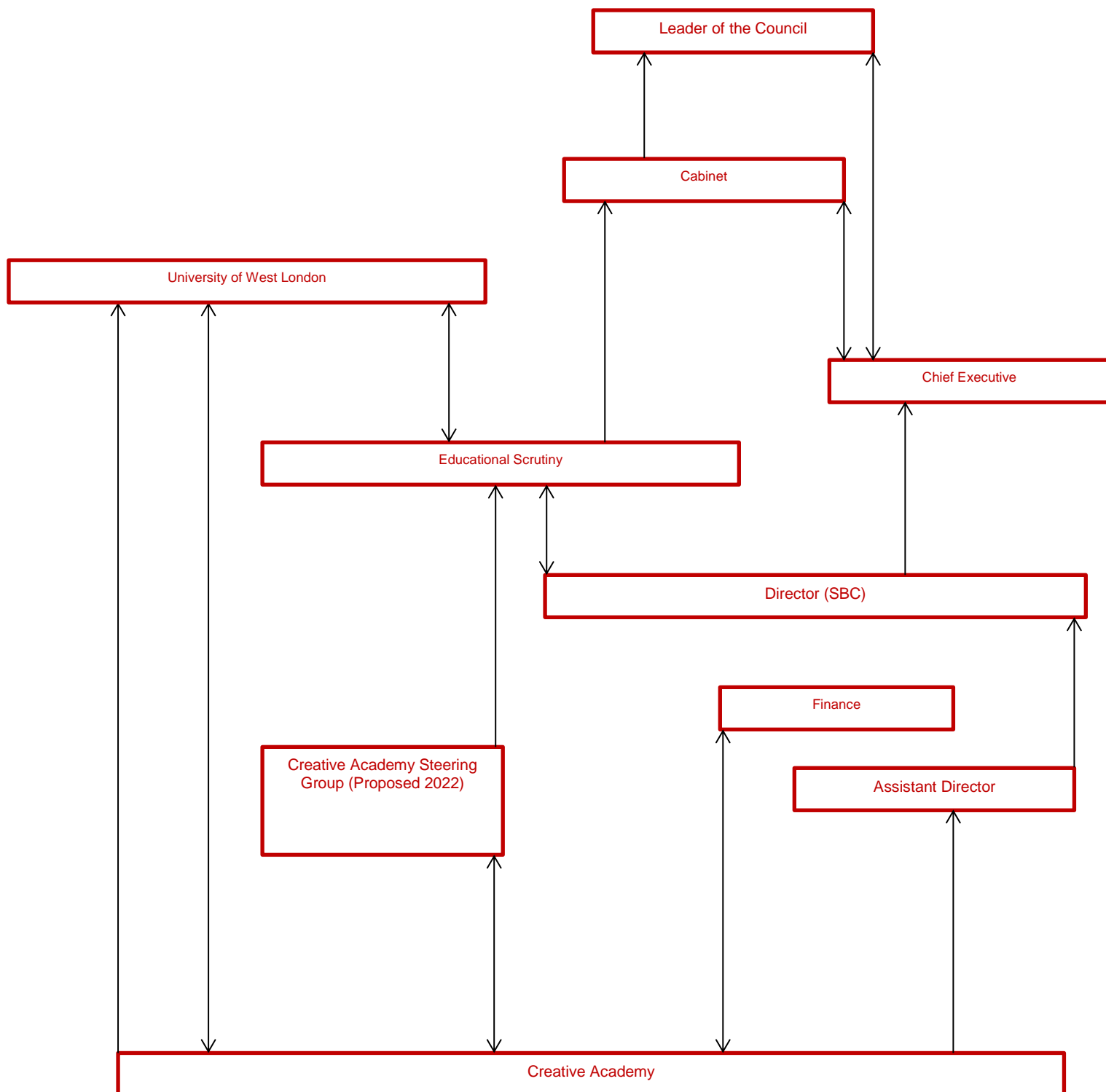


Hierarchy of the Management of Quality and Academic Higher Educational Standards at Slough Borough Council (Creative Academy) Governance Structure)



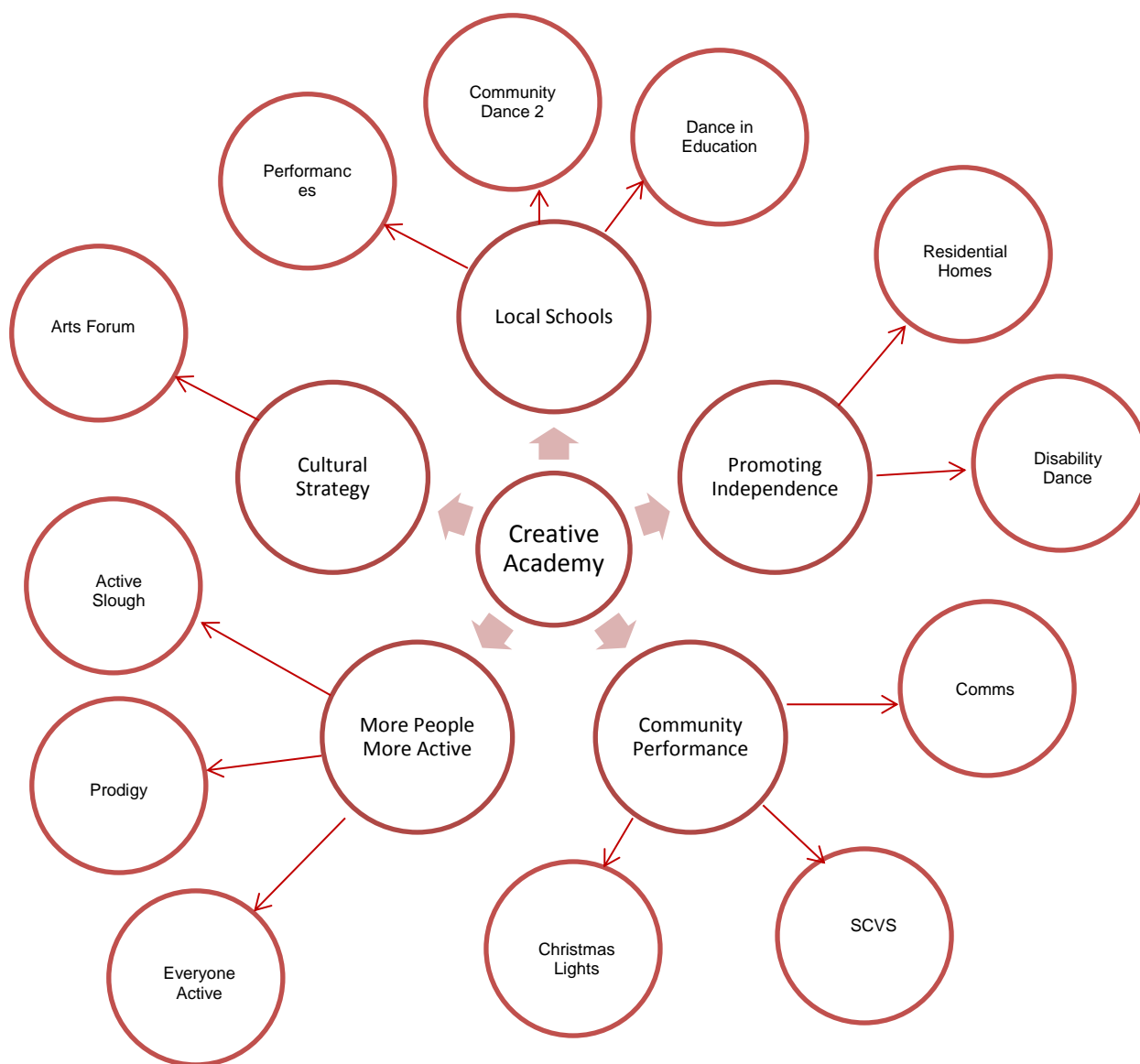
Reporting and Management Structure

for Higher Education Provision at Slough Borough Council for the Creative Academy



Mapping Creative Academy activity to Slough Borough Council priorities

Slough Borough Council puts **PEOPLE** first:



The Creative Academy crosses various priorities and services within Slough Borough Council the FdA and BA (Hons) Dance – Top Up impact on a variety of local organisations in public and third sector.

- Slough children will grow up to be happy, healthy and successful
 - The Creative Academy works in partnership with Slough Schools Sports Network to offer free dance classes within local primary and secondary schools , this has the benefit for the Creative Academy students that it is real life

- practical experience of teaching. The schools and local children benefit from have dance delivered by dance practioners (rather than P.E. Teachers who may not have a specialism in dance) and dance is proven educational to improve pupil's concentration in other subjects and improve physical and mental health.
- The Creative Academy offers a free Theatre in Education programme as part of the Dance in Education programme where schools have a performance and masterclasses based on current curriculum study.
 - As part of our universal offer graduates deliver a series of free and very low cost dance and parkour classes within the community at weekends. This forms part of the Slough Borough Council wider Active Slough and Youth provision encouraging local people to be more active more often.
 - Our people will be healthier and manage their own care needs
 - As part of the wellbeing strategy The Creative Academy visits Residential Homes to perform and undertake intergenerational work. The students and residents gain a great deal from this activity.
 - Offering universal classes as part of the Active Slough programme
 - Slough will be an attractive place where people choose to live, work and stay
 - The Creative Academy students perform at many local festivals, outdoor and public events through-out the year including International Women's Day, Black History Month, Slough Youth Awards, Christmas Celebrations, Slough Council for Voluntary Services, School Presentations and Fostering and Adoption Team celebrations.
 - Slough will attract, retain and grow businesses and investment to provide opportunities for our resident
 - The Creative Academy attracts high quality dance companies to work locally including Company Wayne McGregor, AVA Dance Company, Shobana Jeyasingh Dance, Rambert Dance Company, StopGap Dance Company, New Adventures, AMCK & Kimberley Wyatt raising the profile of Slough as a town locally and nationally.
 - The Creative Academy has a strong social media presence promoting the activity including attracting top industry Dance Company and specialists, promoting activity and leading parkour.
 - Many of The Creative Academy graduates settle in Slough working locally and creating new opportunities for local people, including having set up Slough's first Parkour competition and delivering Disability dance programmes as part of the personalisation and promoting independence agenda.

Value for Money

(Also see Refund and Compensation, Terms and Conditions, Learning Agreement, Student Charter, Financial Viability, Sustainability & Value for Money strategy & Student Protection Plan)

Transparency for students and public – including tax payers

- The Creative Academy is not for profit and cost neutral to Slough Borough Council and the University of West London
- The Creative Academy is between £5K & £8K cheaper, per student (for the student) per year, than our competitors or similar courses/institutes and all student loans are invested into delivery of the Foundation Degree and BA (Hons) Dance – Top Up.
- The Creative Academy has 100% graduate employment or students going onto postgraduate training (preCOVID), which is collated through University Of West London and directly at the Creative Academy from the graduates.
- The Creative Academy does not charge audition fees, which we feel is a barrier to young people from social or economic disadvantaged backgrounds. All other competitors and similar courses/institutes charge various amounts for auditions/interviews/application.
- The pay for employees at The Creative Academy is independently assessed by Hays, and is in line with local authority pay scales.
- The Creative Academy undertakes quality auditing from the Quality Assurance Agency (designation requirement) and opts for the Council of Dance, Drama and Musical Theatre accreditation.
- Slough Borough Council has independently audited accounts each financial year and the Creative Academy has audited accounts through accountants at Slough Borough Council, with reports going to educational scrutiny, Academic Annual Review and the steering Committee.
- Budgets are set by the Creative Academy Manager and Slough Borough Council senior management inline with Slough Borough Council accountants and with overview from the steering Committee and line management structure at Slough Borough Council.
- Students are actively involved student committees where spend and action is openly discussed.
- The Creative Academy students work with Slough Sports Network and Active Slough to offer free dance and physical activity workshops in local schools, sharing best practice and encouraging local people to be more active more often.
- The Creative Academy offers very cheap and free dance and parkour classes to local families, children and young people.
- The Creative Academy with University of West London, Slough Borough Council
 - Ensure efficiency and value of students funding and monies
 - Ensure academic oversight

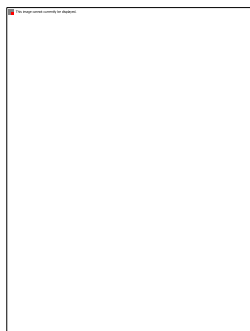
- Embrace innovation to ensure we are taking advantage of new technologies which are relevant to the current cultural and creative industries, ensuring graduates are best prepared for employment
- Seek collaboration to work smarter with other private, public and third sector organisations
- Learn from the best practice of other dance institutes and universities

Current financial status and future

- All CA money comes from a contract with UWL (through agreements with OFS) from Student Loan Company grant/Student Finance England (SFE)
- The Creative Academy provides: £82K cash towards Council annually (5th of CA budget)
- Non accountable costs towards Slough Borough Council
- Students annually living in Slough paying towards local economy
- Graduates remaining in the town (for example 35% of graduating class 2020 made Slough their home) paying council tax
- Cost neutral to Slough Borough Council – all full time PAYE & Freelance staff and student activity paid for by grants from SFE
- Creative Academy supports its graduates to set up local community groups last Prodigy Dance Studios (offering affordable dance activity for local children and young people) & She Is Someone (support group for young women)
- Creative Academy teaches dance (as part of the SBC wellbeing agenda) to all primary schools and 5 secondary schools in Slough (at no cost to the schools)
- Creative Academy participates (at no cost) to Slough Borough Council and Slough Council for Voluntary services events

Going forward:

- The Creative Academy can not increase fees for current students for AY21/22 – we could in agreement with UWL (following OFS rules) and with some adjustment and increase in course offer (offering our new planned programmes subject to UWL validation and SBC space agreement) we could raise fees an additional £1,000 per AY for new students (not returning) entering in AY22/23



Time Line 2002 - 2020

2002

Creative Academy created by Heart of Slough and gains ESF funding to run ICI
Creative Academy delivers Creative Horizons (an event for every Year 9 pupil in Slough)

2003

Creative Academy launched
Creative Academy hosts 'Dance in the Square'

2004

Asian Women in Art launched
Creative Academy develops working relationship with Rambert Dance Company
Creative Academy hosts 'Dance in the Park' largest outdoor dance event in UK
Creative Academy nominated for a Municipal Journal Award

2005

Creative Academy and partners gain £36 Million of ESF funding to deliver 'The Last Mile'
Rambert Dance Company creates 'Capricious Shifts' and Creative Academy tours all over UK
Creative Academy launches Creative Industries Development Service

2006

Creative Academy has a European Tour of 'Capricious Shifts' and develops a Foundation Degree (FdA) Dance with Thames Valley University
Creative Academy funded 'Kill Kill Faster Faster' wins Independent Movie of The Year
Creative Academy hosts 'Urban Action'

2007

Creative Academy launches FdA Dance
Creative Academy is regional winner of Enterprising Britain
Creative Academy wins international acclaim for 'Mobile Mash Up' with an article in Wall Street Journal and is featured on Radio 1 and 1Xtra's Newsbeat programme

2008

Creative Academy develops a BA (Hons) Dance
Creative Academy opens a dance school at The West Wing Arts Centre
Creative Academy funds development of first British Asian Musical 'Britain's got Bhangra'
Creative Academy creates 'Spring Rites' with Muddy Icon
Creative Academy hosts 'Urban Underpass'
Creative Academy has 100% graduate employment from pilot year of FdA Dance
Creative Academy hosts 'Music and Dance in The Park' with Jools Holland

2009

Creative Academy launches BA (Hons) Dance with TVU/UWL
Rifco Arts launch 'Britain's Got Bhangra.' National tour opens to five Star reviews and sells out all shows
Creative Academy attends 'Move It'
Creative Academy takes over operational management of the West Wing Arts Centre increasing turnover and footfall
Creative Academy commissions 'Dance in a Decade' exhibition
Creative Academy launches 'West Wing Youth Club'

2010

Creative Academy develops strategy and business plan for independence
Creative Academy and Rifco Arts develop 'Bollywood Story' (working title)
Creative Academy application for membership status with Council for Dance Education and Training accepted and process begins
Creative Academy hosts its first Imperial Society of Teachers of Dancing examinations day
First year of BA (Hons) dance students graduate with 5 of 6 graduates gaining industry employment and 1 gaining a place to study PGCE

2011

Creative Academy develops 3 new streams to the BA (HONS) Dance
Creative Academy applies for approved Centre status from Imperial Society of Teachers of Dancing
All graduating BA (Hons) Dance students gain employment in the dance performance industry

2012

Creative Academy is involved in the Tree of Light for the 2012 Olympics
University of West London validates streamed BA (HONS) Dance

2013

Creative Academy 10th anniversary
100% Graduate Employment within one month of completing the course.
Awarded 'Affiliate Membership' with the Council for Dance Education and Training

2014

Successful audit with Quality Assurance Agency
Attend University of West London graduate showcase
Finalists (Academy of Base) on Sky One 'Got to Dance'
100% Graduate Employment

2015

Awarded accreditation by the Council for Dance Education and Training
Developed a unique partnership with London College of Dance Network
100% Graduate Employment

2016

Brand new home for the Creative Academy (funded by Slough Borough Council through the Department of Education)
Re-Validation of the FdA and BA (Hons) Dance with University of West London
Quality audit with Quality Assurance Agency

2017

100% Graduate Employment
Quality audit with Quality Assurance Agency
Relationship developed with DK ProDuKtions
2 X Dance Films made

2018

2 Full Time Academics appointed
Quality audit with Quality Assurance Agency
Social Media Team appointed

2019

Validation BA (Hons) Dance with Foundation
Validation Masters in Dance

Approval Diploma In Dance Education
Opening of 6th Studio and classroom
Refurbishment of MUGA
Partnership Award

2020 - COVID

MA Dance launches
BA (Hons) Dance launches
BA (Hons) with Foundation Dance launches
ISTD Diploma in Dance Education launches

2021 – COVID

Application approved and successfully gains .ac.uk web domain
Revue the first fully online Creative Academy Showcase
Graduate Showcase at the Shaw Theatre, London



Timeline of Productions

2003	Dance in the Square	Large-scale outdoor dance showcase (14,000 audience)
2004	Dance in the Park	Large-scale outdoor dance showcase (1,000 performers)
2005	Capricious Shifts	Original dance piece choreographed by Rambert Dance Company
	Dance in the Square	Large-scale outdoor dance showcase (14,000 audience)
	Red	Original dance theatre production
2006	The Apartment	choreographed by Rambert Dance Company and Hip Hop Collective
	Urban Action	Large-scale outdoor urban dance festival
	Capricious Shifts	European Tour (UK, Finland & Germany)
	World Rowing Championships	Opening ceremony for BBC TV/WRC2006
	Possession of Space	South-East Tour
	16:16 and Beyond	Site specific production
2007	Kinesphere	European Tour (UK & GermaY)
	Salome	Dance film based on Salome by Oscar Wilde
	Christmas Lights Turn on	Corporate event for Queensmere
	ESF Conference	Corporate dance production for Tribal
2008	Memories of a Life	Original dance theatre production
	Dance in a Day	Dance film
	Spring Rites	Original dance theatre production
	Music and Dance in the Park	Dance production with Jools Holland
	Urban Underpass	Large scale outdoor dance event
	Opening Ceremony Torch Relay	Corporate event for Slough Borough Council
	Christmas Lights Turn on	Corporate event for Queensmere/Observatory
2009	mAlice in Wonderland	Original dance theatre production
	Britain's got Bhangra	Associate choreographer
	When Darkness Falls	Original dance theatre production
	Robin Hood	Original pantomime
	In Curves	Corporate event for Queensmere/Observatory
	Russian Winter at the V & A	Corporate event for Vitol at The Victoria and Albert Museum
	Diwali in the Square	Corporate Event for Rifco Arts/STAR TV
	Move It 2009	Corporate dance event for Upperstreet Events
	Bloomberg Media Annual Party	Corporate event for Event Concept
	RIFCO Tenth anniversary	Corporate event for Rifco Arts
	Christmas Lights Turn on	Corporate event for Queensmere/Observatory
2010	British Music Experience @ O2 Arena	Corporate event choreographed by Rudeye
	Circus of Dreams	Original dance theatre production
	Encounters	Original dance theatre production
	Annual Event	Corporate dance event for Beyond Certainty
	Move It 2010	Corporate event for Upperstreet Events
	Dress Me Up & Shoot Me	Corporate event for Steve Hart Photography
	Break Da Floorboards	Original dance theatre production choreographed by Rifco Arts
	Dance in a Decade	Exhibition commissioned by Slough Borough Council
	Santa's Grotto	Corporate event for Queensmere/Observatory
	Christmas Light Turn on	Corporate event for Queensmere/Observatory
	Cinderella Promo	Promo video for Birmingham Royal Ballet
2011	The Ninth Muse	Original dance theatre production
	Dove Commercial	Television Advertisement for Kodak Films
	Move It 2011	Corporate dance event for Upperstreet Events
	Behind the Dream	Original dance theatre production
	Big Dance	Corporate dance event for Tia Hassan
	Rifco: A Celebration	Corporate Event for Rifco Arts/Watford Palace Theatre
	Tree of Light	Corporate Event for Dorney Rowing Lake
	Christmas Lights	Corporate event for Queensmere/Observatory
2012	Pandora 2154	Original Dance Theatre Production
	Move It 2012	Corporate event for Upperstreet Events
	Tree Of Light	Cultural Olympiad event 2012/Oxford Inspires
	Berkshire Games	Corporate event for Creative Junction
	Nai Roshni	Original Dance Theatre Production
	Christmas Lights	Corporate event for Queensmere/Observatory
2013	Icons	Original Dance Theatre Production
	Lift Off 2013	Corporate event for Southill Park

	Move It 2013	Corporate event for Upperstreet
	Graduate Showcase	Original Dance Production
	Hands of Time	Original Dance Theatre Production
	A Decade of Dance	Original Dance Theatre Production
	La Boule De Nieve	Original Dance Theatre Production
	Barn Dance	Dance Film
2014	Wizard of Oz	Original Theatre Production
	Lift Off 2014	Corporate event for Southill Park
	Move It 2014	Corporate event for Upperstreet Events
	Night of Festivals	Corporate event for Art Reach
	Unlucky for Some	Original Theatre Production at Sadler's Wells
	Christmas Lights	Corporate event for Nancy Finch PR
	Triquetra	Original Theatre Production
2015	Michael Vs Madonna	Original Theatre Production
	Move It 2015	Corporate event for Upperstreet Events
	UWL Graduate showcase	Corporate event for University of West London
	Equilibre	Original Theatre Production at Sadler's Wells
	Christmas Lights	Corporate event for Nancy Finch PR
	Four	Original Theatre Production
2016	Moulin Rouge	Original Theatre Production
	Move It 2016	Corporate event for Upperstreet Events
	Ideal Home Show	Corporate Event for HIS
	Staff Day	Corporate Event Slough Borough Council
	Sloughs Got Talent	Corporate event for Brightlights
	End Of Year Show	Original Theatre Production
	UWL Graduate Showcase	Corporate event for University of West London
	Graduate Showcase 2016	Original Theatre Production at Sadler's Wells
	The Curve Opening	Corporate Event for Slough Borough Council
	CDET Showcase	Corporate Event for CDET
	Five Gold Rings	Original Theatre Production
2017	Fame! Dance Department	Original Theatre Production
	Move It 2017	Corporate event for Upperstreet Events
	Diversity Steps	Community Event Slough Borough Council
	UWL Graduate Showcase	Corporate event for University of West London
	End of Year Show	Original Theatre Production
	Graduate Showcase 2017	Original Theatre Production at Sadler's Wells
	Pride London	Corporate Event for O2
	Pride Brighton	Corporate Event for O2
	Pride Manchester	Corporate Event for O2
	The Curve Celebrations	Corporate Event Slough Borough Council
	Dance Proms	Corporate Event ISTD/RAD
	VI	Original Theatre Production
	Divas	Dance Film
2018	Divas	Original Theatre Production
	I Can't Stand the Rain	Dance Film
	Move It 2018	Corporate Event Upperstreet events
	End of Year Show	Original Theatre Production
	Keith & Paddy Picture Show (Grease)	ITV TV Show
	Graduate Showcase 2018	Original Theatre Production at Sadler's Wells
	Pride London	Corporate Event for O2
	Pride Manchester	Corporate Event for O2
	Can You Dance	Corporate Event
	SCVS Awards	Corporate Event
	7 Deadly Sins	Original Theatre Production
2019	Smash	Original Theatre Production
	Reformation	Dance Film
	Move It 2019	Corporate Event
	End of Year Show	Original Theatre Production
	Graduate Showcase 2019	Original Theatre Production at Sadler's Wells
	Every Smile They Bring	Dance Film
	Afrolrish Links	Corporate Event
	Can You Dance	Corporate Event
	Slough Council Staff Day	Corporate Event

	SCVS Awards	Corporate Event
	Mandiga	Corporate Event
	Hands Are Tied	Dance Film
	Awakening	Dance Film
2020	Chess	Original Theatre Production
	Psycho	Original Theatre Production
	Sour Candy	Dance Film
2021	Revue Movies and Musicals	Online Showcase
	Vogue	Dance Film
	End of Year Show 2021	Original Theatre Production
	Graduate Showcase 2021	Original Theatre Production



On graduating, dancers will be enabled to gain employment in the creative industries and will be in control of the disciplines associated within the exciting and demanding professional dance industry.

According to the National Dance Agency, “Supporting them at this critical moment will allow dance in the UK to continue to develop as a world-leading art form and to reach out to millions of people who can benefit from the life-changing experience of dance.” Offering professional dance training will create a future UK dance workforce which will be comprised of talented, innovative people from all backgrounds, disabled and able bodied, trained to the highest standards. This programme supports the National Dance Agency’s aim that “Students dancers must all have equal access to vocational training” alongside relevant academic qualifications. This curriculum and qualification offers students a realistic preparation for the dance sector in which they will enter as professionals.

The Creative Academy ensures its students have holistic approaches to teaching and learning recognising the connectedness of technique, aspiration and employability.

We take an approach which recognises the individual students needs and aspirations to ensure they achieve at their highest ability to create confident, knowledgeable and creative individuals with an opportunity to go on to lifelong careers in the creative industries specifically, the new triple threat, choreographer, teacher & performer.

The Creative Academy programmes offer a variety of enhancements from graded Ballet exams to technique classes, in a variety of dance genres, to create future choreographer/performer/teacher(s) that can sustain lifelong careers, in the creative industries, underpinned with a series of enrichment that encourages individuality, ensures a safe student focused holistic learning environment and promotes independence of thought and creativity.

The programme, its modules and enhancements, have been designed to create a clear pathway for learning. Ensuring students can identify a linear pathway through the learning environment rather than perceiving the programme as modular (The Golden Thread). To ensure that they can identify and manage their own learning needs and personal development while recognising the similarities and differences within dance and dance training. Our approach is to create a personalised learning environment that aims to customise, where possible, within the learning pathways of each individual student’s strengths, needs, aspirations, potential, skills and interests.

Policies & Documents SBC vs UWL

SBC take priority <http://www.slough.gov.uk/council/strategies-plans-and-policies/>
Health & Safety <http://www.slough.gov.uk/business/health-and-safety/default.aspx>
Human Resources
Information Technology
Communications
Legal
Prevent
Safeguarding
Data & Data Protection <http://www.slough.gov.uk/council/data-protection-and-foi/data-protection.aspx>
Finance <http://www.slough.gov.uk/council/performance-and-spending/>
Staff Development
Building & Facilities
Equalities (Equal Opportunities & Diversity)
Anti-Bribery and Anti-Corruption Policy & Procedures
Data Protection Policy
Disclosure and Barring Service Screening Regulations
Environmental Policy
Equality and Diversity Statement
Employee Benefits
Health and Safety
Pay Scales
Prevent Duty (CONTEST)
Safeguarding Children and Adults Policies
Transgender Policy and Guidance

UWL takes priority <https://www.uwl.ac.uk/about-us/policies-and-regulations>
Validation Contract
Quality Assurance of Academic Standards
Teaching & Learning Strategy
External Examiner
Admissions
Academic Offences
Work based Learning
Student Terms & Conditions

Creative Academy localised www.creativeacademy.org/faqs/

Quality, Governance and Enhancement Strategy (The Golden Thread) – This Document

Complaints – agreed with OIA

Programme Handbook

Public Information Policy

Audition Appeals Procedure

Module Study Guides

Student Charter

Learning Contract

Student Protection Plan

Student Terms & Conditions

Financial Viability, Sustainability & Value for Money strategy

Student Refund & Compensation Policy

Disability Support & Wellbeing Policy

Social Media Policy

Public Information Policy

VLE Statement

Prevent in H.E Statement

In development

Communication statement (September 2021)

Choreography Policy (September 2021)

