

# The *Golden Thread* Thread

Development, Enhancement, Governance & Quality



Document Version: <Version 3>

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Creative Academy's projects are

- BA (Hons) Dance
- BA (Hons) Musical Theatre Performance
- Inspire

Creative Academy is home to

- Dristi Dance Company
- Divergent Dance
- Gritt Dance Company
- Prodigy Dance Studios
- Srishti Dance Creations
- Viva Slough Dance



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The work of the Creative Academy is conceived as the golden thread that connects a wide range of creative industries activities and flows through every element of the programme. The metaphor, the BA (Hons) Dance degree is the “sun” at the centre of a broader constellation of projects, initiatives, and partnerships, ensuring cohesive, strategically aligned opportunities for students and graduates. This framing highlights a curriculum structure in which Equality, Diversity, and Inclusion are not confined to separate projects; however, they permeate teaching, learning, assessment, project development and industry engagement as guiding principles.

The Golden Thread outlines a set of educational objectives: meeting employer demands by combining academic study with practical technical experience; developing graduates who are adaptable and transformative; empowering students from diverse educational backgrounds; preparing graduates for a range of creative careers; and upholding high-quality standards, supported by student feedback and ongoing improvement. Key features include small student groups, extensive contact hours, holistic and student-centred teaching approaches, strong industry connections, opportunities for additional nationally or internationally recognised qualifications, industry networking and work experience. The Creative Academy reports excellent graduate outcomes, with many cohorts achieving or nearing 94% employment or further study, and demonstrates a significant presence in major productions, companies, television, film, and cruise lines, highlighting the success of its practice-based approach.

Creative – Performer – Teacher

The Creative Academy (CA) is a conservatoire for Dance and Musical Theatre, a unique partnership between Slough Borough Council and the University of West London. Creative Academy offers a wide range of academic, professional, and widening participation activities, primarily funded by the Student Loan Company. All our activities are cost-neutral for Slough Borough Council and align with the council's priorities.

The Creative Academy aims to provide practice-based, industry-standard training alongside rigorous academic study that reflects the cultural diversity of the creative industry, producing performing arts practitioners and technicians who can excel in the diverse professional creative industries 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 reinvest all funds into the programmes to enhance the student experience and create future opportunities. Creative Academy aims to create confident, knowledgeable, technically proficient, versatile, strong, independent, passionate and talented creatives/performers/teachers ready for the diverse creative industry by:

- offering industry-relevant, affordable, and innovative vocational training.
- Creating an inspirational and inclusive learning environment, ensuring students are treated as individuals.
- Supporting students in reaching their full potential.
- Engaging high-profile industry partners & faculty.
- being wholly committed to developing and maintaining the highest quality standards.
- creating employment and performance opportunities.

The Creative Academy's objectives are:

- Our courses respond to employer demand by combining academic study with practical, realistic work experience.
- The programme will create graduates who meet the need for adaptive, adaptable and transformative employees.
- The programmes will empower students from diverse educational backgrounds to fulfil their academic potential and develop industry-relevant skills in a supportive and safe environment.
- The programme will equip students for a range of career opportunities in creative industries 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 performance arts and creative skills.
- By prioritising student input and actively pursuing new opportunities, it maintains a focus on improvement and the student learning contract, as detailed in the Golden Thread document.

We pride ourselves on offering the most affordable training in the sector, complemented by local and historic bursaries. We do not impose additional charges for vocational elements, and upon student request, we transparently outline the professional requirements for participation. By raising our fees to just below the fee cap and accessing public funding, we aim to expand our widening participation initiatives, arts & creative industries development, and enhance bursary opportunities for both current and future students.



The Creative Academy programmes

Innovation in the arts

Inspiring the next generation

Inclusion in education and training

Empowering change makers, fostering talent, supporting creative practitioners and developing the next generation of creatives, performers, and teachers.

- BA (Hons) Dance
- BA (Hons) Musical Theatre Performance
  - Innovate (gifted and talented dance programme)
  - ISTD Diploma in Dance Education
  - Active IQ Level 3 Diploma in Instructing Pilates Matwork
  - Empower
    - Student Services
    - Wellbeing
    - Bridging The Gap
- Divergent Dance
- Gritt Dance Company
- Inspire\*
  - Creative Academy College of Performing Arts
  - Outreach
  - Slough and Windsor Schools Dance Programme
  - Spiral Dance for adults with learning difficulties
  - Slough Schools Dance Festival
  - This Boy Can Dance Too

Future programmes/projects/partnerships

- BA (Hons) Hip Hop
- BSC (Hons) Sport and Physical Education
- Bridging The Gap
- Campus two
- PCGE QTS
- Recording Studio with SWIPE & Slough Music Service
- Slough Walk of Fame
- The Agency – with Resource Productions
- The Alliance – Small Dance and Musical Theatre performing arts institute’s partnership
- The Side Hustle



\*All part of our access and participation activity

**BA (Hons) Dance & BA (Hons) Musical Theatre Performance – Student Finance England**

The programmes have been carefully designed to meet the demands of the Performing Arts industry, addressing the evolving needs of local young people, students, aspiring dancers, creative practitioners, teachers, and musical theatre performers. The industry requires confident, versatile, and adaptable professionals who can respond to a constantly changing set of challenges. The ability to reskill and update one's knowledge is also essential in this field.

This innovative course offers practical training for aspiring creatives, performers and teachers, supported by a professional qualification and services tailored to individual needs. The programme has strong links with the industry and is delivered by a core team of staff and visiting professional practitioners and companies. Currently, 96% of the Creative Academy's Class of 2025 graduates have secured employment in the creative industries or are pursuing postgraduate studies.

Students will explore, experiment, and acquire the skills needed to succeed in the diverse UK dance industry. The programme holds full accreditation with the Council for Dance Education and Training, has been quality assured by the Quality Assurance Agency, and is an approved centre with the Imperial Society of Teachers of Dancing and Active IQ.

**Distinctive features of the degrees**

- Practice-based degree.
- Affordable for ALL
- Student-centred and industry-focused
- Small class sizes
- High contact hours
- Streamed year classes
- delivered in partnership with the industry, with links to professional companies
- Students have the opportunity to gain nationally/internationally recognised qualifications
- Students have the opportunity to tour original theatre work
- Holistic approach to learning and teaching with a full programme of enhancements and enrichment to ensure a personal experience underpinned with a unique wellbeing offer
- Managed by a Local Authority and not for profit
- Programme developed with the individual student at the centre of a holistic programme, able to respond to need and aspiration, underpinned by wellbeing
- Aim for 85% Graduate success into CI employment or postgraduate education

Between 2009 and 2019, 100% of graduates found employment in the creative industries or pursued postgraduate study. For the Class of 2020 (dubbed the COVID Class), 84% secured employment or further study opportunities. The Class of 2021 (COVID Class 2) achieved 89% success, compared with the pre-COVID CDMT average of 80%. The Class of 2022 (COVID Class 3) achieved a 96% employment rate. In 2023 (COVID Class 4), 96% of Class 2024 graduates entered the creative industries or pursued further study.

Creative Academy graduates have performed in productions with renowned companies and shows, including Angel's Dance Company, AVA Dance Company, Bat Out of Hell, Bring It On, Circus Fantasia, Come Alive, DK Productions, Dream Girls, Flashdance, Frankie Goes to Bollywood, La Strass, Magic Mike Live, Moulin Rouge, Natasha Project, 9 to 5, Potter's Theatre Company, Sea World Abu Dhabi, Strictly Come Dancing Live, Sunset Boulevard, Union Dance Company, Viva Showgirls, Celebrity Cruises, Costa Cruises, Cunard Cruise, Fred Olsen, Norwegian Cruise Lines, P&O Cruise, Princess Cruises, Royal Caribbean Cruises, and Sea Cruise UK.

They have performed with Alesha Dixon, Jay Sean, Ke\$ha, Kylie Minogue, Madonna, Mary J. Blige, Rina Sawayama, Rita Ora, Sean Paul, Take That and Tamizha as well as performing for broadcasters including BBC, Channel 4, MTV, and Sky, appearing on TV, awards shows, and in films including Better Man, Cinderella & the One Show, EMAs, Strictly Come Dancing and The Brit, X-Factor.

Graduates have representation with AMCK, Artistic Talent Agency, Book a Dancer, Box Artist Management, Celeb Talent, Cherry-Picked Talent, Classified Ent, Dancers Inc., D-Talent, KV Dance Agency, Marks Summers, Mass Talent, MIH Associates, Rose Talent, Simon & How, Skin, and You Management. Upon graduation, alumni are well-

equipped to secure employment in the creative industries, having mastered the diverse disciplines of the vibrant and demanding professional performing arts sector.

The Creative Academy ensures its students receive a holistic approach to teaching and learning that recognises the interconnectedness of technique, aspiration, and employability. We adopt a strategy that recognises the individual needs and aspirations of each student, ensuring they reach their full potential and fostering confident, knowledgeable, and creative individuals with the opportunity to pursue lifelong careers in the creative industries, specifically within the new paradigm of creative, teacher, and performer.

The Creative Academy programmes offer a range of enhancements, from graded ballet exams to technique classes across various dance genres. These support the development of future creatives, performers, and teachers capable of sustaining lifelong careers in the creative industries, with enrichment activities that encourage individuality, ensure a student-focused, holistic learning environment, and promote independent thought and creativity.

## Background

The Creative Academy programmes have been carefully designed to reflect the demands of the UK Creative Industries. According to Arts Council England and the Office for National Statistics, the creative industries contribute £10.8 billion to the UK economy, generate £2.8 billion for the Treasury through taxation, and create a further £23 billion in value and 700 jobs.

The industry requires confident, multi-skilled, and adaptable workers who can respond to constantly evolving demands. The ability to re-skill and update knowledge is also essential. The Creative Academy was founded in 2003, and its courses were developed in 2006 with funding from Slough Borough Council and the European Commission. These courses primarily distributed the Equal funding. Over time, the programme has established strong, fruitful, and mutually beneficial relationships with leading organisations and dancers, including AVA Dance Company BOP Jazz Theatre Company, Company Wayne McGregor, Dollie Henry MBE, Fletcher Dobinson, Kerry Nicholls Dance, Lee Bridgeman, Kimberly Wyatt, London College of Dance Network, London College of Music, Lost Dog Dance Company, New Adventures, Nina Rajarani MBE, Rambert Dance Company, Resource Productions, Rifco Arts Theatre Company, Sadler's Wells Theatre, Shobana Jeyasingh Dance Company, Shristi Dance Company, Stopgap Dance Company, Sue Passmore, SWIPE, Tavaziva Dance Company & West End On Demand

Students will explore, experiment, and develop the essential skills to succeed in the diverse creative industry. The academy held full accreditation from the Council for Dance, Drama & Musical Theatre until 2024, when it withdrew due to issues affecting some performing arts schools. The training provided to young people at vocational schools has been quality assured by the Quality Assurance Agency (2017), and the academy is an approved centre with the Imperial Society of Teachers of Dancing and Active IQ. This innovative course is designed to provide dancers with practical training, backed by a professional qualification and services tailored to their individual needs. The programme has strong industry links and is delivered by a core team of staff and visiting professional practitioners and companies.

The National Dance Agency emphasises, "Supporting them at this critical juncture will enable dance in the UK to continue advancing as a world-leading art form, reaching millions who can gain from the transformative experience of dance." By offering professional dance training, we aim to cultivate a future UK dance workforce of talented, innovative individuals from diverse backgrounds, both disabled and able-bodied, trained to the highest standards. This programme aligns with the National Dance Agency's mission that "All student dancers should have equal access to vocational training" alongside relevant academic qualifications. Our curriculum provides students with realistic preparation for the professional dance environment they will enter.

The programme's design, including its modules and enhancements, creates a clear learning pathway. Students are encouraged to view this pathway as linear rather than as a collection of discrete modules (The Golden Thread). This approach enables them to identify and manage their own learning needs and personal development, while recognising the similarities and differences within dance and dance training. Our objective is to establish a personalised learning environment that, where possible, tailors learning pathways to each student's strengths, needs, aspirations, potential, skills, and interests. In addition to our vocational enhancements, we've introduced four additional costed programmes, as outlined in the enhancement cycle in this document.

## The Creative Academy Bursaries

The Creative Academy is dedicated to nurturing talent and promoting inclusivity in the performing arts. A key initiative to achieve this goal is providing studio bursaries to young people from economically disadvantaged backgrounds who demonstrate exceptional potential. These bursaries, offered in collaboration with Mellor, More, and Prodigy, ensure open access to dance training for talented young performers, regardless of their financial circumstances.

At the heart of this initiative is a commitment to equity and opportunity. The Creative Academy recognises that talent knows no socioeconomic boundaries and that every young person deserves the chance to pursue their passion for dance. By offering studio bursaries to students from economically disadvantaged backgrounds, the academy levels the playing field, providing access to high-quality training and resources that might otherwise be out of reach.

Moreover, the provision of studio bursaries aligns with the academy's broader mission of fostering talent and excellence in the arts. By identifying and supporting young performers with exceptional potential, the academy invests in the future of the dance community, cultivating a new generation of skilled and diverse artists. Through mentorship, guidance, and access to state-of-the-art facilities, bursary recipients are empowered to realise their full artistic potential and pursue careers in dance.

Beyond the individual level, the provision of studio bursaries contributes to the overall diversity and vibrancy of the dance community. By breaking down financial barriers to access, the academy creates a more inclusive and representative space where talent from all backgrounds can thrive and enrich the artistic landscape. Bursary recipients bring unique perspectives, experiences, and talents to the studio, enriching the learning environment and inspiring their peers.

The Creative Academy's studio bursaries offer opportunities for young performers from economically disadvantaged backgrounds. By providing access to high-quality training and resources, the academy enables these talented individuals to pursue their aspirations and realise their potential in dance. Through initiatives like these, we create a more equitable and inclusive arts community, where talent is unlimited and every young person can shine.

### Bursaries for the BA (Hons)

*(terms and conditions apply)*

- Boys Bursary (aimed at male and male-identifying students) – up to £9,000 per annum
- Last Mile Bursary (aimed at students from underrepresented backgrounds) – £1,000 per annum
- Rifco Arts Bursary (aimed at South Asian Students seeking training in Musical Theatre) – up to £1,500 per annum
- Slough Bursary (aimed at young people who went to Slough Schools and live in SL1 to 3) £1,500 per annum
- The Independent Bursary (aimed at care leavers and/or orphans) – £2,000 per annum



**Inspire** – Outreach/access and participation programme

- Creative Academy College of Performing Arts
- Outreach to FE and Pre-voc
- Slough and Windsor Schools Dance Programme
- Spiral Dance for adults with learning difficulties
- Slough Schools Dance Festival
- This Boy Can Dance Too



## Promoting performing arts and physical activity in Schools:

The Creative Academy delivers six-week dance programmes in primary and secondary schools across Slough and Windsor, commissioned by the Slough Schools Sports and Physical Activity Network and the Windsor Sports Network, with the dual aim of promoting artistic expression and increasing physical activity levels. These school projects also contribute to the Community Dance 2 module for BA (Hons) dance students, providing valuable community engagement and applied practice. Dance is presented as a distinctive form of physical activity that goes beyond exercise, cultivating creativity, self-expression, collaboration, and personal growth. By integrating dance into the curriculum, the initiative addresses rising levels of sedentary behaviour and high screen time, encouraging healthier habits and fostering a culture of wellness and vitality.

The programme's impact extends into social and emotional domains, building students' confidence, communication, teamwork, and sense of belonging through group choreography and performance. For many participants, dance becomes a constructive outlet for emotions and creativity, helping them to connect with others and with their own identities. Overall, these programmes function as catalysts for positive change, enhancing physical fitness and nurturing lifelong appreciation of dance while contributing to a healthier, happier, and more vibrant community.

**Creative Academy College of Performing Arts** – (Partnership)

The partnership between Creative Academy, Prodigy Dance Studios and Slough Borough Council Community Learning & Skills offers a locally rooted model of inclusive arts education that directly reflects the ambitions of the government's 2026 Schools White Paper, Every child achieving and thriving. Two Creative Academy graduates, Molly Southall and Elysia Westwood, are provided with free space and facilities to deliver affordable dance and musical theatre courses, widening participation for children and young people who might otherwise be excluded by cost barriers. This aligns with the White Paper's focus on tackling disadvantage, strengthening enrichment entitlements, and ensuring every child can access stretching, enriching and inclusive experiences beyond the core curriculum.

At its heart, the partnership champions high expectations, inclusion and community engagement by creating structured pathways into teaching, mentoring and leadership for new instructors, echoing the White Paper's emphasis on developing a skilled, values-led education workforce. Courses are tailored to local needs, foster cross-cultural exchange and support belonging and wellbeing, resonating with reforms that require schools and partners to promote pupil engagement, monitor belonging, and deliver broad enrichment opportunities for all learners, including those from disadvantaged and SEND backgrounds. By embedding arts education within a community-led ecosystem, this collaboration helps realise the White Paper's vision of schools and local providers working together so that every child can attend a good or outstanding setting, thrive academically, socially and creatively, and see their talents recognised and nurtured.

## Five-Year Strategic Vision for The Creative Academy

*Innovation, Inclusion, Inspiration* in Cultural Heritage, Creative Education & Creative Industries

In today's fast-paced and ever-evolving creative landscape, educational institutions need to adapt and grow strategically to meet the dynamic needs of their communities. The Creative Academy, a beacon of artistic excellence and learning, recognises this imperative and has devised a robust five-year strategy to enhance its offerings and impact on the local creative landscape. The strategic vision outlines four pivotal goals to be achieved by 2025, 2026, 2027, and 2028, which collectively ensure the Academy remains at the forefront of creative education and community engagement.

The Creative Academy's five-year strategy is a visionary blueprint to elevate the institution's role as a catalyst for creativity while reinforcing its commitment to education, community, and cultural heritage. Through strategic infrastructure enhancements, organisational restructuring, collaborative partnerships, and community-centred initiatives, the Academy is poised to shape the future of creative education and contribute significantly to the socio-cultural fabric of Slough. With a dedicated focus on sustainability and inclusivity, The Creative Academy stands ready to inspire and nurture the next generation of creatives, ensuring their voices, stories, and talents are celebrated and cherished for years to come.

The Creative Academy has several opportunities for growth in the complex performing arts education sector:

- 1. Expansion of Course Offerings:** The academy is expanding its course offerings to include specialised programmes in niche areas of dance, such as teaching qualifications, contemporary, ballet, hip-hop, choreography, and Physical Education. By catering to a diverse range of performance styles and interests, the academy can attract a broader pool of students and meet the needs of the evolving dance industry.
- 2. Collaboration and Partnerships:** Collaborating with other arts organisations, performing arts institutions, and industry professionals can provide opportunities for joint programmes, workshops, and performances. Partnering with local schools, community organisations, and dance companies can also help expand outreach and attract new students to the academy. Developing the 'Alliance' partnership
- 3. Incorporation of Technology:** Embracing technology in education can enhance accessibility and flexibility for students. Integrating multimedia elements, such as video tutorials, online forums, and interactive learning platforms, can enrich the learning experience and appeal to digital-native students.
- 4. Professional Development and Industry Connections:** Offering professional development programmes, linking graduates to opportunities and training, certifications, and networking events for creative educators, creatives, and performers can enhance the academy's reputation as a hub for dance excellence. Building strong connections with industry professionals, performing arts companies, and talent agencies will also create opportunities for graduate placements, internships, and career advancement.

Overall, by leveraging these opportunities and staying attuned to industry trends and student preferences, the Creative Academy can position itself for growth and success in the dynamic and competitive performing arts education sector, while maintaining a affordable approach.



## Plans beyond 2027

**The BA (Hons) Sport and Physical Education** at Creative Academy is a practice-led, community-focused degree created through a not-for-profit partnership between Slough Borough Council, a university, and Slough School Sport and Physical Activity Network (SSSN), with placements in 50 of Slough's 52 schools across primary, secondary, SEND, and independent settings. It directly addresses national and local shortages of qualified PE teachers and prepares schools for forthcoming Department for Education curriculum reforms by combining rigorous academic study with extensive, embedded school-based experience.

Delivery takes place in schools, the Creative Academy and The Curve community hub, ensuring accessibility, inclusion, and strong community engagement. The programme incorporates the Association for Physical Education Level 5 accreditation, enhancing professional status and employability, and is aligned with progression into PGCE and QTS through collaboration with Reading University's Berkshire Education Hub. This locally rooted yet nationally relevant model reinvests all funds into student benefits and programme quality, supports Slough Borough Council's strategic goals around skills, youth engagement, and economic resilience, and provides a scalable template for sector-led higher education nationally. It promotes social inclusion and social mobility by opening high-quality, employment-focused routes into teaching and sport for diverse and underrepresented learners.

**Development of a Graduate Jazz Dance Company** – Divergent Creative Academy will develop a graduate jazz dance company to elevate jazz dance's profile within the community and to the Arts Council, focusing on BAME & Neurodivergent dancers. This endeavour will include a two-week research and development phase to create a tour by 2026. The objective is to form a graduate jazz dance company to promote jazz dance. Success will be measured by completing the research and development phase and creating at least two original pieces of choreography for the tour. With access to skilled graduates and existing facilities, this objective is within reach. Jazz dance is an underrepresented genre that can enhance the academy's cultural offerings. The two-week R&D phase took place in late 2025.

**Development of a Monthly Arts Programme for Local Young People with YES** - Creative Academy aims to establish a monthly arts programme tailored for local young people, curated by and for them. This initiative is intended to foster creativity, collaboration, and community engagement among youth. Creating a monthly arts program dedicated to local youth participants. Attendance will be tracked, with a target of at least 30 participants per month. Utilising existing community resources and partnerships, the program is feasible to launch and sustain. This initiative addresses the need for more youth engagement in the arts, which has been shown to enhance social skills and academic performance. The programme will commence in September 2025, with evaluations conducted every three months to assess its impact.

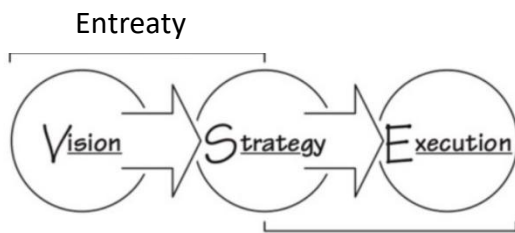
**Development of a Postgraduate Teaching Programme with Berkshire Education Hub** - Creative Academy, in collaboration with Reading University and the Imperial Society of Teachers of Dancing, seeks to develop a postgraduate teaching program that aligns with current educational standards and formats. The design and implementation of a postgraduate teaching program in partnership with established educational institutions. Given the established relationships with both universities, developing this program is realistic. This objective aligns with the institution's mission to cultivate skilled educators in the performing arts.

**Talent development and empowerment service** for local performing artists aged 22 to 30, including current degree students. This service will facilitate mentorship, workshops, and funding opportunities. Launch of a dedicated service to support performing artists in talent development in 2027. The objective is to serve at least 50 artists within the first year through workshops, mentorship sessions, and funding support. With existing staff expertise and community resources, this initiative is entirely attainable. Supporting young artists is crucial for sustaining the local arts ecosystem and enhancing community representation in the performing arts.

**Development of a Local Youth Dance Company** - To further enhance opportunities for local youth in dance, Creative Academy will establish a local youth dance company that incorporates both graduate and professional dancers, who serve as mentors to younger participants. The formation of a youth dance company featuring a mentorship model with graduate and experienced dancers. The company will aim to perform at least two public showcases within its first year, with a recruitment goal of 15 participants. Leveraging existing relationships with graduates and local dance professionals makes this objective realistic. This initiative provides a platform for youth to engage in dance, learn from experienced dancers, and develop performance skills.

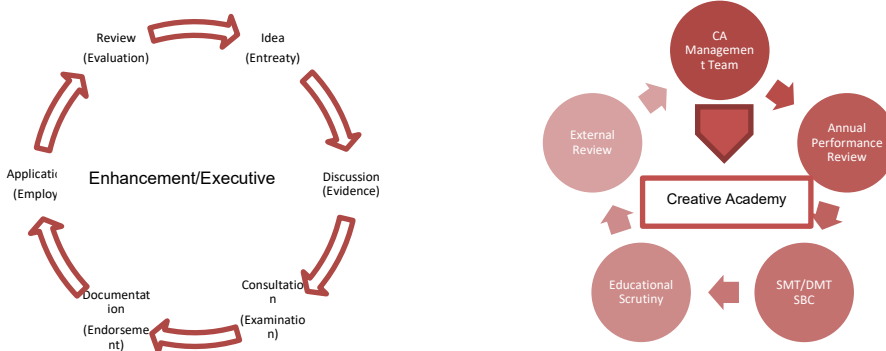
History – Creative Academy at 23 - Timeline 2003 - 2026

- 2002  
created by Heart of Slough, gained ESF  
Creative Horizons
- 2003  
Creative Academy launched.  
Dance in the Square
- 2004  
Asian Women in Art launched.  
Dance in the Park, the largest outdoor dance event in the UK  
Creative Academy nominated for a Municipal Journal Award
- 2005  
Creative Academy and partners gain £36 million of ESF  
Rambert Dance Company creates 'Capricious Shifts' tours the UK  
Creative Industries Development Service
- 2006  
European Tour of 'Capricious Shifts'  
Develops a Foundation Degree (FdA) Dance with TVU  
funds 'Kill Kill Faster Faster' wins Independent Movie of the Year  
Urban Action  
Opening World Rowing Championships
- 2007  
FdA Dance launched  
Regional winner of Enterprising Britain  
Mobile Mash Up featured Radio 1 and 1Xtra, and the Wall Street Journal
- 2008  
Opens a dance space at The West Wing Arts Centre  
Funds Rifco Arts to develop the first British Asian Musical 'Britain's got Bhangra'  
Spring Rites  
Urban Underpass  
100% graduate employment from the pilot year of FdA Dance  
Music and Dance in The Park with Jools Holland
- 2009  
Creative Academy launches BA (Hons) Dance with TVU/UWL  
Move It  
Creative Academy takes over West Wing Arts Centre  
Decade of Dance exhibition
- 2010  
Funds Rifco Arts to develop It ain't all Bollywood  
Hosts our 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  
Approved Centre status from the Imperial Society of Teachers of Dancing
- 2012  
Tree of Light for the 2012 Olympics
- 2013  
Creative Academy 10<sup>th</sup> anniversary  
100% Graduate Employment within one month of completing the course.  
Affiliate Membership the Council for Dance Education and Training
- 2014  
Successful audit with Quality Assurance Agency  
Finalists (Academy of Base) on Sky One 'Got to Dance'
- 2015  
Awarded accreditation by the CDET  
Developed a partnership with the London College of Dance Network
- 2016  
Brand new home for the Creative Academy (funded by Slough Borough Council & the Department of Education)  
Re-Validation of the FdA and BA (Hons) Dance
- 2017  
Quality audit with the Quality Assurance Agency  
Relationship developed with DK ProDUktions professional pantomime
- 2018  
2 X Dance Films made
- 2018  
2 Full-time Academics appointed  
Quality audit with the Quality Assurance Agency  
Slough Voluntary Sector Award Winners
- 2019  
Validation BA (Hons) Dance with Foundation  
Validation Master's in Dance  
Opening of the 6<sup>th</sup> Studio and classroom  
Refurbishment of MUGA
- 2020  
COVID  
First online show 'Revue'  
Online Teaching and classes
- 2021  
Pods/bubbles and distance teaching
- 2022  
Graduation Showcase Shaw Theatre  
BBC's Strictly Come Dancing films at The Creative Academy  
Pride in Burnham & Slough launches
- 2023  
Graduation Showcase moves to Marylebone Theatre  
Creative Academy at 20 celebrations  
Renewed relationship with the Arts Council  
Inspire & Spiral launched with Slough Schools Sports Network
- 2024  
Tasha Ghouri, Class 2019, is a celebrity finalist on BBC Strictly Come Dancing  
Creative Academy opens Tarzan at The Wilde Southill Park  
Creative Academy & SSSN host first Slough Schools Dance Festival  
Awarded £50K from UK Shared Prosperity Fund  
Nominated for Best Choreography at The Dance Awards  
Withdraw from the CDMT  
Launch (BA Hons) Musical Theatre Performance  
Launch Independent Bursary
- 2025  
Agent Panel Day  
50K UKSPF Funding to develop a studio theatre at the Academy  
50K Arts Council funding to develop arts programmes  
Launch of Divergent Dance with Josephine  
Slough School's Dance Festival doubles in numbers
- 2026  
Opened new studio for Acro & Aerial  
Launch Level 3 Diploma with SCL  
Launch Rifco Arts Bursary  
Dance in Slough study by Royal Holloway



Evaluation

Exploring how the **Creative Academy** Creates Enhancements and Developments



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

- Informal/formal from Industry
- Formal from the CA academic committee
- QAA/OFS/UWL/Students/SBC/Awarding bodies/EE

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

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

**Examination & Endorsement:** Consultation of strategic or public documentation and application of idea.

**Everything** must go through *management at Slough Borough Council* and then, *depending on specific document, policy and/or enhancement, it must be agreed by:*

- Corporate Management Team Slough Borough Council
- Global Partnership UWL
- London College of Dance
- London College of Music
- Slough Borough Council Cabinet
- Slough Borough Council Educational Scrutiny Panel
- Slough Borough Council Finance (Cost Centre Management)
- Senior Management Team Slough Borough Council
- Departmental Management Team Slough Borough Council

- Quality University of West London
- Communications Slough Borough Council
- Slough Borough Council

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

**Evaluation:** Review will take place during the annual quality review, the Council Education Scrutiny Panel, team meetings, the staff away day, and student meetings (evidence will be recorded in the minutes).

**Enrichments & Enhancements for 2024 (Post-COVID):**

- Expand teaching space within (Subject to venue development)
- Return optional and mixed classes to the timetable
- Reach 150 students for the whole school by 2027
- The Creative Academy (Slough Borough Council) aspires to become an Approved Fee Cap category with the OFS, as we aim to reinvest more money to make the programme more affordable, create more bursaries/scholarships, and widen participation in access to Higher Education.
- Innov8 – training programme for talented and gifted students

Enhancements: Our vision is supported by the potential future Arts Council-funded programme "The Academy," which aims to establish a local and student programming team. This initiative will also create a graduate-focused space for creation, showcasing, research, and development, strategically positioned at the core of Creative Academy's programmes. This space will be affordable and designed to foster creativity and innovation among students and graduates alike.

**Review** (*evaluation and challenge*)

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

- external: verification activity, 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 and the UWL performance team, the above will create opportunities within specific areas of the Creative Academy programme to share information on promising practices and quality improvements in learning and teaching.

Student Representation will work with the Academic Team, the Quality and Data Team, and partners from UWL and SBC to ensure student involvement in quality enhancement. This includes initiatives such as the Learning Contract, Student Charter, collaboration agreement, feedback engagement, class participation, and industry links. Representation on the Steering Committee will be led by The Creative Academy staff team, Student Reps, the Director of London College of Music, the UWL Link Tutor, and senior management at Slough Borough Council, including Elected Members or Members of Parliament (depending on availability), as well as external independent practitioners. This will be governed by agreed terms and conditions. The management structure within SBC will provide leadership and guidance for The Creative Academy, ensuring that CA management coordinates with The University of West London and Slough Borough Council to approve any developments or changes to The Creative Academy policies, and that students can engage fully with the leadership of the degree and associated programmes. Examples of promising or good practice in learning and teaching will be gathered through activities such as annual academic monitoring, Creative Academy Reviews of Learning & Teaching, and scrutiny of higher education activity.

The Creative Academy's promotion process will consider students' performance in learning and teaching, with a focus on enhancing both. The Academy will foster connections with industry and partner organisations, where possible, linking modular and non-modular aspects of quality enhancement. The academic monitoring process will pinpoint areas of promising practice and areas for development in learning and teaching across the Creative

Academy, ensuring these are shared and acted upon by referring to the appropriate organisations, subject to data protection and health and safety considerations.

### **The purpose of the 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 conduct regular self-evaluation and dialogue, resulting in 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 practices.
- To identify strengths and weaknesses with a view to sustainable improvement.
- Annual reports and Annual Reviews are evidence-driven; review events are conducted in accordance with the peer-review principle, with participation by external subject specialists.

### **Purpose of Slough Borough Council Education Scrutiny Panel**

Slough Borough Council operates under a system in which 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 to Cabinet, Council and external bodies based on 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, including Slough's budget. Three other panels investigate matters within their specific areas of interest, as indicated by their names.

More details on these four committees are available below.

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

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

The committees outlined above meet regularly. The Overview and Scrutiny Committee meet at least nine times a year, and the other three meet six times a year. Agenda papers, minutes of previous meetings, and dates of future meetings are available on the 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 provisions)

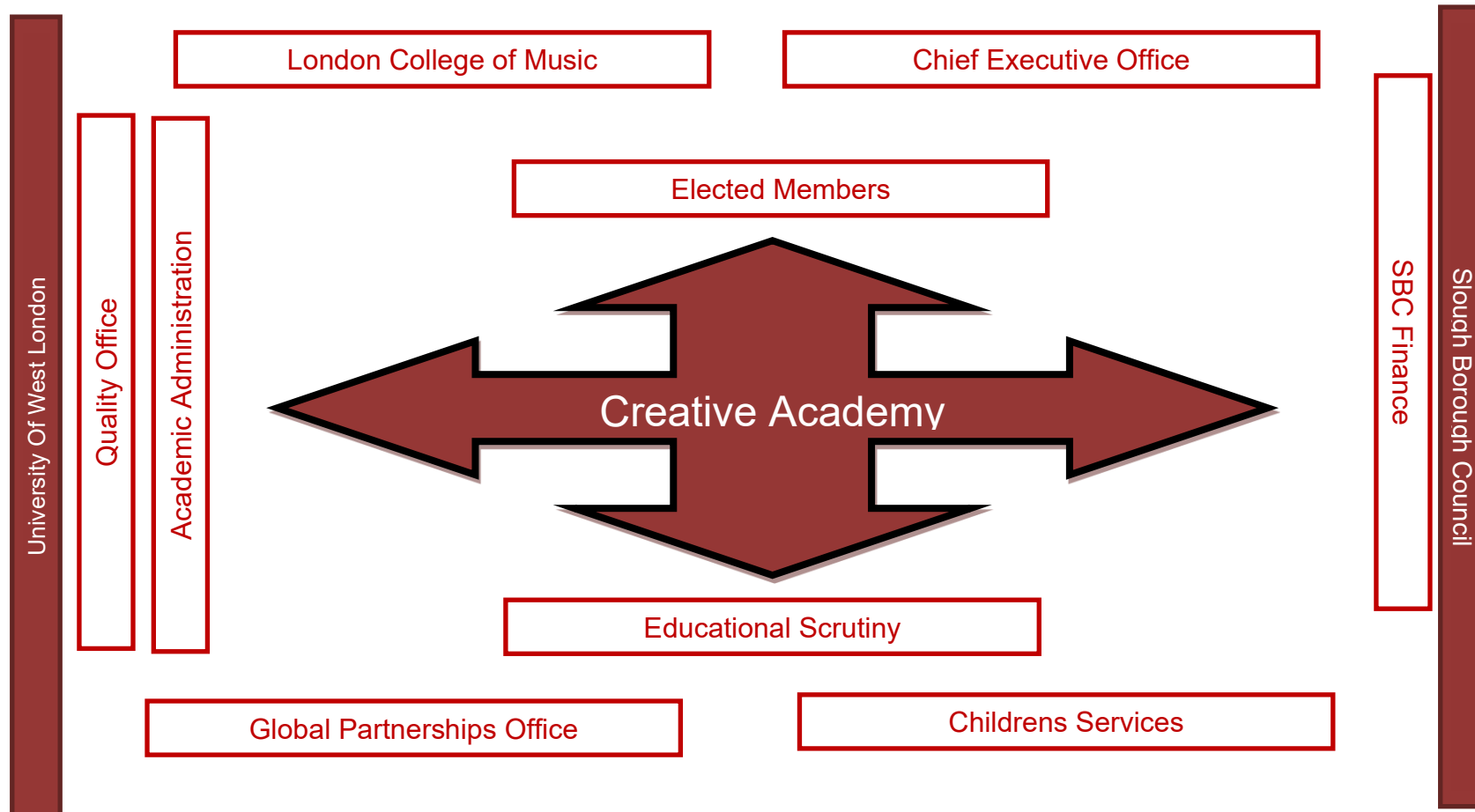
Children's Services

Youth Services / Young People's Centre's

Youth Offending Team

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

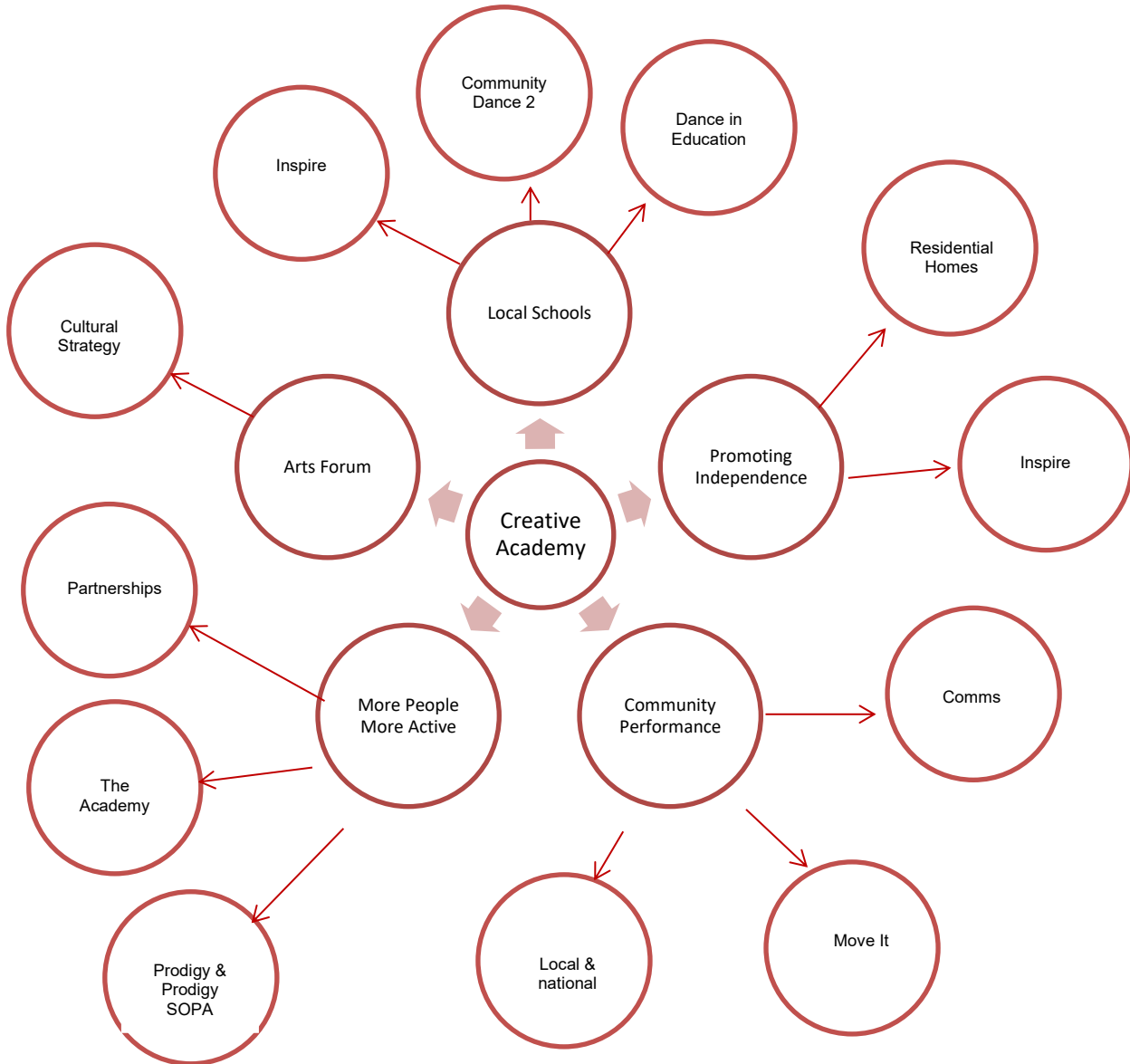
## Hierarchy of Management, Quality Assurance and Academic Higher Educational Standards at Slough Borough Council (Creative Academy)



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## Mapping Creative Academy activity

Slough Borough Council puts **PEOPLE** first  
 University of West London puts **STUDENTS** first  
 The Creative Academy puts its **STUDENTS** at the centre



Document Version: <Version 3>

**Collaborative Partnership** Slough Borough Council & University of West London**Working to meet Slough Borough Council priorities:**

1.
  - A borough for children and young people to thrive Providing quality services for vulnerable children and those with special educational needs and disabilities (SEND)
  - Improving outcomes for disadvantaged children and young people
  - Tackling high rates of child obesity Increasing children and young people's participation in decisions that affect them and in shaping the future of Slough.
2.
  - A town where residents can live healthier, safer, and more independent lives.
  - Working with partners to target health inequalities and promote wellbeing.
  - Supporting residents to be as independent as possible, whilst providing quality services for the most vulnerable adults
  - Improving community safety and tackling anti-social behaviour - providing a safer town to grow-up.
3.
  - Engaging with businesses to create new employment opportunities for Slough families and routes to upskill.

Corporate plan: [Corporate Plan 2023-27 – Slough Borough Council](#)

**Working to support the University of West London's priorities:**

- supporting our students of all ages, abilities and backgrounds throughout their studies.
- investing in our academics and their research, thus providing funding for innovative programmes.
- investing in our facilities, assuring that our students and staff can learn and work in a stimulating environment.

Our Mission is to nurture talent in all its forms, regardless of social background, gender, sexual orientation, or ethnicity, and to empower our graduates to be confident, healthy, and leading career professionals.

Governance [University of West London \(uwl.ac.uk\)](http://www.uwl.ac.uk)

[Our strategy | University of West London \(uwl.ac.uk\)](#)



**Policies & Documents SBC vs UWL**

**SBC take priority**

Accident Reporting & First Aid  
 Anti-Bribery & Anti-corruption  
 Building & Facilities  
 Communications  
 Data & Data Protection  
 Data Protection Policy  
 Declaration of interests  
 Dignity At Work  
 Disciplinary & Grievances  
 Disclosure & Barring Service  
 Discrimination  
 Drug & Alcohol Policy  
 Domestic Violence & Abuse Policy  
 Employee Wellbeing & Benefits  
 Environmental Policy  
 Equalities (Equal Opportunities & Diversity)  
 Equality, Diversity & Inclusion  
 Finance  
 Freedom of Speech & External Events  
 Health & Safety  
 Human Resources (HR)  
 Information Technology (IT)  
 Legal  
 Lone Working  
 Managing Performance  
 Modern Slavery  
 Occupational Health  
 Pay Scales  
 Prevent Duty (CONTEST)  
 Recruitment & Best Practice  
 Safeguarding Children & Adults Policies  
 Staff Development & Training  
 Stress At Work  
 Transgender Policy & Guidance  
 Whistleblowing

**UWL takes priority**

Academic Offences Regulations  
 Academic Regulations  
 Appeals Regulations  
 Complaints Procedure Policy (Students)  
 Dealing with Unacceptable Behaviour  
 Exceptional Circumstances Regulations  
 Fair Access to Assessment Policy  
 Quality Assurance of Academic Standards  
 Recruitment and Admissions Policy  
 Teaching & Learning Strategy  
 Student Terms & Conditions  
 Validation Agreement

**Creative Academy localised**

Access & Participation Policy  
 Artificial Intelligence Policy  
 Auditions Appeals & Complaints  
 Cause for Concern (Student in Distress)  
 Cause for Concern Policy  
 Choreography Policy  
 Complaints & Appeals Procedures  
 Consumer Protection Law  
 Disability & Mental Health Policy  
 Entry Requirements Policy  
 Fit to Study Policy  
 Harassment, Sexual Misconduct & Unacceptable Behaviour  
 Inclusion, Diversity, Equality, Accessibility  
 Internal Verification Policy  
 Media Consent  
 Mission Statement  
 Module Study Guides  
 Parental Engagement Policy  
 Peer Observation Policy  
 Prevent in H.E Statement  
 Programme Handbook  
 Public Information Policy  
 Refund & Compensation Policy  
 Safeguarding Statement  
 Social Media Policy  
 Student Absence Policy  
 Student Charter  
 Student Communications Policy  
 Student Learning Agreement  
 Student Protection Plan  
 Student Representatives Policy  
 Student Support Strategy  
 Terms & Conditions  
 The Golden Thread - Development, Enhancement, Governance & Quality  
 Value for Money  
 VLE Statement  
 Wellbeing Referral Process  
 Wellbeing Strategy  
 Work Based Learning Statement