



*a point at which ideas come together, connections are made and new turns are taken*

## **Vision**

Creative Junction is a community interest company based in the South East working with and for young people and the creative and cultural sector to make change happen.

This change comes through embracing a collaborative approach and from building partnerships to develop creativity and to connect powerful, innovative learning across sectors.

Our vision keeps young people at the centre to ensure they are being inspired, enjoy learning and are able to manage their own transformation. We know that learning actively through art and cultural experiences develops their knowledge, skills and attitudes. We want to see young people as independent thinkers and confident communicators, to realise their potential, and to be better able to take part in the future workforce. We encourage their participation as active and global citizens.

We intend to influence the understanding of the value of artistic approaches to learning and to promote integration and collaboration between agendas for young people. We advocate widely to demonstrate how arts practice and creative learning cuts across and links agendas (including workforce development, regeneration, learning, social cohesion, culture, wellbeing and enterprise). We want our shared practice to influence local, regional and national policy-makers.

Our vision includes ambitions for our organisation. As a learning organisation, we work consciously to model change in our own setting and support staff in adopting and enabling change. We strive to be an organisation that is respected in its set-up, operation, principles and practice: an organisation that is innovative in the way in which it conducts itself; an organisation that encourages its team to learn, grow and shine; an organisation that takes on challenge and sustains itself as a modern social enterprise through pioneering and concerted approaches.

In reaching our vision we use the knowledge and expertise gained from initiating and delivering an extensive and varied portfolio of programmes and partnerships, including the most significant national creative learning initiatives of the current decade, and building on the solid foundations of many years' leadership expertise and experience in learning and creative practice.

## **Who do we work with to make change happen?**

### **We work with and for young people to enable their own transformation**

Through a range of arts and creative opportunities and collaborative approaches we are working with and for young people, including those most disadvantaged. We do this in order to encourage independent, inquisitive and innovative thinking; to enable risk taking and to empower through challenging a poverty of aspiration.

We look for ways to support young leaders, acknowledging young people as participants and makers in a growing creative economy who can and do author their own arts and cultural experiences.

### **We work with and for families and communities to open up choices and chances**

We recognise that family and community influence and impact on the life choices young people are given and make. We enable wider access to arts and cultural opportunities; enriching communities by strengthening families, increasing community cohesion and offering potential for social and economic regeneration. We work in partnership with local authorities and community groups to ensure resources and opportunities are maximised. We are supporting families to overcome real or perceived barriers to accessing arts and cultural opportunities in order that all young people and those that care for them are able to have high quality shared experiences.

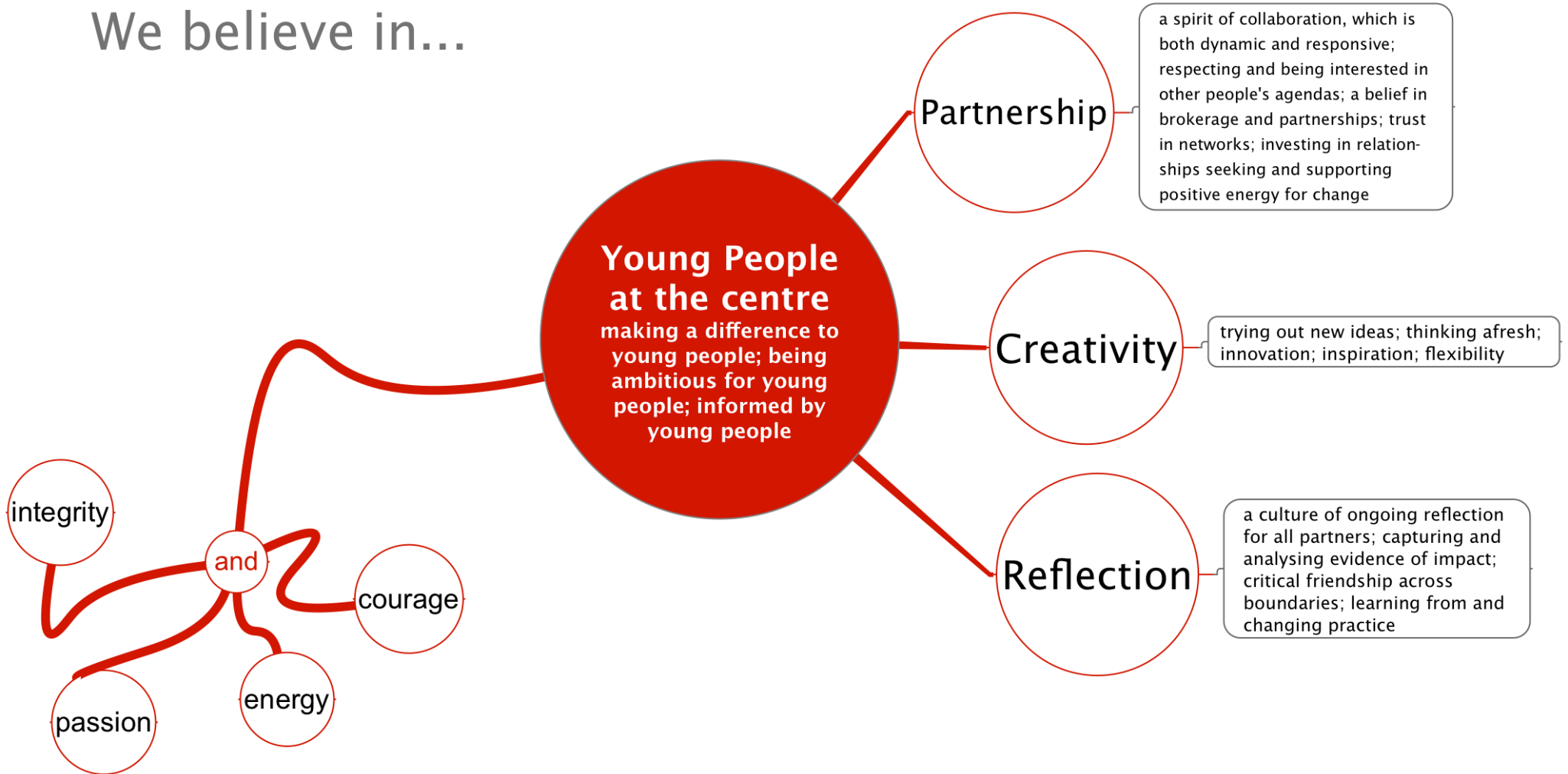
### **We are working with schools and other settings to innovate, connect and explore**

We support innovation and change in learning settings. We offer professional learning and collaborations between artists, arts organisations and the children and young people's workforce delivering real outcomes. We wish to see young people being inspired and enjoying learning, with access to a wide range of arts opportunities and people.

### **We are working with the arts and cultural sector to provide great inspiration**

We work with artists and arts organisations to offer different perspectives to life and make change happen locally, nationally and internationally. We support them to bring a unique approach to engaging young people, and those who live and work with them, in accessible, informal, enjoyable learning experiences. We support arts and cultural organisations to work in cross sector partnerships, developing their practice and programmes and to be influenced by and relevant to young people. Artistic practice offers a chance to question, imagine what could be, give new insights, make connections and reflect and review. These qualities applied by inspirational role models from across the sector achieve positive, real world outcomes for young people.

# We believe in...



Creative Junction ...

### **initiates, incubates and innovates**

... **by initiating new partnerships across sectors; sharing expertise in imagining, brokering and delivering partnerships for creativity.** We deliver arts rich and creative learning programmes for young people in schools and other settings.

... **by supporting those who wish to research and develop new strands of work in this field.** We grow resources to support people to research, shape ideas and source funding to lead new work.

... **by supporting practitioner research and ensuring innovative practice informs thinking.** We identify new practice and facilitate enquiry-based approaches to learning.

### **develops expertise**

... **by working with other learning providers to ensure an integrated offer for artists and children and young people's workforce.** We support and deliver of a range of professional learning opportunities, often collaborating with other organisations.

... **by delivering tailored professional support for arts leaders, learning leaders and their teams.** We offer a coaching, mentoring and action learning service for individuals and groups in arts organisations, schools, local authorities and other organisations.

... **by delivering professional learning programmes to support those engaging in partnerships.** We design and deliver flexible arts and creative based learning programmes.

### **champions and advocates**

... **by capturing and disseminating exciting arts and learning practice in order to influence policy.** We monitor, evaluate and provide evidence from our own programmes and other good practice.

... **by supporting the voice of young people in schools and other places.** We work practically with young people to recruit artists; to research; to promote and lead dialogue.

... **by making connections between regional and national frameworks and agendas.** We work with others to support change.

... **by delivering media and publication campaigns.** We capture case studies and stories from programmes to create content for publications through the media, websites, publications and film.

## **generates conversations and collaborations**

... by creating opportunities for dialogue with and about young people, art and learning. We design and organise conferences, seminars and conversation events.

... by acting as a creative thinking sounding board for those who work with young people. We listen to ideas, offer advice and feedback and engage in creative conversations with schools and other organisations to support innovation and change.

... by making introductions between formal and informal learning providers and those in the arts and cultural sector.

... by seeking a shared language about arts practice and creative learning for those working in different sectors. We discuss, consider, seek to understand, explain and share conversations.

## **Partnerships, projects, programmes – principles and practice**

All Creative Junction's activity is characterised by **creative, enquiry-based and reflective partnership working**, leading to learning for all involved. Our approach enables children, young people and families, those who work with them and artists and arts organisations to develop new work, within a clear framework with a common aim.

The approach is simple:

- **Conversation:** Discussion about overall aims and initial thinking and interesting questions
- **Preparation:** Identification of delivery partners and recruitment of artists: preparation and co-planning, supported by programme leaders
- **Agreement:** Partnership agreement, budgets and contracts drawn up
- **Practical partnership activity:** a series of sessions delivered over an agreed period of time, supported and monitored by programme leaders, reflection built in to sessions helping to guide and shape practice
- **Deep Conversations** at the mid-point and end-points of the project around a set of outcomes agreed at the planning stage – summarised in documentary form
- **Dissemination:** Presentation of **Virtual Scrapbook** and shared learning

## **Current and recent programmes include:**

### **Create Compete Collaborate**

CCC is the South East's principal objective for 2012 relating to young people. It is a groundbreaking ambition: *'Every young person in the South East has the opportunity to participate in a project with young people from another country between by 2012.'* CCC uses the inspiration of the 2012 London Games to increase opportunities for every young person in the region to engage internationally with their peers and leave a legacy of young people with broadened horizons, new skills, enhanced global awareness and connectedness.

### **SEGRO Young Artists**

A collaboration with SEGRO PLC, the pan-European property development and investment company, to lead on a programme of partnerships between SEGRO, schools and artists to inspire young people, develop talent and celebrate art.

### **Get Digital**

Working with two theatres, a gallery, a film company and a museum, we are developing projects that actively engage children and young people through partnerships with artists to explore digital opportunities

### **Family Learning**

A continuing programme of work delivered across Berkshire and Oxfordshire with arts organisations, local authorities, family mediation and community safety charities to engage families in artist lead projects in town centres, theatres, galleries, Sure Start Centres, libraries and community settings.

### **Creative Partnerships**

Creative Junction has delivered this national programme since 2002, to 100 + schools per year across Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes. The programme is designed to develop the skills of children and young people across England, raising their aspirations, achievements, skills and life chances. We foster innovative, long-term partnerships between schools and creative professionals.

### **The Learning Revolution**

The programme supported informal adult and family arts based learning in Slough; connecting together learning for pleasure, self-development and community development. The aim was to develop a wide range of new learning partnerships that engage learners in a variety of community contexts with artists. We worked with more than 25 organisations in one local authority to deliver this programme.

### **Arts Awards**

The Arts Award mission is to support young people who want to deepen their engagement with the arts, build creative and leadership skills, and to achieve a national qualification. Through Arts Award at Bronze, Silver and Gold levels, young people aged 11–25 can explore any of the art forms including performing arts, visual arts, literature, media and multimedia. The award builds confidence, helps young people to enjoy cultural activities, and prepares them for further education or employment.

### **Sing Up East Berkshire**

Part of a national programme aimed to get all young people to enjoy singing; Creative Junction worked in partnership with music services and lead schools in Slough and Windsor to deliver a comprehensive and far-reaching programme linking singing leaders to schools, youth settings, arts and community settings.

### **Experts on the Ground**

In collaboration with artists and other organisations, we design and deliver professional learning programmes for people working in youth and youth offending settings, Sure Start centres and Extended School Services across the Thames Valley. Those working with children partner artists to explore different and best practice in engaging their young people.

### **Young Creative Leaders Programme**

Creative Junction co-designed and supported a pilot programme to create opportunities to develop young creative leaders by supporting their early professional development. The aims were to develop youth participation and leadership; offering personalised learning opportunities; linking young people with mentors, trained by Oxford Brookes University, to support their goal-setting, learning and reflection.

### **Mediabox**

In partnership with a local media organisation, we worked with four regional partner organisations over 3 months to engage four socially mixed groups in creating a media output around a theme or issue important to them.

## **Operations, Governance, Consultation & Structures**

Creative Junction CIC is a Community Interest Company.<sup>1</sup> Two directors lead the core team and undertake the responsibility of driving the vision, managing the team and programmes of work, financial management and planning. Creative Junction is entrepreneurial in its approach to new business, raising funds to further its activities in a number of ways. These include bidding for contracts, applying for funding to carry out projects and, where appropriate, trading through offering a tailored portfolio of services.

Creative Junction's core purpose is to promote creativity, learning and change and we intend these qualities to be reflected in the way we are organised and the way we work.

Creative Junction is a flexible employer, building on the strengths and enthusiasms of the people working with and for the company. We encourage a learning ethos, expecting that learning to inform the growth of the company.

### **The core team**

People who work with us thrive on challenge, are willing to explore new ideas and ways of working and they are forward-thinking.

Our staff structure is very simple. There are two teams – the directors and the core team – with two shared job descriptions and flexible work plans. This provides us with a flat structure: people on the core team have equal status and value in the organisation.

The core team are best described as: match makers, trouble-shooters, creative thinkers, diplomats, sounding boards, event organisers, communicators, journalists, influencers, story-tellers, evaluators, in the vision business ...

Working practices are flexible, using IT solutions to enable office, hot-desk and home working. However, it is important that there continues to be a real sense of team and that people have access to each other through shared office space and a regular pattern of meetings and events. Weekly team meetings enable us to share ideas and learn from our work, to develop new thinking and ensure that we feel connected to the whole picture. Quarterly team conferences are the time to take stock and review work plans.

Individual team members are each supported by one of the directors, through one-to-one meetings every four to six weeks, where they will consider progress and think about development. The two directors meet regularly to consider their individual and shared performance through facilitated peer review and action learning processes.

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<sup>1</sup> Community Interest companies are limited companies, with special additional features, created for the use of people who want to conduct a business or other activity for community benefit, and not purely for private advantage. This is achieved by a "community interest test" and "asset lock", which ensures that the CIC is established for community purposes and the assets and profits are dedicated to these purposes. Registration of a company as a CIC has to be approved by the Regulator who also has a continuing monitoring and enforcement role.

## Young people

Creative Junction is working to develop opportunities to bring young people more directly into our day to day delivery of work. Every year we take on at least 15 work experience placements and host several undergraduate student visits and placements. In 2010/11 Creative Junction is hosting a six month **Future Jobs Fund** placement, challenging ourselves to think about how to support a long term unemployed young person in becoming a proactive creator and consumer of art, and develop his aspiration to work in the creative industries.

## Associates

A group of free-lance consultants and researchers work with Creative Junction, bringing together a body of expertise to support the shaping and development of the company.

## Extended team

Many project leaders, creative agents, artists and free-lance practitioners work with the Creative Junction team to deliver the body of work. All share responsibility for understanding the whole of our work and promoting Creative Junction values.

## The Sounding Board

We are supported by a Sounding Board: a small group of individuals who are strong thinkers and strategists, invited from a variety of organisations, institutions and fields from the arts and learning sectors. This group meets regularly to help oversee the company's work and inform future direction. It is for:

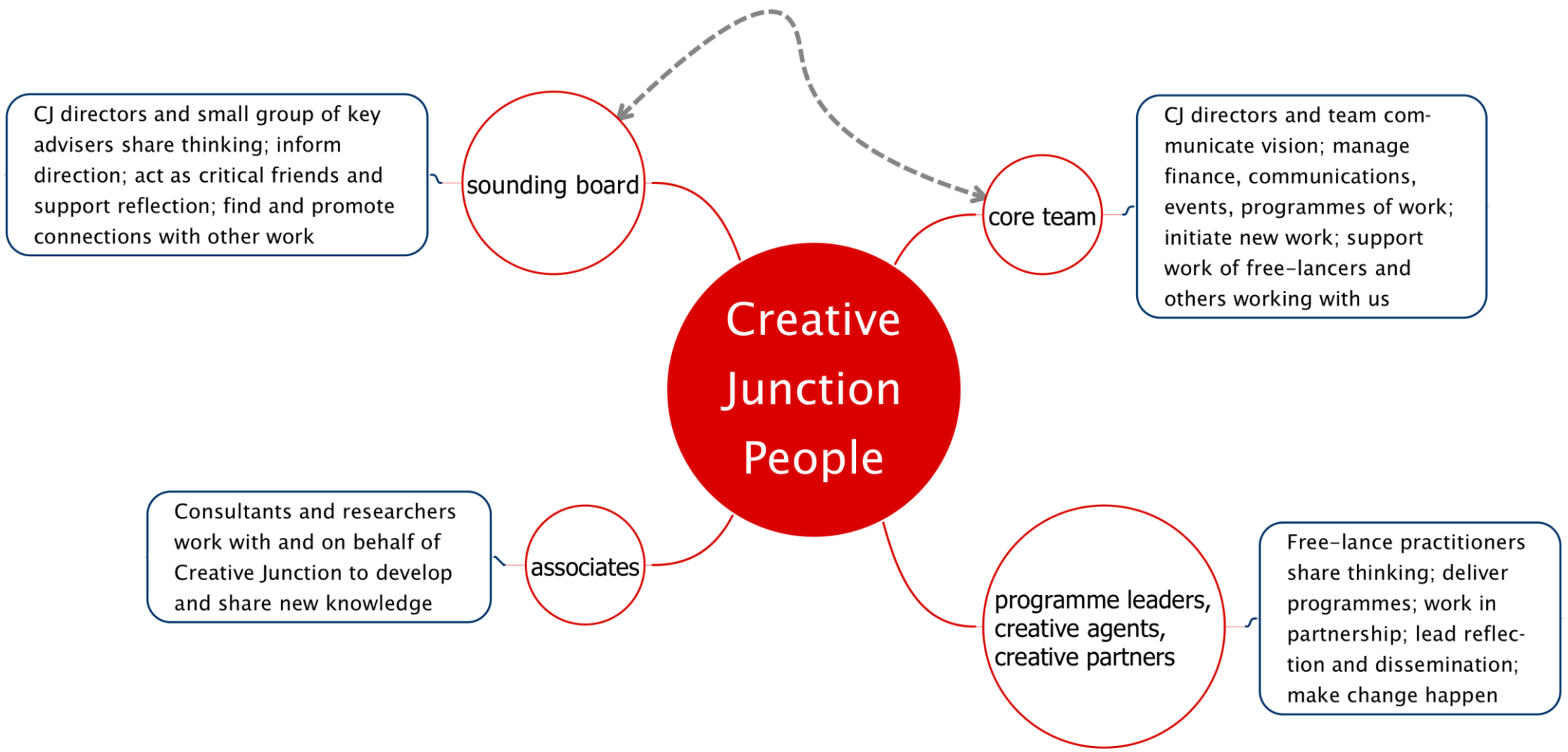
- The generation and discussion of ideas
- Ability to join up agendas for young people
- Strategic influence
- An advocacy and campaigning group
- Professional support for directors
- Trouble-shooting and solving problems

It is an influential group, seeking to make connections, regionally and nationally and interested in shaping policy. The group is both inward and outward facing, members seeking to learn from each other, empower and collaborate, as well as to influence and be influenced by new opportunities and external ideas.

### Sounding Board Members:

<b>Sue Raikes OBE</b>	Visual and ceramic artist; Chief Executive, Thames Valley Partnership until 2008
<b>Jane Bryant</b>	Chief Executive: Artswork
<b>Mehar Brar</b>	Scientist; School Improvement Adviser; consultant

<b>Jan Fredrickson</b>	Education consultant; founder and leader of the Hlanganani Learning Partnership
<b>Frank Newhofer</b>	Photographer, education expert and consultant
<b>Rob Deeks</b>	Founder and leader of Aik Saath, young people's conflict resolution group
<b>Claire Toogood</b>	Arts Council England
<b>Dinos Aristidou</b>	Theatre practitioner; consultant



## Contact information

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