



Information to start a
With One Voice
Local Franchise Choir
in your community



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Welcome

The *With One Voice* movement is about strengthening communities and inspiring individuals to find their voice. We believe **empowered individuals and supportive communities are better placed to solve society's** big challenges including cross-cultural integration, unemployment, mental illness, productivity, skills shortages, loneliness and isolation, family fragmentation, homelessness and more.

The *With One Voice* movement is more than just singing with your local community choir. It is an opportunity to create real connections between the diverse people in your community. It is about reaching out to those who are experiencing disadvantage and encouraging the socially advantaged in our community to engage with, learn from and help these people.

We welcome all communities from across Australia to create a *With One Voice* Local Franchise choir.

If you would like to apply to set up and run a *With One Voice* Local Franchise in your community, you will need to read the following information, and ensure you can answer, these questions:

1. What is your understanding of our With One Voice model?
2. What is your local community need?
3. Who is the Local Community incorporated organisation who will Partner with you?
4. Will they sign a MOU with Creativity Australia to establish the choir?
5. Who have you recruited to help, where do they come from, what expertise do they bring?
6. What plans will you/or could you make to reach financial viability?
7. How will you achieve diversity and growth targets to generate viable member numbers in Year 1?
8. What will be your choir rehearsal details?

The clearer you are regarding these questions, the more successful your application is likely to be.

Then [complete the online application form](#)

How the *With One Voice* Local Franchise works

With One Voice Local Franchises are set up and ran by local volunteers using the resources and materials provided by Creativity Australia.

By establishing a local community choir under the auspices of Creativity Australia (as a registered charity) you hold a licence that enables the choir to raise funds to support projects and initiatives at a local level.

The choir is set up as an unincorporated association under the umbrella of Creativity Australia. This includes an independent bank account which is jointly managed by the local choir volunteers and Creativity Australia.

There are seven key components to developing the program:

1. finding (or being) an incorporated Local Partner to support the program
2. finding an extraordinary music leader (who is empathetic and inspiring)
3. finding a safe, nurturing space to sing (that is accessible and close to transport or infrastructure)
4. bringing together a diverse range of local community individuals and organisations to promote, commence and participate in the program
5. seeking out diversity (all are welcome - all ages, backgrounds and cultures...no auditions)
6. **nurturing social connections (rehearse weekly, share supper, share the "Wish List")**
7. building sustainability (develop community & business connections, recruit helpers, fundraising).

Key things to note about a With One Voice Local Franchise

The *With One Voice* Local Franchise program is about partnering with local organisations and people to create *With One Voice* choirs in their own communities.

We Hope to create a network of choirs around the country who are committed to bringing the joy of song and the neuroscientific health and well-being benefits of group singing to all members of their communities.

All Local Franchises are made possible and seed funding made available through generous financial support from Government, Trusts and individual philanthropy.

The program as a whole is administered from a small but committed Head Office team based in Melbourne Victoria.

In order to maintain our network and ensure professional and positive operations we require ALL Local Franchises to be supported by a local incorporated business or organisation.

This entity will sign a MOU with Creativity Australia for an initial 2 years.

Having this formal relationship allows the choir to be supported locally, which is something that can't always happen in real time from our Head Office, and it also contributes to having a choir that is governed and managed appropriately, through proper dispute resolution practices, positive relationships and clear responsibilities.

It is important to remember that you are not creating your own little local choir; you are creating a Local Franchise of the *With One Voice* program. As a Franchise there are some requirements that keep our Brand and Model consistent and recognisable. Make sure you read the information and consider whether this is the right course of action for you and your community.

The choir will not be able to separate itself from Creativity Australia/ *With One Voice* without formally closing and our contract with Conductors ensures that they cannot continue to deliver the choir without these connections being in place. Our seed funding is not a way for people to use our resources then leave and run their own choirs, we aim to protect our IP and investments as much as possible.

At the end of 2 years there will be 3 options:

1. The Local Partner agrees to sign on for a further 5 years as a primary choir supporter,
2. The choir finds another Local partner who agrees to sign the 5-year extension, or
3. The choir becomes a directly managed choir by CA HQ – around 1/3 of our choirs are managed this way (*this is not a preferred option*).

We believe a choir must get to a minimum of 60 people in order to be a viable operation and will vigorously assist and encourage all our choirs to reach and exceed this milestone.

We aim to keep administrative requirements to a minimum where possible, but there is a need to record data such as membership numbers, attendance, choir guests, membership conversion and personal member information. We have invested heavily in a CRM system that will make these activities simpler and easier. This information assists us to help you and more importantly provides us with information we use to secure funding which supports the organisation as a whole (and most probably your choir too).

The model has been developed, reviewed and modified over 5 years and we hope you enjoy the benefits of this expertise.

Costs

It can cost up to \$15,000 per annum to run a *With One Voice* Local Franchise, though for most programs some needs are donated taking the costs down to \$10-12,000. Costs of running a choir may include:

Conductor (depending on total number of rehearsals and performances)	\$10,000
Venue @ \$50 per week	\$2,250
Supper @ \$35 per week	\$1,575
Resources, promotions and incidentals	\$1,500
WOV Annual Subscription (year 2+) - <i>example based on \$15,000 in revenue</i>	\$1,875*
Possible Annual Total (<i>reduced by securing items/ services in-kind or cheaply</i>)	\$15,325

The organising committee (and entire choir) is responsible for raising the funds to keep the program running every year. Where in-kind support can be found (i.e. venue and/or supper), this will reduce the total amount of fundraising the organising committee and choir need to undertake.

There are FOUR key ways a choir can generate income:

1. Membership contributions
2. Performance donations
3. Donations from local businesses, government
4. Participants accessing the NDIS through their NDIS plan

Most *With One Voice* choirs can raise between \$6,000 - \$12,000 per year through membership contributions. A further \$1,000-\$3,000 can be raised through performances and donations.

Member Contribution Model

Choirs, like all community-based activities, can struggle to ensure their project remains viable and sustainable while also meeting the needs of its community. *With One Voice* has a membership contribution model that creates sustainable choirs around the country.

As an inclusive choir, our number 1 priority is that NO-ONE is unable to participate due to an inability to pay. This is central to our ethos and operations. The challenge for each Franchise and its long-term viability is to engage, enthuse and recruit enough members who can and do contribute. For example, employed participants should pay up to \$500 per year (\$10 p/w) in membership and do so knowing that their membership directly supports the participation of those less fortunate.

Each member should contribute what they can afford. People experiencing financial difficulties are encouraged to speak to their Choir Coordinator about a reduced payment or other contribution options. An important way to more effectively engage those unable to contribute full fees is to have the choir **contribution part of a person's NDIS plan. This not only provides** welcome income for the choir but allows more money to be available to subsidise those who cannot access such funding.

We like people to think **about their membership in terms of 'My contribution helps my local *With One Voice* remain viable and assists others to attend as well as myself'.**

It is recommended that all choirs encourage their members to sign up on an automated payment process. This is not only the most efficient way to ensure financial sustainability but makes tracking and **receipting of contributions much easier.** A 'gold coin donation' or 'pay at the door' is not a part of our member contribution model, and will not sustain a long-term choir.

CA staff can talk about any of this that needs further explanation if you require on (03) 8679 6088

The *With One Voice* weekly program format

The *With One Voice* format is very simple: weekly rehearsals of approximately 100 minutes, roughly aligned using the following times:

- Singing: 60 mins
- Wish list: 10 mins
- Supper: 20 mins
- Clean up: 10 mins.

The Wish List is a very special part of the weekly program. It is the chance for members to help and care for **one another as a true 'neighbourhood community'**. During the weekly rehearsal Wish List volunteers read out wishes/requests and other things being offered by members. Some examples of exchanges through *With One Voice* wish lists are assistance with resumes, learning languages or how to use the internet, invitations to events, furniture, clothes, help moving house, job opportunities and other tuition.

- *We have a comprehensive Local Franchise weekly rehearsal guide that all successful applicants will receive during the choir establishment process*

Summary of steps to build a *With One Voice* choir

1. Once successful, Creativity Australia will be in touch about beginning the mentoring process and locking in dates and times for our weekly/ fortnightly/ monthly phone conversations (as needed).
2. Contact and conversation with your Local Community incorporated organisation who will Partner with you and sign the MOU. *The MOU MUST be signed before we proceed.*
3. Convene your local STEERING committee a around 4 people
4. Find a conductor
5. Confirm a venue for weekly program rehearsals
6. Decide how to provide supper
7. Connect to local government and charities, groups supporting disadvantage, businesses, traders and residents and ask them to participate by:
 - i. participating themselves and sending staff and clients
 - ii. sponsoring disadvantaged participants
 - iii. promoting to their networks via newsletters (electronic or otherwise), social media, booking a performance for a function
 - iv. donating to support venue, supper or conductor costs
 - v. hosting a launch event for business, community and government leaders to learn more about the program
8. Hold a launch event
9. Hold the first rehearsal and start singing no more than four (4) weeks later
Note: There may be times where timing means it's best to start rehearsing and launch at a later date. i.e We don't launch programs in December. Your CA mentor will guide you with decisions such as these.
10. Confirm your CHOIR Committee - preferably 7-8 people - that includes representatives from your local area. You would have outlined these people in your application.
11. Find a performance opportunity no more than four (4) months from the first rehearsal.

Volunteer roles required for each *With One Voice* choir

It is critical that each With One Voice start-up have a committed, engaged and motivated group of people involved. Establishing a high-quality and sustainable program requires a committed person to act as Coordinator and an organisation to lend support and resourcing.

Also critical to a choir's success is your With One Voice Organising committee (8 people recommended).

Your committee should consist of diverse leaders from different sectors within your community.

Eg. Representative from the LGA,
Principal of School/University,
Chamber of Commerce,
Community Centre,
Community bank, retailers,
Emergency services,
Social clubs,
Community foundations,
Local health and well-being services,
Migrant and employment services etc.



While not every role needs to be filled at the time of application, the goal will be to have these roles filled within three months.

NOTE: The conductor role is not voluntary.

What we expect from you and your team

1. Weekly delivery of rehearsals (min 45 times per year), that:
 - i) are run from a central, accessible and welcoming venue
 - ii) include sharing of wishes and a small supper (i.e. tea, coffee, sandwiches, fruit)
2. A minimum of four (4) community performances per year
3. The group represents the complete diversity of your community. It has approximately 50/50 mix of socially advantaged and socially disadvantaged participants that:
 - i) welcome and include everyone from the community, in particular those experiencing disadvantage
 - ii) support and encourage socially advantaged individuals to engage with, learn from and help participants experiencing disadvantage
4. Delivery of the program that has no barriers to entry for any participant. It is available to ALL: i.e. people who can't read music, have not sung before, are from a Non-English-Speaking Background, have a disability, are from different cultures/ faiths or do not have an ability to pay.
5. Repertoire that includes songs that represent hope, joy, diversity and fun
6. On-going fundraising and local financial support to help cover the direct costs of your conductor, venue, supper and program resources and allow subsidised members to attend without concern.

What you can expect from us

- Use of the Brand and Images associated with *With one Voice* and Creativity Australia
- Web-hosting and Facebook management
- All relevant licencing (e.g. Microsoft, One Music) and insurances (staff, volunteer and PLI)
- Monthly report outlining the financial and membership performance of your choir with feedback and advice
- Conductor support and contract management
- Coordinator and Committee support on an as needed/as requested basis
- CRM access, maintenance and improvement
- Online and In-person training and personal development opportunities
- Support with grants and general fundraising
- Promotional materials – e.g. banners, T-shirts, business cards, templates
- Monthly financial processing and reconciliation
- Inclusion in all appropriate Creativity Australia/ *With One Voice* events and activities

As we develop the model, progress our business and increase our national footprint, the list of benefits will strengthen and/or change as necessary.

Who should apply?

Creativity Australia welcomes applications to establish *With One Voice* choirs from all community-based organisations that have an interest in building healthier, happier, more inclusive and stronger communities.

There is no specific limitation on who can apply to start a *With One Voice* program, however, the organising committee, once fully established, cannot be made up of one group of people or organisation. The organising committee must represent the community and applications will be assessed based on their diversity and/or plan to achieve diversity.

It is anticipated that the types of community organisations that may wish to form a community choir under the *With One Voice* program may include:

- community/Neighbourhood Houses/Centres
- local Businesses keen to provide added social benefit to their communities
- local schools - disability organisations - job seeker organisations -
- community based organisations such as the Lions Club, Rotary religious groups, -
- sports groups, (*such as footy clubs, tennis clubs, bowling clubs*) - mental illness groups.

The above is not an exclusive list, however is intended to help stimulate discussion in the wider community about establishing a *With One Voice* choir in your local area. If you would like to discuss your application to establish a *With One Voice* choir, please contact Creativity Australia.

- Please note, local and state councils are not eligible to apply - although we encourage them to partner with a local organisation to submit an application.

Seed funding

Creativity Australia offers a limited number of seed funding opportunities each year. The seed funding is to cover initial costs of conductor, supper and venue (if **these can't be found in-kind**) while the program establishes itself in the community. Your grant will be (generally) paid in four instalments after choirs have met 4 establishment and choir health milestones (i.e. 1st rehearsal, launch, 6 months/40 members).

During the first six months one of our program staff will mentor the organizing committee to interpret the choir health indicators and use them to focus their efforts to lay a strong foundation for the choir to succeed.

In addition (and separate to the initial seed grant) individual communities may also apply for an allowance of up to \$2,500 to support their conductor and program coordinator in their development.

Apply now

By starting a *With One Voice* Local Franchise choir in your community you will be changing lives and building healthier, happier, more inclusive and stronger communities. Please ensure you have read this document and understand our model when applying.

Applications for all rounds close 5pm (Victorian time)

Visit <https://www.creativityaustralia.org.au/choirs/start/> for more information on current rounds and up to date information.

Application are preferred online - [the online form can be found here](#)

Applications will be judged against the criteria on the following page. We are looking for communities that are ready to support themselves and have the basic capabilities to do this.

Further information

If you would like more information on our *With One Voice* program, please contact our office on:

Email: withonevoice@creativityaustralia.org.au

Phone: 03 8679 6088

Annual financial responsibilities

Creativity Australia receives NO funding for our Local Franchises beyond the first 12 months of operation, so, as the word Franchise would suggest, there are annual subscriptions to the *With One Voice* program annually after the first year of your choir rehearsing.

We are in the business of creating sustainable choirs and will only collect this subscription where the choir can afford it. Where there are financial difficulties our staff and network will mobilise to support **and assist the choir's continued** existence and success.

It will be based on the previous years' total income (Calendar year) and be calculated as follows*;

Annual Turnover (previous calendar year)	Up to \$5,000	\$5,001 to \$10,000	\$10,001 to \$15,000	\$15,001 to \$20,000	\$20,000+
% of Income	17.5%	15%	12.5%	10%	Flat rate

**Note this is being reviewed and developed at the time of writing (July 2021) - there will be an Annual subscription amount after the initial 12 months, however the amounts and calculations here may be subject to change.*

Criteria for Expressions of Interest

Below are nine key criteria that all applications are judged against. Each has a maximum allocation of 5 points and it is prioritised in the order below.

Criteria # 1: Understanding and commitment to the *With One Voice* model and purpose

1 = No understanding of model and are just looking for funds to cover their existing choir

5 = Excellent understanding of model and demonstrated examples of how they will benefit from it.

Criteria # 2: Diversity and inclusiveness

1 = Homogenous; either just disadvantage or one group of people

5 = Already have a diverse group of people assembled, or set of partnerships to generate a truly inclusive group

Criteria # 3: Readiness to establish and deliver

1 = Just a coordinator (the person applying)

5 = More than four people on organising committee, conductor, supper and venue providers (confirmed and named)

Criteria # 4: Financial Understanding of our model and prospects for sustainability

1 = No identified means of sustainability

5 = Well thought out long term plan. Engages with our membership-based contribution model

Criteria #5: Community need

1 = Low level of disadvantage/ little research undertaken

5 = high level of disadvantage (with appropriate diversity) demonstrated by concrete evidence and statistics

Criteria # 6: Partnerships and Local Support

1 = Has no Local Partner identified, makes no reference to other existing or potential partners

5 = Already has an identified Local Partner and has verbal or written support from other possible partners

Criteria # 7: Capability and assembly of organising committee

1 = Haven't identified specific people for either the initial Steering or on-going Choir organising committee

5 = Have identified specific people to do specific roles at both stages and have undertakings of support

Criteria # 8: Central, large and accessible venue

1 = Haven't identified specific venue nor outlined evidence of it's suitability

5 = Have identified a large, accessible and central venue for rehearsals that is easy to get to and well known in community

Criteria # 9: Creativity Australia need for choir in this location

1 = Creativity Australia already have a Choir or Local Franchise operating in or near the proposed location.

5 = Proposed location is in an area of geographical significance and grows our footprint across Australia.

Applications are assessed on a comparative basis. The more you can demonstrate high need or competency in all areas the more likely your application could be successful.

We are also open to discussions with Organisations who wish to/or are able to part-fund or fully fund their Local Franchise choir (either directly or through other sourced funds).

Applications that include this component will bypass the application process and we can discuss arrangements directly – call us ASAP if this is within your capacities.