Q&As for Potential Applicants – Part 3

Q1: We are an international operator but have a locally incorporated entity in Singapore (backed by ACRA documentation). Would that qualify us as a local operator instead?

We would define a "local company" as one that was established and began operations in Singapore.

If you are looking to apply as a joint venture/consortium, do note that you will need to fulfil the requirements in sections 5.1.3 and 5.1.4.

If you are looking to apply as a single entity, do note that you will need to fulfil the requirements in section 5.1.2.

Q2: For the submission of 3 Key Personnel for the project, is there a requirement for such persons to hold any executive role in the new setup or could the persons be an advisor or from one of the key programming partners, without holding any official capacity in the main applicant company?

The 3 key personnel should have decision making capacity and be a part of the set up in running and programming the theatre.

Q3: Is the Stage 1 submission assessed primarily on the go.gov.sg/theatreoperator form, or are supporting documents such as a capability statement and case studies welcomed?

Yes, applications received will be assessed through the go.gov.sg/theatreoperator form. You can attach all proposals, supporting documents and relevant materials to your application form within the platform.

Q4: How will NAC weigh a strong venue-management and commercial-events track record against a performing-arts programming track record? Would a consortium with an established programming partner strengthen an application?

Please refer to Section 4.2.2 and 4.2.3.

You can also refer to appendix 5 – Evaluation Criteria of the EOI information pack extracted here for reference. We do not prioritise one over the other hence we have written it as "and/or". The strength of the applications depends on the fulfilment of the assessment focus stated in appendix 5 – Evaluation Criteria.

Criteria	Weightage	Assessment Focus
Track Record and Experience - 35%		
Company Track Record & Key Personnel Experience	25%	The applicant will be required to demonstrate its track record in operating and/or programming performing arts venues of comparable scale and complexity, and the experience of at least three (3) key personnel.

Q5: Can you share any indication of the commercial framework at this stage, for example a management fee, revenue share or lease, and who carries fit-out, maintenance and capital costs?
Please refer to refer to section 2.2 and 2.3 of the EOI for the obligations of the operator. The commercial framework is for applicants to decide and propose as part of their business model. NAC will not require any management fee or revenue share, and the winning bidder will be given the facility rent-free to operate.
Q6: Is a recording or the slides from the 29 September briefing available for applicants who could not attend?
No. However, you can refer to the FAQs at go.gov.sg/theatre-at-tanglin-eoi for any updates.
Q7: Which elements of the current design remain subject to change, and could any changes materially affect capacity, sightlines, stage capability, FOH, BOH or servicing?
All the structural plans are undergoing final approval from the relevant authorities. As for the BOH the operator may wish to discuss with the developer for a mutually negotiated outcome.
Q8: Is there scope for the operator to influence design changes to BOH areas (e.g. dressing rooms and artist facilities), to support programming requirements?
The Operator will be able to make design changes to the back of house area. Please refer to Section 2.3.2.
Q9: Which additional plans, surveys, approvals or consultant appointments must the operator fund, and what is their expected scope?
The Landlord's scope includes all regulatory approvals, plans, surveys, and consultant appointments required to deliver the project. This includes engaging the relevant professional consultants, such as architects, civil and structural engineers, and M&E consultants. For the theatre, the Landlord has also appointed consultants to define the theatre requirements, technical specifications, and acoustic design parameters, supporting the delivery of a world-class theatre facility. If you wish to appoint any additional consultants, specialist advisers, or commission further reviews or studies beyond those arranged by the Landlord, these appointments shall be at your sole discretion and expense.
Q10: Please confirm the intended scope and condition of the theatre at operator handover, including all landlord-provided fit-out, technical systems, finishes and equipment.
These will only be provided in Stage 2 EOI.
Q11: What contingency arrangements will apply if the principal production lift is unavailable?
These will only be provided in Stage 2 EOI.
Q12: Which building services and operational facilities and areas will be shared, and how will control, maintenance, costs and service standards be allocated?
These will only be provided in Stage 2 EOI.

Q13: Please confirm the production access route from loading bay to stage, including any shared access or restrictions.
These will only be provided in Stage 2 EOI.
Q14: Please confirm the planned dressing-room, BOH welfare and staff facilities.
Please refer to layout plans in appendix 3.
Q15: If responding as a consortium or JV, by what stage must all parties be registered as a single entity with ACRA or the Registry of Societies (ROS)?
Applicants are not required to register the consortium or JV as a single entity at Stage 2. Registration with ACRA or ROS will be required from the successful applicant following appointment, within the timeframe stipulated by NAC and before the formal agreement is executed. Applicants should ensure that their proposed consortium/JV arrangements are sufficiently developed before Stage 2 to allow timely formalisation upon appointment.