



NATIONAL ARTS COUNCIL
SINGAPORE

FY2025 Major Company Scheme

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Updated as of 27 May 2024.

Section 1: Overview

What is the Major Company Scheme?

The Major Company Scheme supports the professional and artistic development of registered arts organisations that represents excellence in their core mission, contributes to growing a vibrant arts and culture ecosystem that enhances our creative economy, deepens our shared identity, and makes Singapore a distinctive city through artistic and programme excellence.

In line with the Council's mission to champion an arts sector that inspires society, sparks creativity and connects Singapore to the world, the Major Company Scheme aims to develop a sustainable pool of professional arts organisations that are hallmarks of excellence. These arts organisations are expected to:

- a) Increase access and deepen impact of the arts to different segments of Singaporeans through quality arts content and experiences;
- b) Contribute to Singapore's cultural diversity, identity, values, heritage and aspirations;
- c) Contribute substantially to the development of Singapore's cultural landscape, artistic practices, professional expertise and young talent, through collaborative and capability development avenues where possible;
- d) Achieve sound management of resources and financial sustainability; and
- e) Ensure strong governance in line with the Code of Governance for Charities and IPCs issued by the Charity Council.

The Major Company Scheme is an investment of public funds to help build your organisation's capacity, programmes and expertise to remain sustainable and/or move towards the next phase of growth. The Scheme will assist non-profit arts organisations across different art forms and organisational types, including but not limited to traditional arts organisations, industry intermediaries and community arts organisations.

Successful companies should demonstrate contribution to any of the strategic thrusts and strategic priorities in *Our SG Arts Plan (2023-2027)*¹:

1. A Connected Society

- Encourage arts for life so that every person has access to quality arts experiences at every life stage and enriches their lives with the arts
- Strengthen communities and build strong ties through shared arts experiences
- Drive advocacy where the public, private and people sectors recognise the value of the arts and contribute to them together

2. A Distinctive City

- Diversify and unlock spaces beyond conventional arts venues, where artists can hone their practice, showcase their works and better engage their audiences

¹ Please refer to Our SG Arts Plan 2023-2027. Visit <https://www.nac.gov.sg/about-us/oursgartsplan> for more details about the plan.

- Activate places and precincts so that spaces and streetscapes are transformed, reimagined, and rejuvenated through innovative collaborations (or co-created works) with the public and/or private sectors
- Infuse the arts into public and private spaces, to create an immersive and creative city

3. A Creative Economy

- Forge new business models for a thriving arts sector that is integrated with adjacent industries to create more employment opportunities
- Grow artistic excellence by building capabilities and development pathways for sustainable careers in the arts.
- Expand internationalisation opportunities by developing a globally connected arts sector and establishing Singapore's reputation as a creative centre, so as to grow international demand and markets for local arts

Key drivers: Community Building, Capability Building and Collaboration

In line with the strategic priorities outlined as above, added support may be considered for companies who demonstrate additional efforts in specific areas, towards achieving the outcomes as laid out in Our SG Arts Plan (2023-2027). These include:

a) Community Building

- Increase access of the arts to different segments of Singaporeans
- Demonstrate positive social impact of the arts across different segments and demographics
- Deeper engagement through quality arts experiences developed in collaboration with the community

b) Capability Development

- Focusing on investment in the development of relevant capabilities for artists and arts companies, i.e. training for the industry

c) Collaboration

- Involves exploring innovative collaborations (e.g., multi/intercultural or multi-disciplinary or cross-sector works), or in bringing about sectoral benefits, transformation and/or growth (e.g. internationalisation)
- Improving operational efficiency and sectoral capability enhancement (e.g. adoption of common metaverse or digital products) through shared services

Demonstrating commitment and initiatives in these areas, over and above your current operations, will be key considerations when considering potential added funding support. Articulation of the feasibility, value and long-term impact of these additional efforts would need to be included in your proposal.

How will this Scheme help you?

The support to successful arts organisations is intended to help you strengthen your capabilities in these areas i.e. Artistic/Programme Excellence, Active Engagement of Stakeholders and Organisational Capacity.

1. Artistic/Programme Excellence

You must have a clear vision that you are committed to achieving. In striving towards your vision, the support of the Major Company Scheme is intended to help you:

- Create content/ productions/ exhibitions/ shows that are innovative, of high artistic merit, contribute to achieving your vision and recognise Singapore's cultural context (e.g. in local or international settings), so as to develop new audiences and raise appreciation of the arts among the Singapore community.
- Create platforms or programmes or provide services that addresses gaps in or contribute to the development of an artform/ sector/industry and are aligned to your vision.
- Contribute to the industry as a cultural leader by setting professional standards and best practices (e.g. within areas of artistic creation/ presentation/ business management) or by adopting innovative approaches to develop the sector.

2. Active Engagement of Stakeholders and/or the Singapore Public

- Grow the public's access to the arts by adopting an inclusive approach via
 - i. Offering programmes/platforms/opportunities which extend the reach of the arts to specific demographic audiences or underserved communities
 - ii. Expanding/advocating access to the arts for all, developing new audiences so that everyone has the opportunity to experience, appreciate and be inspired by a vibrant arts scene in Singapore
 - iii. Raising appreciation of the arts among Singapore public
- Advocate the value of the arts and create opportunities in the industry through access to local/international networks and partnerships.

3. ORGANISATIONAL CAPACITY

Sound Management Capabilities and Financial Sustainability, and Strong Governance

An organisation is as strong as its people, from its Board to its artistic and management teams. The support is for you to have in place a clear organisation structure, invest effort in developing the skills of your artistic and administrative staff, and where relevant, consider succession plans.

As you will be receiving substantial public funds, you are expected to put in place:

- Sound management of financial resources. This includes proper record keeping in accordance with accounting standards and sound financial processes.

- Strong corporate governance practices, in keeping with the Commissioner of Charities' guidelines and the Charities Act. There should be active involvement from Board members to ensure effective checks and balances. The periodic reviews of Board membership will benefit the arts organisations as members are able to contribute with their expertise and experience.

Financial Sustainability

There is a finite amount of public funding for the arts. As the arts scene grows, there will be new demands on this limited pool of public funds. It is thus important for your organisation to also develop diverse sources of income from ticket sales, programme fees, donations, sponsorships etc.

We would like to see you improve your financial viability and achieve greater financial sustainability. This means having effective cashflow management, building up multiple income sources, and being proactive in growing your base of patrons (i.e. supporters, donors, sponsors and volunteers).

You may also wish to consider applying for the Cultural Matching Fund (CMF). This fund was set up by the Ministry of Culture, Community, and Youth (MCCY) to provide dollar-for-dollar matching grants for private cash donations to registered charities in the arts and heritage sector. Detailed information for the CMF can be found at <http://www.mccy.gov.sg/cmfc>.

Duration of Support of Major Company Scheme

The Major Company Scheme is based on a 3-year funding cycle, subject to an annual review. Supported organisations may wish to re-apply at the end of each of the 3-year funding cycle. While companies may continue to be eligible to receive funding even after a number of successive funding cycles, funding will be calibrated according to an organisation's individual needs. The level of funding offered to each company may vary over time based on an assessment of the role and the contributions of the company within the ecosystem, as well as indicators of financial health and sustainability such as your company's Cost Recovery Ratio².

² Cost Recovery Ratio (CRR) is calculated by dividing the organisation's revenue (raised income + earned income, excluding NAC support) by their expenditure over the same period of time x 100%. This will be an indication of the group's financial independence from NAC grants, as the CRR measures the group's ability to sustain their operations without support from NAC. If the CRR equals 100%, the operation as a whole is breaking even; if it exceeds 100%, the group is earning a surplus.

What does this Scheme support?

The Major Company Scheme funding quantum can be used to support the company's operations, including overhead costs, manpower and production costs.

The total funding will be at no more than 70% of a reasonable and realistic estimate of total qualifying costs. Support for subsequent years within the 3-year grant period is subject to annual review.

The level of funding will be based on:

- i. The strength of the proposed programmes and outcomes for the period of funding, in achieving your company's vision and NAC's strategic priorities³;
- ii. The strength of the proposed additional efforts to address any of these three areas: Community Building, Capability Building and Collaboration to achieve NAC's strategic outcomes
- iii. The demonstrated capability to realise ideas, make good use of and account for public funds;
- iv. A reasonable estimate of the budget, which demonstrates that your organisation has reviewed its past years' operating trends, and has a realistic grasp of its future operating requirements and limitations, and an understanding of its revenue potential; and
- v. The availability of funds.

Please note that significant variances between estimates and actual expenditure may warrant a review of the grant quantum.

NOTE:

Successful Major Company Scheme grant recipients will not be eligible to apply for NAC's **Presentation & Participation, Research, Creation and Production Grants**. You should therefore include any presentation and research projects in your Major Company proposal.

Major Company Scheme grant recipients may apply for NAC's **Market & Audience Development Grant** for strategic international travel projects, on an exception basis. Such projects should be discussed with your NAC account manager prior to application for the grant to determine if projects will be considered for assessment.

[New] Major Company Scheme grant recipients may now apply for the **Capability Development Grant** for professional development programmes for the training of the full-time staff of your organisation from FY2025 onwards.

³ Please refer to Our SG Arts Plan 2023-2027. Visit <https://www.nac.gov.sg/about-us/oursgartsplan> for more details about the plan.

Section 2: Eligibility and application process

Am I eligible to apply to the Major Company Scheme?

Applications for the Major Company Scheme are open to arts organisation that:

- are Singapore-registered Public Company Limited by Guarantee (CLG) or registered with the Registry of Societies at the point of application;
- are registered Charities or Institutions of Public Character (IPC) at the point of application;
- have received grants from NAC within the past 2 consecutive years;
- have organised at least one public/industry-facing arts event or programme (e.g. performance, exhibition, festival, conference, workshops, including publishing an NAC-supported title) in the last 12 months
- have an organisational structure to support on-going activities, with at least one salaried and/or fixed-term contract personnel.

Your programmes and projects can involve any of these activities: artistic creation (e.g. performances/productions, publications, exhibitions), promotion, public education and outreach, research, artist management, training or other services that benefit amateur or professional artists and arts professionals.

As significant sums of public funding are involved, the selection and assessment process for the Major Company Scheme is stringent. Please see Section 3 for details on the assessment process.

You may wish to also consider NAC's Project Grant schemes, should your application be ineligible/unsuccessful.

Which organisations are not eligible to apply?

1. For-profit organisations registered as a sole proprietorship / limited liability partnership (LLP)/ private or public limited company.

NAC recognises that there needs to be a diversity of arts organisations to make up a healthy arts scene, including for-profit arts organisations. However, with limited funds, NAC has prioritised public funding at the organisational level (i.e. Major Company Scheme and Seed Grant) for not-for-profit organisations serving public objectives, as their governance obligations mandate that their operating costs or surpluses are only for the organisation's objectives and not private profit.

If you fall under this category, your group can consider alternative support through NAC's project grants. With effect from FY2013, almost all project grants offered by the NAC are open to for-profit entities. More information of available funding for for-profit groups can be found at this website:

[Funding and Schemes | National Arts Council \(nac.gov.sg\)](http://nac.gov.sg).

2. Organisations that have not satisfactorily completed and/or submitted outstanding Evaluation Reports and Statement of Accounts (where required) for previous NAC grants.

You will be eligible to apply for any NAC grant schemes once you have submitted all evaluation reports and Statement of Accounts (where required) for projects previously supported by the Council.

3. Organisations that have outstanding debts with NAC.

You will be eligible to apply once you have cleared any outstanding payments or debts.

4. Organisations that are receiving ongoing organisational grants from the Government
5. Organisations that are constituted for non-secular purposes

What must I do to apply? When and how to submit an application?

You will need to submit your application for the Major Company grant via the Our SG Grants portal (OSG), The OSG can be accessed via the NAC Website or via <https://oursgrants.gov.sg>

The application will require you to submit the following information:

- **Application form**
 - Part 1 – Contact Information
 - Part 2 – Profile of Organisation
 - Part 3 – ACRA Business Profile*
- **Proposal**

You must articulate a concrete three-year plan to achieve your organisation's vision. Please refer to and refer to the proposal template.

 - You may include additional materials relating to the company's proposal, if any.
- **Budget & Programmes**
 - Financial information for the past 2 years*
 - Financial projection detailing income and expenses for the next 3 years
 - Proposed programmes for the next 3 years
 - Audited financial statements for the past 3 financial years*

**Note: There is no need to submit this information if you were a previous Major Company Scheme recipient.*

All applications must reach us by 17:00 (SGT) on 3 September 2024.

Key dates to note for the application process:

<p>3 June 2024</p>	<p>Application Opens Applications will have to be submitted via the Our Sg Grants Portal (OSG). Please feel free to contact an NAC officer of your relevant art form for enquiries, or if you wish to discuss your application (refer to “Where can I go if I need help?” on Pg. 10).</p>
<p>3 September 2024</p>	<p>Application Closes Send in your application by 17:00 (SGT) on 3 September 2024 via Our Sg Grants Portal (OSG). You are strongly encouraged to apply early. <u>Late applications will not be accepted.</u></p>
<p>September - November 2024</p>	<p>Assessment Period NAC will review the applications and will contact you if clarifications are needed. Refer to Section 3 for more details on the assessment process.</p>
<p>December 2024</p>	<p>Notification of Results You will be informed of the outcome in December 2024⁴. <u>If your application is successful</u>, NAC will reach out to you to discuss a set of reasonable targets for the next 3 years. <u>If your application is unsuccessful</u>, applicants will receive a Letter of Notification within the same period.</p>
<p>January - March 2025</p>	<p>For Successful Applicants: Acceptance of Offer Following this meeting, successful applicants will receive a Letter of Offer which is a legal document stating the following:</p> <ol style="list-style-type: none"> 1. Terms and conditions of the funding you will receive over the next three years (these conditions will be reviewed annually); and 2. A list of targets that you should meet by the end of each year. <p>The offer will be valid for 2 weeks unless indicated otherwise by NAC in writing. During this time, the applicant must indicate acceptance in accordance to the instructions stated in the letter, failing which, the offer will lapse.</p>

⁴ Estimated timeline, subject to further changes / confirmation.

Where can I go if I need help?

If you wish to seek clarification or discuss your application, please contact our staff from the relevant artforms or NAC departments as indicated in the table below. We encourage you to file your application as soon as possible.

Artform/ NAC Department	Contact Person	Phone	Email Address
Performing Arts (Dance; Trad Arts)	Ms Angie Wong	6980 2634	Angie_Wong@nac.gov.sg
Performing Arts (Music)	Ms Ruby Tan	6980 2612	Ruby_Tan@nac.gov.sg
Performing Arts (Theatre)	Ms Lynn Lee	6980 2628	Lynn_Lee@nac.gov.sg
Literary Arts	Ms Lo Hwei Shan	6980 2722	Lo_Hwei_Shan@nac.gov.sg
Visual Arts	Ms Tessa Chung	6980 2677	Tessa_Chung@nac.gov.sg
Access & Community Engagement	Ms Bevin Ng	6980 2708	Bevin_Ng@nac.gov.sg
Education	Ms Lucille Tay	6980 2709	Lucille_Tay@nac.gov.sg

Section 3: Assessment

Who will be assessing my application?

Your application will be reviewed by NAC officers, and if necessary, a representative team of art form and industry specialists.

How will applications be assessed?

Assessments will be based on the following:

1. Submitted application and proposal
2. Reports of past performance submitted by applicant
3. Reports by NAC's appointed assessors
4. Articles / reviews
5. An interview with the applicant, if necessary

	Assessment Criteria for organisations (Supported at up to 70% of qualifying costs)	Weightage
Artistic/Programme Excellence	<ul style="list-style-type: none"> • Create and present content/ productions / exhibitions / shows or programmes which are innovative and contribute to the development of the artform, demonstrate artistic excellence and are aligned with the organisation's vision. • Create and present content which appeals to and is relevant to arts audiences at home and/or have the potential to tour or be exported internationally. • Clear plans to build and raise appreciation of the arts among the Singapore public. • Proactively addressing gaps and creating opportunities in the artform sector. • Receive domestic and international acclaim. • Contribute to the sector/ industry as a cultural leader by: <ul style="list-style-type: none"> ○ Setting the professional standards and best practices within areas of artistic creation/ presentation and/or business management ○ Adopting innovative approaches to contribute to the sector ○ Able to nurture local talents and groom the next generation of cultural professionals. 	30%

<p>Active Engagement of Stakeholders and/or Singapore Public</p>	<ul style="list-style-type: none"> • Grow the public’s access to the arts by adopting an inclusive approach via: <ul style="list-style-type: none"> ▪ Offering programmes /platforms/opportunities which extend the reach of the arts to specific demographic audiences; and/or ▪ underserved communities (e.g. the disabled, low-income sector, youths-at-risk) • Expanding/advocating access to the arts for all, developing new audiences. • Building and raising appreciation of the arts among the Singapore public. • Advocating the value of the arts and create opportunities in the industry through access to local/international networks and partnerships. 	<p>20%</p>
<p>Sound Management Capabilities and Financial Sustainability, and Strong Governance</p>	<ul style="list-style-type: none"> • Demonstration of financial viability through operational efficiency and the ability to generate diverse income sources beyond NAC's funding. • Strong corporate governance practices backed by clear management and planning processes (e.g. active involvement from Board members/executive committee, segregation of staff responsibilities, staff development, succession planning etc.). • Sound management of financial resources (e.g. proper record keeping in accordance with accounting standards, effective cashflow management and sound financial processes. • Alignment with NAC strategic priorities articulated in Our SG Arts Plan. 	<p>50%</p>
<p>Total</p>		<p>100%</p>

Section 4: If you are successful

What is expected of Major Company Scheme grant recipients?

Successful applicants of the Major Company Scheme will be monitored annually based on Key Performance Indicators (KPIs).

Based on your proposal, your Account Manager will discuss with you the reasonable targets your organisation should achieve within the funding period. You will be expected to deliver the plans articulated in your grant proposal, and account for what the organisation achieved during the period of funding.

KPI targets will be customised in discussion with successful Major Company applicants.

Key Performance Indicators

Desired Outcomes	Performance Indicators
Artistic/Programme Excellence	<ul style="list-style-type: none"> Percentage of participants/audiences who are satisfied with / very satisfied with the programme <p><i>Qualitative indicators/ milestones to be discussed upon successful application.</i></p>
Active Engagement of Stakeholders and/or Singapore Public	<ul style="list-style-type: none"> Number of participants attending programmes (can include live, digital, blended activities); and/or Number of audiences attending ticketed and non-ticketed shows (can include live, digital, blended activities) <p><i>Qualitative indicators/ milestones to be discussed upon successful application.</i></p>
Sound Management Capabilities and Financial Sustainability, and Strong Governance	<ul style="list-style-type: none"> Number of staff (full time/part time) % Cost Recovery Ratio

Based on your proposal, your Account Manager will discuss with you the reasonable targets your organisation should achieve within the funding period. You will be expected to deliver the plans articulated in your grant proposal, and account for what the organisation achieved during the period of funding.

How will funding be disbursed?

Funding will be disbursed in two instalments per financial year, subject to the monitoring process and reporting requirements during the period of funding. The funds will be credited into your organisation's registered bank account.

What happens at the end of each year?

After the end of the Financial Year (ending 31 March), you will have to submit (i) an Annual Evaluation Report, together with (ii) an audited Statement of Accounts and audited Income & Expenditure Report. This will be a good chance to take stock of what you have accomplished over 12 months and better plan for the months ahead. There may also be a review with your Account Manager, where you can take the opportunity to share more on your successes and any challenges faced.

During this annual review, if you have been carrying out your proposal to meet the outcomes we mutually agreed upon, there should be no deviation from the three-year funding set out in the Agreement. However, if you have not fulfilled the areas stated in your proposal, severely underperform in meeting the mutually agreed targets, or spend significantly lower than what was originally projected, NAC reserves the right to review the funding to be awarded, and may cease funding altogether.

The Major Company Scheme is established on the principle of supporting groups over a three-year period. Groups that wish to continue on the Scheme will need to re-apply after three years. Funding will continue to be competitive, and dependent on the individual company's needs, aspirations and ability to continue to contribute to the artform and/or the arts ecosystem. There is no guarantee that the re-application will be successful or that applicants will receive the same level of funding should they be successful in their re-application.

As a statutory body disbursing public funds in line with Government policies, NAC will prioritise funding to organisations which do not contravene the Funding Guidelines. Please see Section 5 for details.

[New] Additional Funding Opportunities

During the 3-year funding term, as the introduction of the three areas⁵ reflected in page 3 of this document is new, NAC welcomes further discussions with companies during this transition period should there be additional programmes that you may intend to embark on, and/or to strengthen your current programmes that align with any of these areas. We encourage you to engage with your account manager during your review. You would need to submit a proposal for these additional programmes that will take place in the next financial year, and these proposals must be submitted within the Major Company application deadline for that cycle. NAC will evaluate each proposal on a case-by-case basis, and funding remains competitive. If your additional funding request is approved, an addendum for the affected financial year will be issued to reflect the new grant quantum.

⁵ Community Building, Capability Development, and Collaboration – see Page 3 of this document.

Section 5: Funding Guidelines

While we celebrate diversity of expression and open, balanced dialogue in the arts, as a statutory body disbursing public funds in line with Government policies, NAC has to prioritise funding to proposals which do not:

- a) Advocate or lobby for lifestyles seen as objectionable by the general public;
- b) Denigrate or debase a person, group or class of individuals on the basis of race or religion, or serve to create conflict or misunderstanding in our multicultural and multi-religious society;
- c) Undermine the authority or legitimacy of the government and public institutions, or threaten the nation's security or stability.

Under the Major Company Scheme, NAC will not fund organisations constituted for non-secular purposes.

If you are unsure if your organisation is eligible for NAC funding, we invite you to contact our staff before submitting your proposal (please see pg. 10).