



**Water Polo Australia Call for
Expressions of Interest (EOI) for a
Victorian based National Water Polo League Team in the
National Water Polo League from 2018-2020**

3 May 2017

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INVITATION

WPA National Competitions – Expressions of Interest

Water Polo Australia is seeking Expressions of Interest (EOI) from interested Victorian based parties seeking a Club Licence Agreement to enter a men's and women's team in the National Water Polo League (NWPL) for the period 2018-2020.

EOIs received will be assessed by the Bid Assessment Panel which will make a recommendation to the Board of Water Polo Australia based on the specifications and requirements as stated in this document. This document sets out the minimum requirements Water Polo Australia expects will be included in an EOI submitted in accordance with this invitation.

This document includes the following:

- Section 1 background
- Section 2 contains a brief overview description of the National Water Polo League
- Section 3 contains a timetable for the Expression of Interest process
- Section 4 outlines the minimum specifications / requirements for a licence granting entry into the National Water Polo League

Note: In November 2015 Water Polo Australia issued 12 Club License Agreements for the 2016-2020 National Water Polo League. Prior to the commencement of the 2017 season the Victorian NWPL Club Inc. (the Seals) withdrew from the 2017 NWPL Season. Water Polo Australia subsequently terminated its Club Licence Agreement. A Victorian based men's and women's 'Barbarians' team competed in the 2017 NWPL under the management of Water Polo Australia. This was a temporary measure, for one season, to enable the former Seals players to compete in the 2017 season.

This EOI will enable Water Polo Australia to select a Victorian based club to compete in the NWPL for the remainder of the current 5 year term. The Club Licence Agreement issued as a result of this EOI process will be consistent with the other 11 Club License Agreements already issued. Prior to the expiry of the current term of the 12 Club License Agreements, Water Polo Australia will enter into a consultation and negotiation process with all NWPL Clubs for a further 5 year term: 2021-2025.

Water Polo Australia reserves the right not to issue a Club License Agreement as a result of this EOI process or to issue a Club License Agreement to a club from a state other than Victoria as a result of a subsequent process if no satisfactory bids are received. What constitutes a satisfactory bid shall be at Water Polo Australia's absolute discretion.



Sydney University Lions 2017 Women's Champions

SECTION 1 - BACKGROUND

About Water Polo Australia Limited

Water Polo Australia Ltd (WPA) is the national governing body for the sport of water polo in Australia. It is charged with the development of water polo players, officials, coaches and volunteers throughout Australia and with the conduct of competitions and championships for all levels of participation. Water Polo Australia's purpose is "To grow the sport of water polo at all levels, increasing participation and achieving sustainable success at the elite level".

The sport's membership currently comprises approximately 22,500 registered club participants with a further estimated reach of 25,000 people exposed to the sport of water polo through non-member events and unaffiliated school programs.

The National Water Polo League is Australia's premier domestic water polo competition. In addition the proposed introduction of the inaugural National Youth Festival will bring together all WPA's Age Championships in 2018, providing a clear competitive pathway for U/12 through to U/18 aspiring athletes.

The sport is governed by a conference of all states and territories which elect five Directors to the WPA Board. In addition to these five Directors, the Athletes Commission nominates a Director and the Board may directly appoint an additional two Directors. The Directors elect the President of the Board. The CEO directs the day-to-day activities of Water Polo Australia through a national office based in Sydney.

The development of the Towards 2020 Strategic Plan has identified four Strategic Priorities as the pillars on which the future of Water Polo Australia will be built:

- 1) Corporate – Pursuing organisational excellence by adopting best practice governance and business operating principles, effective communication and commercial growth.
- 2) Development – Building the national capability of our sport through effective planning, greater stakeholder engagement and unified behaviours.
- 3) Competition - Growing participation in water polo through quality competitions and clear pathways.
- 4) High Performance – Delivering the objectives of the 2020+ Water Polo Australia High Performance Plan ensuring success at the elite level and sustainable performance pathways.

About Water Polo Australia's High Performance Program in Victoria

The Australian sporting system is led by the peak investment agency, the Australian Institute of Sport (AIS). The AIS leads National Sporting Organisations (NSO's) and the National Institute Network (NIN) under Australia's Winning Edge (AWE) Strategy. The AWE strategy aims to achieve a Top 5 Olympic Games medal tally target and 20 World Champions annually. Further to this result driven goal, NSO's are empowered to lead their respective sports with good governance and in aiming for sustainable international success.

Water Polo Australia operates as a decentralised national program that utilises the National Institute Network to deliver elite national training centre environments to identify and develop talented players. Victoria is one of the targeted national training centre environments.

In Victoria, Water Polo Australia's High Performance Programs objective is to deliver a water polo program that focuses on developing and supporting national senior team athletes to achieve international competitive success. This involves a partnership approach with four aligned strategic partners – Water Polo Australia, the Victorian Institute of Sport (VIS), Water Polo Victoria (WPV) and the Victorian NWPL team. The partnership guiding principles include, but are not limited to:

- Commitment to collaboration, respect and transparent communication;
- Collective accountability to the alignment of all Victorian pathway programs;
- Commitment by all four partners to support a coach led program philosophy allowing the coaches to lead the operational training aspects of the program and make operational and tactical decisions within an agreed framework and strategy;
- Recognition that not all athletes in the supporting programs have the aspiration or capability to be part of the High Performance Program but nonetheless are critical to the program's success.

SECTION 2 - OVERVIEW OF THE LEAGUE

2.1 About the National Water Polo League

The National Water Polo League was created in 1990 as high level competition to prepare the national men's team for international competition. The League has evolved and expanded since that time and a women's competition was added in 2004. There are now 12 NWPL Clubs each with both a men's and a women's team. The competition is a two round, home and away (modified for cost effectiveness) format, conducted over a three month period, with a six team finals tournament usually held in April.

The NWPL is an integral part of Water Polo Australia, encompassing the development of athletes, coaches, referees, administrators and clubs, as well as being a key part of preparation for both men's and women's national teams. For many years the League was run with limited input from Water Polo Australia, and the Clubs that made up the League defined and shaped it as its own entity. The human, financial and structural resources that the Clubs provide to be part of the League are now a significant asset to the sport and would be very difficult to replace.

In 2010, it was identified that a thorough, objective and strategic review of the NWPL was necessary in order to identify how to best optimise and integrate the NWPL as part of the sport's development pathways. The purpose of the review then was to define the aims and objectives of the NWPL and make recommendations on the optimal competition structure, timing, management and delivery of the League within the context of the sport as a whole.

Annual reviews are conducted on the National Water Polo League are conducted to ensure that it continues to serve its original purpose and meet all stakeholder's, participant's and Water Polo Australia's needs both operationally and strategically. Water Polo Australia is currently undertaking a review of the 2017 National Water Polo League in parallel to this EOI process.



SECTION 3 – EXPRESSION OF INTEREST PROCESS AND TIMETABLE

3.1 Expression of Interest Timetable

Period	Action
3 May	Expression of Interest document distributed
15-26 May	Briefings conducted between WPA and interested parties if/as required
2 June	Expressions of Interest close with WPA
5 June	Expressions of Interest distributed to WPA bid assessment panel
5-19 June	Bid assessment panel to consider EOI/s
21 June	Bid assessment panel report to the WPA Board
26 June	WPA Board of Directors to consider the recommendations of the bid assessment panel and decision whether to offer a Club Licence Agreement to the preferred proponent (if any).
27 June	Club Licence Agreement signed by WPA and successful proponent (if any). Decision communicated to key stakeholders and announced

2.3 General information

3.2.1 Each Expression of Interest (EOI) submitted should accept the conditions of EOI document and address the requirements outlined in this document.

3.2.2 The EOI submission should clearly identify the submitting organisation including any WPV affiliated water polo club(s) and any other party included as part of the EOI.

3.2.3 The EOI submission should provide the name and contact information of the key persons whom WPA representatives can liaise with regarding the bid and who are authorised to speak on behalf of the bid.

3.2.4 All EOI's should be marked "Private and Confidential" and submitted by 5pm, Friday 2nd June 2017 to:

The CEO

Water Polo Australia Ltd.

PO Box 580 Sydney Markets NSW 2129

Email: christian.renford@waterpoloaustralia.com.au

3.2.5 Water Polo Australia will respect the strict confidentiality of EOI's submitted and will not disclose any aspect of an EOI submitted by one interested party to any other bidding party. Formal EOI questions from prospective proponents should be submitted electronically to: christian.renford@waterpoloaustralia.com.au

3.3 Notification of successful Expression of Interest

3.3.1 Water Polo Australia will use its best endeavours to follow the process and timeframes set out in the tale above and will seek to announce the successful proponent (if any) by 27 June 2017.

3.3.2 Water Polo Australia reserves its right not to offer a licence should the submission/s received be deemed unsuitable by the Bid Assessment Panel and/or the Board of Water Polo Australia.

3.4 Contract Documents

3.4.1 The EOI document has not been prepared as a legal document. Appendix A, the Club Licence Agreement, will form the basis of a formal contract that will be required between WPA and the preferred club / organisation.

3.5 Bid Assessment Panel

3.5.1 The Bid Assessment Panel will consider each EOI and make a recommendation to the WPA Board of Directors.

The Bid Assessment Panel consists of:

- Christian Renford - WPA CEO (Chair)
- Jane Moran - WPA Board Representative
- Noel Harrod - WPA Competition and Event Manager
- Tom Hill - WPA High Performance Director
- WPV Board Representative
- Phil de Gail - NWPL Club Representative
- Dave Crosbee - VIS Representative

3.6 Expression of Interest Format

3.6.1 It is expected that EOI's will address each element of the criteria and outlined in Section 4 this EOI document. Applicants are encouraged to incorporate any additional information relevant and in support of their bid.

SECTION 4 – CLUB SPECIFICATIONS

The specification outlined below is minimum requirements for Water Polo Australia to grant a Club Licence Agreement from Victoria, entry into the National Water Polo League. A summary of the key essential requirements for the Club is as follows:

4.1 Governance Model and Business Plan

Provision of a business plan outlining:

4.1.1 Vision for the club / organisation in the National Water Polo League.

4.1.2 Current / proposed Board and governance structure.

4.1.3 Current operational structure (Staff and Volunteers) and proposed additions with inclusion of National Water Polo League teams.

4.1.4 Demonstrated ability to meet obligations in section 9 of the template Club Licence Agreement in Appendix A.

4.2 Financial Model

4.2.1 Applicants are required to supply a financial business model including proposed revenues (sponsorship and other) and proposed expenditure for each year of the 3-year licence period. Key assumptions, and cash flow for the period and a comprehensive risk assessment on sponsorship, revenues and key expenditure items are to be included.

4.2.2 A copy of the most recent 3 years of audited financial statements of the club (if applicable).

4.2.3 Demonstrated ability to meet obligations in section 11 of the template Club Licence Agreement in Appendix A. The table below provides an estimate of the annual licence fees that National Water Polo League Clubs have paid to Water Polo Australia for entry into the National Water Polo League for the past 3 years:

Period	Est. Annual Licence Fee for NWPL Clubs (Men's and Women's Teams)
2015	\$40,643 + GST
2016	\$42,308 + GST
2017	\$42,000 + GST * (\$21,000 Men's, and \$21,000 Women's)

*A fixed entry fee model was introduced to National Water Polo League Clubs for the 2017 season. The fixed fee model will be retained for future seasons, and assessed annually by WPA. However it is expected that the Licence fee for the 2018 season will be similar to that charged for the last 3 years.



UNSW Wests 2017 Men's Champions

4.3 Teams

4.3.1 Applicant must demonstrate the capacity to field the following teams:

- Men's – minimum squad of 15 athletes
- Women's – minimum squad of 15 athletes

4.3.2 Proposed Coaching/Management structure for the men's and women's National Water Polo League teams.

4.3.3 The names, backgrounds and resumes (covering sport & non sport experience) of the proposed management, administration and coaching of the Club are to be provided.

4.3.4 Demonstrated ability to meet obligations in section 10 and 12 of the template Club Licence Agreement in Appendix A.

4.4 Facilities

4.4.1 Applicants are required to nominate the facilities to be utilised for training and hosting National Water Polo League fixtures.

4.4.2 Demonstrated ability to meet obligations in section 13 of the template Club Licence Agreement in Appendix A.

4.5 Alignment

4.5.1 Demonstrated support of local business/government/media for the Clubs participation in the National Water Polo League.

4.5.2 Demonstrated support from within the Victorian water polo community for the Clubs participation in the National Water Polo League.

4.5.3 Proposed Club alignment with Water Polo Australia's High Performance Program (HPP) in Victoria, including partnership approach with the Victorian Institute of Sport (VIS) that supports the HPP's guiding principles.

4.5.4 Proposed Club alignment with Water Polo Victoria's (WPV) underpinning development pathways and State Team program.

4.6 Culture

4.6.1 Applicant must demonstrate how they will foster a positive organisational and team culture.