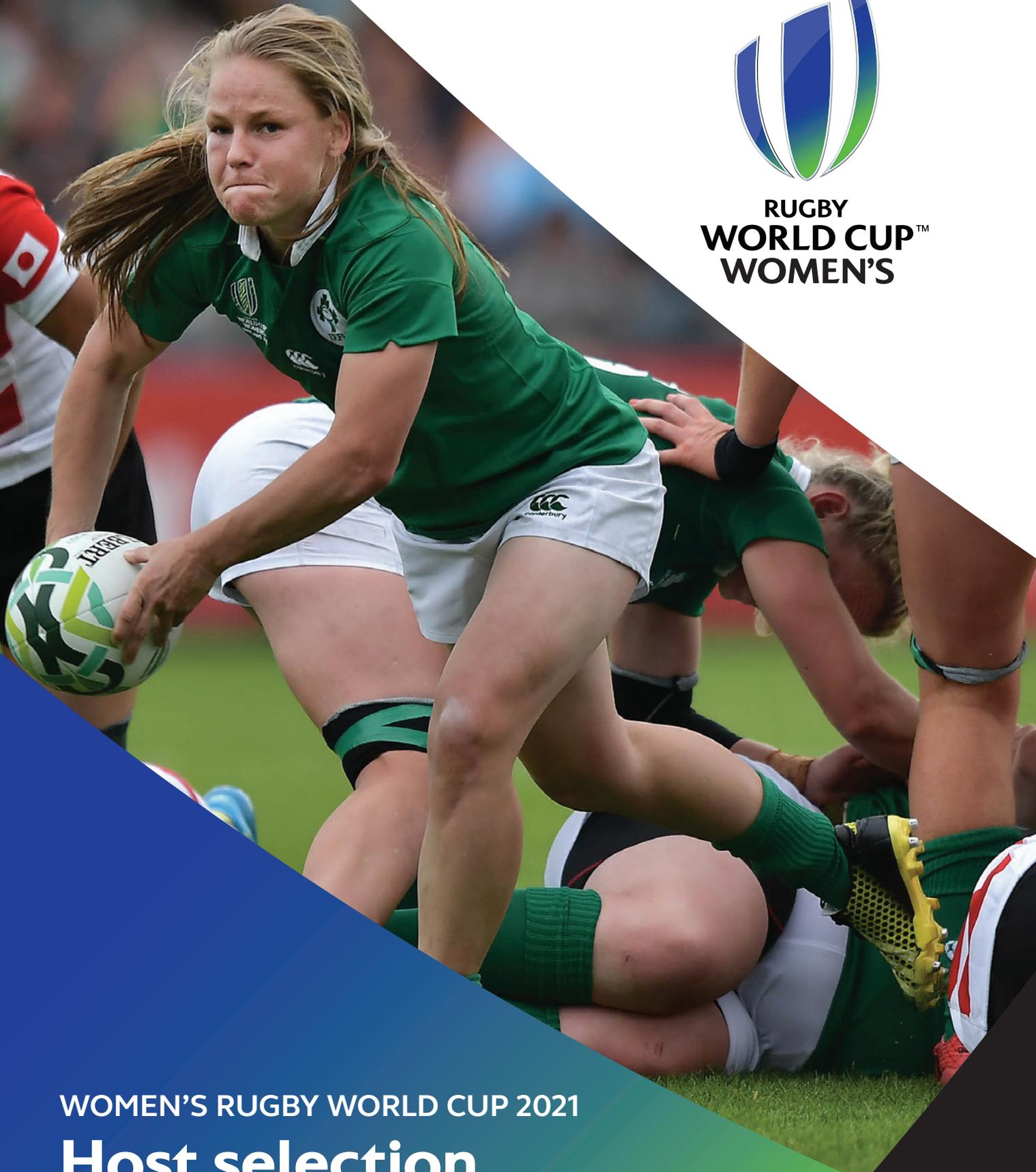




**RUGBY
WORLD CUP™
WOMEN'S**



WOMEN'S RUGBY WORLD CUP 2021

Host selection evaluation report

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#WRWC
2021

Section 1:

Executive summary and process



Introduction

The Women's Rugby World Cup (WRWC) has gone from strength to strength, as each host was dedicated to the delivery of an exceptional event and memorable experience, for everyone involved. The seventh edition hosted by Ireland in 2017 was truly outstanding with competitive rugby, played in excellent stadia in two cities, it attracted the most significant audiences to date, both in stadia and digitally.

World Rugby launched the WRWC 2021 bid process in May 2018 and set the ambitious target, to attract and select a host that will build on the success of the 2017 tournament.

At such an exciting and important time in the growth of the women's game, it is vital that the tournament engages and stimulates new and existing audiences. The tournament is the strongest global showcase for the women's game, the ultimate stage to highlight the unique values, along with the skill, strength and commitment involved, at the highest level of the game.

The responsibility of building on the success and evolution of the tournament is a considerable one. World Rugby received two exceptional bids from Australia and New Zealand, both of which reflected the desire to evolve the tournament and the women's game. The host selection process was designed to reflect some elements of the RWC 2023 process, while respecting the scale and unique aspects of the WRWC.

The bids were analysed by each of the functional area experts who provided a summary of the proposal, the strengths and challenges, and where relevant, any proposals suggested to mitigate any risks. The report contains a summary of the strengths and challenges for each proposal and a breakdown of the analysis of each of the functional areas.

The report was provided to the RWC Board and to each of the bidders prior to submission to Council Members and their responses are provided with this report. Both bidders have signed the Host Agreement.

The report aims to provide Council Members with the key information to assist with the decision-making process. However, Council Members are welcome to request bid documentation, clarifications or any other supplementary documents, prior to November 10, to assist with deliberations.

Summary of bids

AUSTRALIA

Summary

Rugby Australia's bid is focused around the Hunter Valley region of New South Wales and the city of Newcastle. It is proposed that teams would be based in an large high quality hotel which would provide a suitable athlete village environment, outside the city centre. Teams would commute to a number of high quality training venues. The three proposed match venues are Maitland Sportsground with a capacity of 8,000, Newcastle No.2 Sportsground 5,000 capacity and Hunter stadium (currently known as McDonald Jones stadium) in Newcastle, which would be used for the finals only and has a capacity of 33,000.

The Rugby Australia bid is supported by the Australian Government, the New South Wales Government, the office of the Mayor of Newcastle, Maitland City Council and a host of regional and local authorities and rugby communities. Of the AUD\$10 million required funding the NSW Government has committed to AUD\$5 million and the Australian Federal Government has committed to a further AUD\$5 million.

Rugby Australia has requested an additional £428,000 in funding from World Rugby, above the minimum grant of £1 million outlined in the invitation to bid. Rugby Australia have confirmed that they could stage the tournament with the minimum grant of GBP£1 million, subject to pragmatic discussions taking place on the adjustment areas within the bid. Both bidders have confirmed that they can deliver the tournament with funding of £1 million provided by World Rugby.

There is an opportunity for revenue within the broadcast market with domestic rights available for sale. However, there has been a dip in the revenue paid for rugby in the Australian market in recent years.

The commercial landscape is strong and with an upsurge in the interest in women's sport, the market should offer positive opportunities. Rugby Australia have existing relationships with global partners Jaguar Land Rover and HSBC.

The Impact Beyond (legacy) programme is based on sustainable participation, quality competitions, inspirational leadership, an infrastructure improvement fund, coach development and inspiring engagement. The programme is extensive and engages the local and national rugby community as well as looking at the Asia-Pacific region for additional competition opportunities.

Rugby Australia has a breadth of knowledge and experience in preparing and delivering world class events. The attendance target is set at 70,000 with a ticketing target percentage of 70%.

The bid is based on the required window of July and August however, Rugby Australia have asked to discuss the possibility of adjusting the window to September/October. The region will be in late winter/early spring time during the proposed playing window. Average temperature is 17 degrees with, on average, seven days of rainfall. The bid is well researched and well presented.

Strengths

- Rugby Australia has a strong track record in delivering major events
- Newcastle and the wider Hunter valley provides a concentrated market with a population of 1 million. The region has the highest number of female rugby players in NSW
- There is a strong volunteering tradition in the region
- Transport links to other areas of NSW, including Sydney are strong
- Venues have been selected to ensure full stadia with exciting atmosphere
- Overlay required to provide operational space in two of the three venues has been well thought out and is supported by venue owners
- Excellent training venues have been presented
- The tournament hotel has a large footprint and will provide an athlete village style of accommodation for teams
- There is support from local, regional and national Government for the event
- Bid pillars of Players, People and Location, along with a strong Impact Beyond programme outlines a clear legacy for women's rugby and rugby in the region and Australia
- Australia is a politically stable country with low crime rate. The country and the Hunter Valley region is a well established tourist destination

Challenges

- The tournament hotel is set in a rural environment, 22 minutes to Maitland (population 70,000) and 48 minutes to the city of Newcastle

Risk mitigation

- Rugby Australia have devised a plan of local training facilities to allow teams to centre their day around the tournament hotel and distant training venues (no further than 48 minutes) with lunch out of the hotel to facilitate being away from the hotel for a full day. Additional transport and hotel shuttles will assist

NEW ZEALAND

Summary

The New Zealand bid is based in Auckland and Whangarei. It is proposed that nine of the 12 teams will spend a period of time at both locations. Several high standard hotels have been proposed across both cities, along with excellent training venues. In Auckland, the venues put forward are Albany stadium with a capacity of 25,000 and Waitakere stadium with 5,000 capacity. In Whangarei the venue proposed is the Northland Events Centre with a current capacity of 17,500 and 2,500 additional seating if required. Eden Park is also available should it be required.

The Prime Minister of New Zealand, along with the Governor General, Minister for Sport and Recreation and the office of the Mayor of Whangarei, have confirmed support of the bid. The Minister for Economic Development has confirmed investment of NZ\$3 million and Auckland Tourism, Events and Economic Development has confirmed NZ\$650,000 contribution towards the event. Whangarei District Council has confirmed a contribution of NZD\$300,000 plus other contra contributions. New Zealand Rugby is not looking for any further investment from World Rugby above the £1 million outlined as a minimum grant presented in the invitation to bid. Both bidders have confirmed that they can deliver the tournament with funding of £1 million provided by World Rugby.

The broadcast rights have already been licensed to Spark/TVNZ as part of the RWC2019 package so there is no additional revenue opportunity here.

The commercial landscape is strong and New Zealand Rugby are well placed to assist in achieving the maximum from the sponsor programme.

The Impact Beyond (legacy) programme is based on four pillars including, championing Oceania, accelerating the game, high performance pathways and building inspirational leaders. The programme is extensive and will look to engage the Pacific region as well as growing the women's game in New Zealand. The proposal will also include a desire to play an additional six team tournament involving teams from the Pacific region, which will run alongside WRWC.

New Zealand Rugby have a great deal of experience of running world class events including, most recently, the World Rugby U20's in 2014. The attendance percentage target is set at 43%.

The bid is presented on the basis of a September/October playing window, but has been analysed on the basis of the originally stipulated window of July/August. However, New Zealand Rugby have subsequently confirmed that they are fully committed to delivering the tournament in the appointed window. The region will be in winter during July/August with average temperature of 14 degrees and predicted 15 days rainfall. The bid document confirms that all the hosting operational requirements outlined in the invitation to bid, will be delivered.

Strengths

- Rugby New Zealand has a strong track record in delivering major events
- The bid presents two centres for the event in Auckland and Whangarei, giving most teams an opportunity to experience two bases during the event
- There is a significant existing volunteer base with sport specific experience
- Transport links between Auckland and Whangarei are good

- Ticketing strategy and pricing focus on driving attendance
- Required number of ticket purchases to achieve the budgeted revenue is low so little effect on budget if sales targets are not reached
- Overlay requirement is limited to Waitakere Stadium only and has been well thought out
- Good quality training venues have been proposed
- Tournament hotels in Auckland of excellent quality and will provide the necessary requirements
- There is confirmed support from Government agencies
- The Impact Beyond programme offers a legacy for women's rugby in the region
- New Zealand is politically stable with a low crime rate. The country is a well established tourist destination

Challenges

- The bid is based on an altered window of September/October. It has been assessed on the basis of delivery within the required window of July/August
- Albany Stadium has an existing naming rights partner of QBE. New Zealand Rugby have confirmed that the stadium will be presented clean of branding or naming rights which will incur considerable expense, which is not currently included in the proposed budget
- There is a difference in quality between the hotels in Auckland and those in Whangarei, with a particular issue around availability of team rooms in one hotel
- Floodlighting in Waitakere stadium is below the required lux value and in July/August, the proposed playing times would have to be altered to play only in daylight hours, resulting in earlier than scheduled kick offs. Early matches will be unsuitable for the European broadcast market.
- Cabling in Albany Stadium is owned by Sky NZ
- Some training venues will require overlay for change rooms

Risk mitigation

- New Zealand Rugby has confirmed that the tournament can be presented as per the information contained in the Hosting Operational Requirements and in the bid response document in the required July/August window. World Rugby will undertake a review of the possibility of altering the window to September/October
- Hotels in Whangarei are used to hosting sports and rugby teams. There is a proposal to create team rooms which has successfully worked in the past.

Host selection process

** All the following dates are in the year 2018*

9 May

Launch of WRWC 2021 tender process when all World Rugby Member Unions were invited to express an interest in bidding

31 May

Deadlines for expression of interest, six member unions responded

1 June

Bid documentation issued to all six interested member unions

31 July

Answers to bid queries that had been received from all bidders were issued

10 August

Bid response deadline, Rugby Australia and New Zealand Rugby both responded

24 August

Having completed and initial analysis, clarifications were sought from both bidding unions

10 September

Clarification responses received from both bidding unions

12 October

Host Agreements signed by bidding unions

17 October

World Rugby Board presented with the evaluation reports

24 October

Bidding unions presented with the evaluation report, bidders have the opportunity to provide feedback

31 October

World Rugby Council presented with the evaluation report and any bidding union feedback. Council have the opportunity to request bid documentation, clarification responses and any supplementary documentation

14 November

Bidding unions present to World Rugby Council and Council will vote to award the hosting rights

Section 2:

Functional area review



1. Tournament overview

Vision and Concept

AUSTRALIA

Summary

Rugby Australia's vision for WRWC 2021 is to deliver a world class, record breaking tournament that will lift the status and deliver growth in women's rugby on and off the field. Rugby Australia want to inspire a new generation of female players and fans throughout Australia and around the globe, in particular in the Asia-Pacific region, while increasing the value and recognition of the WRWC as the pinnacle event for women's fifteens rugby.

The bid identifies the powerful movement in women's sport and, by hosting WRWC 2021, Rugby Australia will capitalise on this movement and continue the momentum of the elite women's programmes in fifteens and sevens. By securing the best female talent, Rugby Australia hopes to see rugby emerge as Australian's number one women's sport.

Rugby Australia's bid offers

- A strong rugby market
- A passionate local community
- A professional sport market
- A major event and tourism destination
- A major event specialist
- Availability of world class infrastructure
- Safe and secure environment
- Diversity
- Government support
- Access to powerful women's movement
- Access to the Asia-Pacific region
- Accessible time zones

Rugby Australia plans to deliver a unique event, conceptualised around three core pillars

PLAYERS	<ul style="list-style-type: none"> • Rugby Australia's bid proposes a tournament that will be remembered as 'the Player's World Cup', highlighting that athletes are at the heart of the bid and will offer the ultimate stage to showcase their skill • The bid highlights the legacy desired including infrastructure upgrades and coaching development • The proposed alumni programme would connect past, present and potential players
PEOPLE	<ul style="list-style-type: none"> • The bid outlines an in stadia audience of over 70,000 • Planned events around food and wine festivals, concerts and forums will assist in driving ticket sales • The bid highlights the desire to reach new audiences in the Asia-Pacific region • The plan is clear to engage with local community through volunteering and engagement activities
LOCATION	<ul style="list-style-type: none"> • Rugby Australia propose Newcastle and the Hunter valley as a world class location and a recognised major event city • The bid outlines the plan to engage with the entire region to drive ticket sales • Broadcast markets in Europe are proposed as access for some of the matches

Benefits of hosting

The bid outlines key areas of benefit including

- Rugby Australia and its member unions
- Growing the game to the sport of choice in Australia
- Recruitment and retention of players
- A marketing platform for rugby as a game for all and to create stars of the fifteens game
- Improved infrastructure
- Greater corporate opportunities
- Access to better high performance programmes and coaching
- Stronger teams and higher profile will drive performance
- More international test matches
- Increased participation numbers
- An estimated impact for the State of NSW of AUS\$13 million
- Direct impact to Hunter Valley estimated at AUS\$18.4 million

Strengths

- This is a well thought out vision and strategy for hosting. There is a city, national and international flavour to the proposals and there is some detail behind these proposals, available in the bid documentation

Challenges

- There is a potential that a proposal with so many desired outcomes from hosting the event, might overwhelm the tournament operations staff. This will have to be carefully managed

NEW ZEALAND

Summary

New Zealand's vision for WRWC 2021 is 'to engage the world in celebration of women's rugby; to accelerate the game globally'.

The bid outlines New Zealand Rugby's desire to work with World Rugby to celebrate women's rugby and to take the women's game to the next level, to generate commercial capability, attract new investment and drive participation at all levels.

The bid highlights the provision of premium playing surfaces, training venues, facilities and assistance to support athletes and allow them to perform at their best on the world stage. This, in turn, inspires women and girls around the world to get involved in the game.

The bid explains the Māori value of manaakitanga which centres around people feel at home, embracing respect, inclusivity and generosity. New Zealand will welcome all those taking part in WRWC 2021. The bid expresses a desire to build a colourful and energetic atmosphere at all of the match venues through fan zones and trails, music and community festivals.

The bid response reinforces New Zealand Rugby's commitment to grow participation, expand the fan base, nurture women in leadership and maximise commercial opportunities, all of which will be aided by the increase in the profile of the women's game.

New Zealand is the secretariat for the 8th International Working Group on Women and Sport and the bid outlines that this would be an opportunity to highlight the positive social and physical impacts of women's rugby, while confirming a commitment to gender equality and the Olympic spirit.

The bid details the WRWC 2021 partnership will generate elite pathway development and will be a focal point for clubs and schools to spotlight women's sport.

New Zealand Rugby aims to strengthen the links with the Pacific Island Nations and offer new opportunities in the form of a new tournament which will provide playing exposure and experience and will also encourage role models on and off the field of play.

Benefits of hosting

The bid outlines benefits including:

- Raising awareness to increase participation
- Attracting new commercial partnerships
- Continuing working relationships with World Rugby, Government and regional partners
- Introducing new fans to women's rugby in New Zealand
- Showcasing New Zealand as a major events destination
- Building success and capability with a focus on Oceania

Strengths

- The vision and concepts provide a framework to build some key success indicators for hosting the event

Challenges

- None to note



2. Central management

Contracting party responsible for tournament delivery

AUSTRALIA

Summary

The bid outlines Rugby Australia's plan to establish a Local Organising Committee (LOC) in January 2019. The LOC will be a separate legal entity, with Rugby Australia still ultimately responsible for the tournament. The bid confirms that the LOC will be a company limited by guarantee under the Corporations Act 2001 and will have a board of directors which will be similar in make up to the Australian Rugby board.

The bid outlines a good organisational structure is proposed for the LOC which matches all WRWC functional areas.

A significant number of external bodies are highlighted in the bid and will be involved in tournament delivery from Government departments to hotel and training facilities. The various agencies will be engaged with, as needed.

Strengths

- The bid shows that the planning has been well thought out and ready to be actioned
- An LOC will give focus and dedicated attention to the organisation of WRWC

Challenges

- The main risks associated with the establishment of an LOC as a separate entity to Rugby Australia are:
 - that the LOC could end up being subject to obligations or commitments that could affect its ability or diminish its resources available to deliver the Tournament to the required standard and
 - that the LOC could fall under the influence or control of commercial or other stakeholders external to Rugby Australia, resulting in the LOC pursuing objectives that are not aligned with, or within the control of, Rugby Australia or World Rugby.

Risk Mitigation

- Rugby Australia has confirmed that the LOC will be wholly owned by Rugby Australia, which reduces the risk that the LOC will be subjected to undue influence or control by external stakeholders. The challenges above have also been mitigated by including controls and safeguards in Hosting Agreement regarding the operation of LOCs. These include specific controls for World Rugby regarding the structure and composition of the LOC (including key appointments) and a prohibition on the LOC from engaging in any commitments that are not connected to the delivery of the tournament until such time as the tournament has been delivered
- World Rugby will have an opportunity to review the specific constitution and structure of the LOC once it is established

NEW ZEALAND

Summary

The bid shows that New Zealand Rugby will set up a steering group along with World Rugby to monitor progress. All functional areas will have representation within the host structure to allow direct communication between relevant staff. A department will be set up within New Zealand Rugby to manage the event.

The bid shows a strong organisational structure is planned for internal New Zealand Rugby staff and external staff who will form the department.

A significant number of external agencies are outlined in the bid, which will be involved in tournament delivery from Government departments to security providers.

Strengths

- A strong organisational structure is proposed

Challenges

- New Zealand Rugby has proposed to set up an internal department dedicated to tournament delivery. The potential downside to this approach is the risk of resources and staff being diverted away from tournament delivery to other activities of New Zealand Rugby

Risk Mitigation

- Given the strong organisational structure proposed, and the resources available to New Zealand Rugby, the risk of resources being diverted away from the proposed New Zealand Rugby internal department to an extent that jeopardises tournament delivery is low

Workforce and volunteers

AUSTRALIA

Summary

The bid outlines that key staff will transition to the LOC during Q1 2019. Additional staff will be made up of existing Rugby Australia staff seconded as per project needs, along with volunteers and external service providers.

The bid outlines which of the key roles will be staffed on a full time, part time or volunteer basis.

The bid gives information on resources within the region, that will assist with the recruitment of volunteers. Also outlined are other sources for volunteer recruitment and various case studies of positive volunteer recruitment outcomes for previous events in the region.

Strengths

- Experienced staff from Rugby Australia will be included in the LOC
- The bid outlines a strong history of volunteering in the region

Challenges

- None to note

NEW ZEALAND

Summary

The bid outlines that the staffing structure of the department that will be set up to run the event will be confirmed in the future.

The planning and delivery team will comprise of New Zealand Rugby staff, provincial rugby union staff, contracted service providers and volunteers.

A staffing plan with appointment timelines is included in the bid for some key roles.

Strengths

- Experienced New Zealand Rugby staff will be included in the delivery department
- Volunteer programmes have been very successful in the past and has covered a wide range of events including U20s in 2014

Challenges

- None to note

Project management and knowledge transfer

AUSTRALIA

Rugby Australia provided an overview of the six key planning phases, from foundation to dissolution. The phasing illustrates an understanding of the delivery of a major tournament. Also included is a draft master schedule, which provides an overview of the key milestones involved, again demonstrating a firm understanding of the planning of the event.

Rugby Australia detailed all the reporting requirements, including economic impact reporting. The bid details the key areas that would be included in the report.

The bid confirms the commitment to support the delivery of the Observer Programme and all the requirements for data capture, for the WRWC Knowledge Centre.

Strengths

- Significant detail provided, which provides confidence on the ability to implement effective plans
- Major challenges identified

Challenges

- None to note

NEW ZEALAND

New Zealand Rugby provided a project plan outlining the timing of the delivery of each of the key functions, which indicate their understanding of the planning for the event.

New Zealand Rugby provided an overview of the purpose of the economic impact report, with further detail provided in clarification on the scope and reach of the proposed report.

The bid confirms the commitment to support the delivery of the Observer Programme and all the requirements for data capture, for the WRWC Knowledge Centre.

Strengths

- New Zealand Rugby has experience delivering a Rugby World Cup and a World Rugby U20s, which provides a strong platform to plan WRWC

Challenges

- None to note

Impact Beyond

AUSTRALIA

Summary – “The Players World Cup”

Rugby Australia aims to deliver a world class, record breaking tournament that will lift the status and deliver growth in women’s rugby, on and off the field. Rugby Australia wants to inspire a new generation of female players and fans throughout Australia and around the globe with a focus on the Asia Pacific Region while increasing the value and recognition of the WRWC as the pinnacle event for women’s fifteens Rugby.

There are four workstreams to their Impact Beyond Programme:

1. GROW PARTICIPATION	
Participation development	The event will be an accelerator for growth and engagement in rugby as a sport of choice in Australia. The target is to grow from 3,065 registered participants in 2018 to 21,000 by 2022.
Facility development	Rugby Australia will undertake a fundraising campaign, the Impact Beyond Improvement Fund, through the Australian Rugby Foundation to fund infrastructure upgrades for Rugby clubs around Australia to make them fit for purpose for women and girls.
Coach development	Funding from this campaign will also be used for coach development programmes with the intention of building a network of qualified coaches for women’s rugby.
2. DEVELOP QUALITY COMPETITIONS	
International Competitions	Rugby Australia anticipate hosting more tests in Australia and Asia/Pacific in lead up period to the WRWC2021.
Domestic Competitions	Rugby Australia will look to strengthen newly developed domestic competitions (Super WXVs).
3. INSPIRATIONAL LEADERSHIP	
Women’s leadership forum	Rugby Australia intend to stage a women in sports leadership forum at the tournament in conjunction with the Australian Sports Commission.
4. INSPIRING ENGAGEMENT	
Impact Beyond Marketing Campaign	There is an already developed marketing plan with very impressive social media assets and Rugby Australia will develop an integrated Impact Beyond communication campaign. There will be a Wallaroos Almuni Programme to recognise past players and connect them with current players and clubs.

Connecting Teams with Schools, Clubs and Communities	An adopt a team programme will be developed whereby towns, schools and rugby clubs will be able to apply to be aligned and engaged with a competing nation.
Trophy tour	The tour will be used as a vehicle to celebrate champions in local communities who support the growth of the women’s and girl’s game. The tour will have a strong digital presence as it visits every State and Territory across Australia.

Strengths

- The tournament will enable Rugby Australia to;
 - accelerate female participation in sport and rugby
 - unleash the power of women’s sport to drive social change
 - improve rugby infrastructure through upgrades to facilities as a key part of the Impact Beyond programme
- Rugby Australia have proposed that this is a regional development opportunity and hosting the tournament will be a platform to enhance the Pacific Sports Partnership continuation. Rugby Australia will create a legacy programme across Asia-Pacific
- Rugby Australia will look to explore how they can leverage the WRWC2021 to further support Get into Rugby Plus
- Australia is in the midst of a powerful movement in women’s sport, WRWC lets Rugby Australia capitalise on this
- Rugby Australia recruited recently, the newly created role to head women’s rugby. This role will develop a strategy to drive forward Impact Beyond activities. All Impact Beyond activities will be fully integrated into plans to develop women’s and girl’s rugby in Australia. Rugby Australia plan to commence the Impact Beyond programme late 2018 to post tournament
- Rugby Australia state they want to host a tournament that is equivalent to male counterparts thus driving equity on and off the field

Challenges

- What is proposed, is a significant Impact Beyond agenda with a lot of project deliverables. The ability to deliver the Impact Beyond programme will be partly dependent upon the Australia Rugby Foundation achieving its fundraising targets
- The demand for women’s sport in Australia is at an all-time high and the battle to secure the finest talent is fierce, as all major sports look to capture the hearts and minds of the female athletes, the increased choice for women in sport provides a challenge for all sports to achieve participation and performance targets
- Given the intention stated in the bid to deliver a legacy to the Asia and Pacific regions it will be important to have early engagement of the two regional associations



Risk Mitigation

- The bid outlines a plan to use the funds raised by the Australia Rugby Foundation to leverage other investment from commercial partners where possible as well as State and Federal Government funding
- The Impact Beyond Infrastructure Improvement Fund is where the majority of this investment will be spent, this has been deliberately phased to allow Australia Rugby Foundation sufficient time to hit targets. Rugby Australia are confident that the fundraising targets will be met
- The WRWC will provide Rugby Australia with the opportunity to highlight a point of difference in the competitive Australian women's sports market. Hosting an international world level competition is something that Australian sports such as Australian Football League Women (AFLW) or National Rugby League Women cannot legitimately offer
- Rugby Australia state they have had early discussions with Oceania Rugby representatives. Conversations have focused in two areas. Firstly, working together to strengthen women's national teams in the region, with a shared ambition for a third team to qualify for the WRWC 2021 from Oceania. Secondly, how Rugby Australia can further develop the new Get in Rugby Plus partnership if successful in securing the WRWC 2021. Through the Impact Beyond program, Rugby Australia want to showcase and celebrate the amazing women leaders in this program to inspire and empower young women in Australia, the region and globally

NEW ZEALAND

Summary – “Supercharging the women’s Game”

The New Zealand Rugby vision is to partner with World Rugby

‘to engage the world in a celebration of women’s rugby; to accelerate the game globally’.

The bid states they would like to grow sustainable participation, introduce new fans to the game, nurture inspirational women in leadership and maximise commercial opportunities.

New Zealand Rugby will use hosting the tournament to strengthen links and offer new opportunities for Pacific Island Nations.

The commitment is to deliver not just an exciting event, but to accelerate the game with a programme to leverage future benefits for rugby. There are four pillars to the Impact Beyond Plan.

1. CHAMPIONING OCEANIA

Building international competitions

New Zealand Rugby state they intend to develop high quality and sustainable women’s competitions throughout the Pacific. They would like to host a new Pacific Island tournament consisting of six teams, played alongside the WRWC2021. This would be an aspirational international competition providing talent development and creating a festival of rugby.

The new tournament will provide advocacy for women and girls participation in rugby in Oceania, particularly in those Pacific nations where female participation is not common practice.

2. ACCELERATING THE GAME

Participation and pathways

The aim is to increase participation and development pathways and develop new community and age group tournaments. The high-level goal is to have 50,000 women (registered) playing by 2025. This represents a significant increase, the current registered numbers are 24,295.

Primary aged children will be able to take part in Rippa Rugby tournaments around the country in the lead up to the WRWC2021 while a new Quick Rip tournament would be used to engage high school aged players in a different format of the sport.

3. SUPERCHARGING HIGH PERFORMANCE

Building robust talent development pathways

New Zealand Rugby will create performance pathways to supercharge club rugby and develop sustainable participation.

Different competition formats will be explored to provide a bridge from secondary school to provincial level and further to Black Ferns, on an international stage.

4. CULTIVATING INSPIRATIONAL LEADERS

Looking to create a variety of group and individual professional development opportunities

Increasing women in leadership roles is critical to the sustainability of rugby. New Zealand Rugby’s initial focus is to get more women leading in the following four areas

- Governance
- Rugby administration
- Coaching
- Refereeing

In December 2018 New Zealand Rugby will have agreed upon an updated Women in Rugby Strategy to 2025.

In 2019-2020 New Zealand Rugby will pilot programmes in each of the four focus areas to confirm the best way to provide equitable access for women to become leaders in rugby, how to break down barriers and ensure a welcoming environment.

WRWC 2021 will provide a platform to hold a Women in Rugby Leadership forum, providing an opportunity for 1) New Zealand Rugby to share their findings from the four pilot programmes with other rugby nations; 2) share best practice across sports for women in leadership roles; 3) insights from other rugby nations; 4) connect and share.

Beyond WRWC 2021, New Zealand Rugby will implement national programmes that will develop and support more women leading in rugby, ensuring sustainability for rugby. New Zealand Rugby will support other rugby nations throughout (on their request).

A trophy tour will be used to promote the WRWC2021 across the entire country and the Pacific. The Trophy will travel with the New Zealand Black Ferns around the country giving people from all walks of life the chance to have their photos taken with the cup, listen to the success stories and interactively participate with women rugby players.

Tourism NZ will be a key partner in attracting overseas visitors and media to NZ for the tournament.

Strengths

- The global conversation on women’s sport will be centred on New Zealand which is the secretariat for the 8th IWG conference. The WRWC 2021 is one of a series of events that the New Zealand Government is committed to bid for
- A dedicated leverage and legacy manager will be appointed early in the planning process
- The new competition focused on six Pacific nations is a good platform for developing the game
- The world championship status of the Black Ferns and the Black Ferns 7s provides a huge profile opportunity associated with marketing the tournament and driving the Impact Beyond programme

Challenges

- To ensure that this event delivers the benefits stated to the Pacific region, New Zealand Rugby will need early engagement with Oceania Rugby

Risk Mitigation

- New Zealand Rugby state they have notified the Pacific nations of their intention to bid for the WRWC 2021 and of their intention to develop the Pacific Island tournament to sit alongside the event. New Zealand Rugby state there have been a number of one on one discussions about the proposal
- Should the bid be successful it will be important to connect with Oceania Rugby early on in the planning process

Sustainability

AUSTRALIA

Australia Rugby outlined detailed plans under each of the sustainability strands; economic, social and environmental.

Economic

The bid highlights that the aim is to delivery an economically sustainable tournament and to ensure that any profit generated would be invested in the Impact Beyond programme to grow the women's game.

Social

Rugby Australia commit to drive social change through rugby and generate a new generation of leaders and players in the game.

Environmental

The bid highlights that Australia is a country that is educated about environmental sustainability and many national environmental initiatives have been implemented. The New South Wales Government Sustainability Policy outlines the Government's commitment to becoming carbon neutral by 2020, along with other initiatives such as recycling and waste management.

The bid details sustainable practices that will be implemented for the tournament, including;

- minimising food wastage and the use of plastic
- using recyclable materials at match venues and the athlete's village (for example, refillable water bottles for volunteers)
- working with travel providers to reduce excess travel, promoting car-pooling and working with Transport NSW to promote the use of public transport
- donating surplus match balls and rugby equipment to rugby clubs around Australia

The bid also highlights Rugby Australia has implemented a sustainability policy from grassroots to elite level.

Strengths

- Rugby Australia has highlighted national initiatives but has also presented some initiatives for the tournament. A comprehensive response has been provided, which indicates the bidder has thought through initiatives, at bid stage

Challenges

- None to note

NEW ZEALAND

The bid outlines that Auckland Tourism, Events and Economic Development and Auckland Council have several event and Auckland city sustainability plans, including 'Destination AKL 2025, which presents the vision for Auckland's visitor economy, and Auckland Waste Management and Minimisation Plan 2018.

Whangarei District Council is developing a two-part sustainability strategy and the Council also promotes a sustainable procurement policy and offers sustainable transport options.

Strengths

- Strong initiatives from the local councils and agencies

Challenges

- None to note

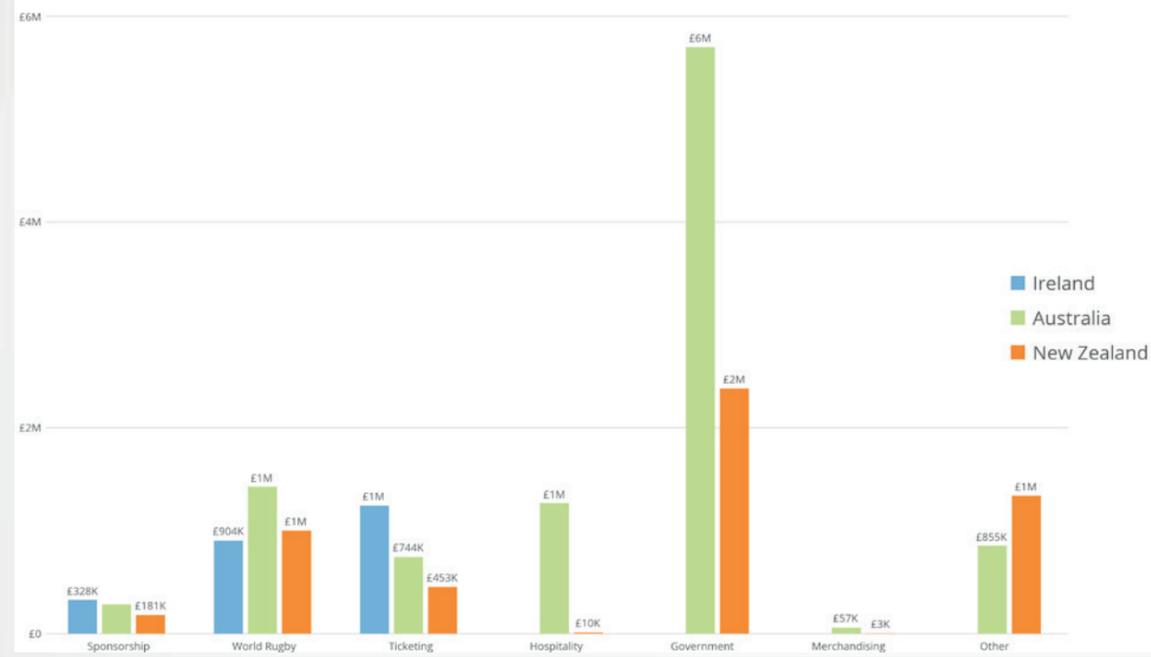


3. Finance and legal

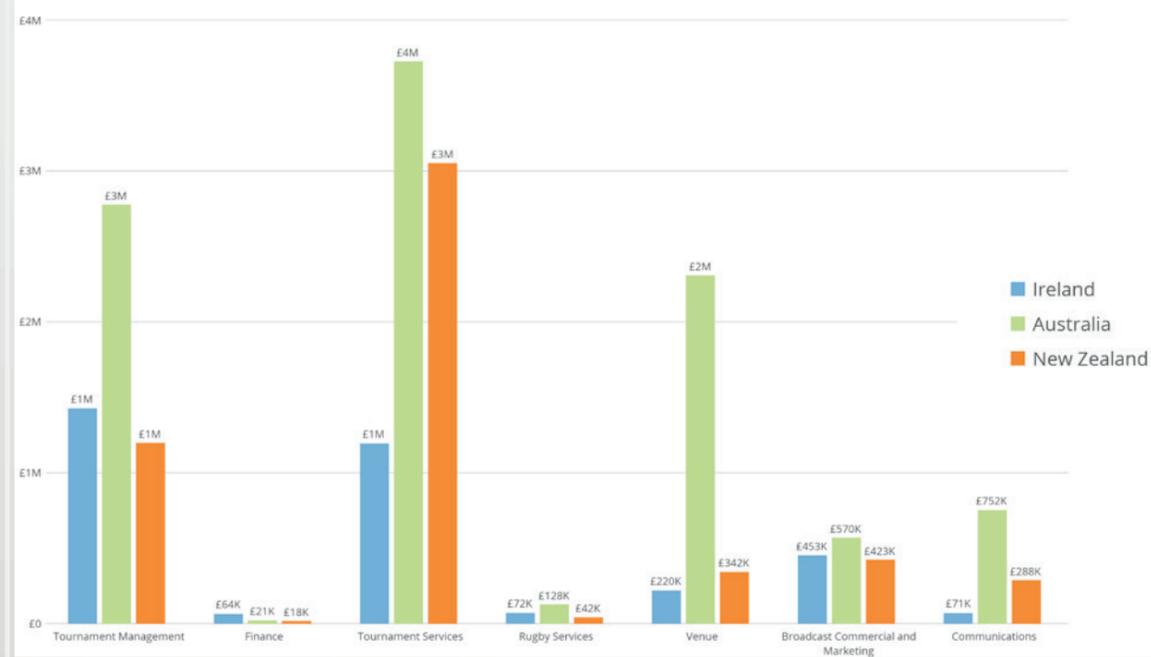
Financial analysis



WRWC Tender Review 2021 (Revenue Comparative)

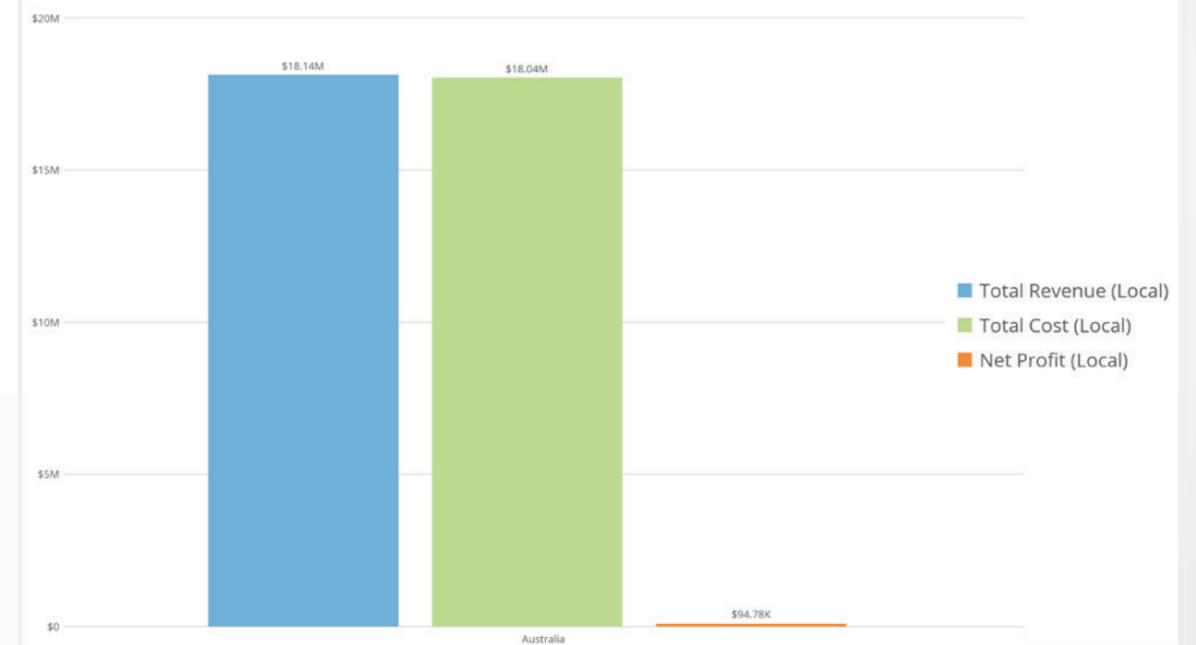


WRWC Tender Review 2021 (Costs Comparative)



AUSTRALIA Summary

WRWC 2021 Australia



Revenue analysis

It should be noted that enforceable investment commitments from Government partners was not a requirement of the bid submission. World Rugby have received formal letters of support from regional and national Government partners which are seen as a reliable commitment of funding.

Revenue forecasted has a substantial and optimistic target in comparison to WRWC 2017 from Government, World Rugby and Australian Rugby Foundation totalling AUS \$14m.

This is in addition to forecast ticketing, hospitality, sponsorship revenues of \$4.14m.

Rugby Australia have requested additional support from World Rugby to reflect the changes to the competition format for WRWC 2021 (length and squad size) and the long-haul travel requirements. This is projected to cost World Rugby an additional £428k on top of the agreed minimum subsidy of £1m.

However, Rugby Australia have clarified that they would, if required, deliver the tournament with a grant of £1 million, subject to finding pragmatic and sensible reductions to host union cost items that do not impact on player welfare and tournament marketing/promotion. This would include match venue overlay, tournament guest program, hospitality and VIP programme. The additional budget request comes from a desire to raise the standard of the event both on and off the field of play as well as the changes in the competition format (length and squad size) and the extensive long haul travel requirements for the participating teams.

Rugby Australia are targeting a 70% attendance on their ticketing strategy. The hospitality forecast contains the proposed price point and quantity of packages across the match venues. This has been developed having regard to Rugby Australia's assessment of the market, standard of event, competition in market and planned approach to hospitality:

		Match Day 1	Match Day 2	Match Day 3	Match Day 4	Match Day 5	Match Day 6	Match Day 6
		Group stage	Group stage	Group stage	Quarter finals	Semi-finals	Finals (suites)	Finals (dining)
Hospitality packages sold	# of sold packages	250	250	250	500	500	660	200
Hospitality locations	# of venues	2	2	2	2	1	1	1
Average package price	price (\$)	\$550	\$550	\$550	\$550	\$550	\$690	\$600
Hospitality revenue	revenue (\$)	275,000	275,000	275,000	550,000	275,000	455,400	120,000

Hospitality revenues compare with the HSBC Sevens World Series event which reported to World Rugby a figure of AUS \$187k for hospitality and the total target for this event is AUS \$2.2m.

Expenditure Analysis

Rugby Australia has a significant investment set out in the budget which should cover needs of the tournament they are proposing.

Areas of significant expenditure are:

- AUS \$3m on host union management team
- AUS \$5m on team accommodation, travel and catering
- AUS \$4m on venue and training grounds
- Rugby Australia have AUS \$900k contingency to cover any unforeseen costs

Strengths

- Rugby Australia have set a substantial budget to deliver an event which will far exceed other Women's Rugby World Cups from a financial investment point of view
- The forecast to break even should prove that women's fifteens rugby is a marketable and successful product
- Rugby Australia has secured commitments from both the NSW and Federal Governments for AUD\$5 million respectively, totaling AUD\$10 million

Challenges

- The investment of AUS \$18m is the equivalent of 14% of the total operating expenditure for Rugby Australia per financial statements as of 31st December 2017 and is therefore a material item in their annual budget
- Net Assets for Rugby Australia were AUS \$37m per Rugby Australia's audited financial statements as of 31st December 2017

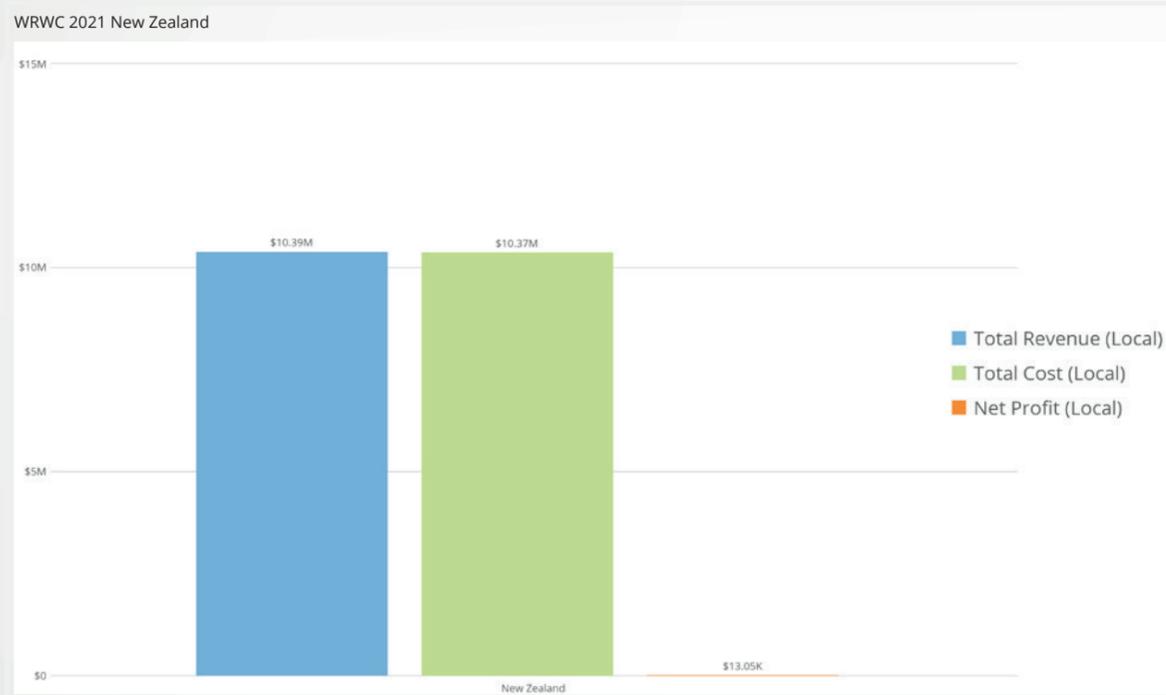
Risk Mitigation

- Rugby Australia have a track record of managing large budgets and delivering events on time and on budget



NEW ZEALAND

Summary



Revenue Analysis

It should be noted that enforceable investment commitments from Government partners was not a requirement of the bid submission. World Rugby have received formal letters of support from regional and national Government partners which are seen as a reliable commitment of funding.

New Zealand Rugby have a letter from the Minister for Economic Development has confirming investment of NZ\$3 million and Auckland Tourism, Events and Economic Development has confirmed NZ\$650,000 contribution towards the event. Whangarei District Council has confirmed a contribution of NZD\$300,000 plus other contra contributions.

Contributions from New Zealand Rugby reserves, legacy and staffing in-kind contributions make up NZ\$2.6 million.

World Rugby contribution is the minimum outlined in the bid documentation of £1m or approximately NZ \$2m. Ticketing and sponsorship makes up the remainder of the revenue outlined in the budget at NZ \$1m

Expenditure Analysis

Areas of significant expenditure are:

- NZ \$2.3m on host union management team
- NZ \$5m on team accommodation
- Travel and catering

Strengths

- New Zealand have set out a budget which is substantial and adequate to run the tournament
- As noted below, New Zealand Rugby has substantial reserves to financially support any potential budgetary issues that may arise
- New Zealand has confirmed support from the Government for NZD\$3 million

Challenges

- The remaining NZ\$659K of Government revenue is outlined as benefit in kind assistance across a number of different agencies

Risk Mitigation

- Net assets for New Zealand were NZ \$121m per audited financial statements as at 31 December 2017
- The investment of NZ \$10m is the equivalent of 4.5% of the total operating expenditure for New Zealand per financial statements as at 31 December 2017 and is therefore a material expenditure

Rights protection

AUSTRALIA

Summary

Australia has a system with protections in place for intellectual property and other rights in normal circumstances. This system includes legislation protecting intellectual property and other rights in events, mechanisms for the protection of logos, indicia and images, and quick access to registration and legal remedies.

There are also varying degrees of legislation at the State and Territory level to support commercial rights protection (including in relation to ambush marketing and ticket touting) for major sporting events. This collective framework has been deployed and utilised for major events in Australia in recent times.

Rugby Australia has undertaken to work with the the Australian and the NSW Government to ensure that the rights protection legislative framework is in place and enforced for WRWC 2021, which will ensure that legislative and practical measures are in place to support the rights protection programme for WRWC 2021.

Strengths

- Australia’s legislative framework grants appropriate protections to intellectual property and commercial rights, both generally and more specifically in respect of commercial rights relating to designated major events
- Major events legislation is available at both a Federal level (as regards the use of specified indicia and images in connection with major sporting events) and a State level (both in relation to event logistics etc., and the protection of event rights). Subject to WRWC being designated under major events legislation at Federal and NSW level, it also appears that effective measures to counter ambush marketing will be provided for
- Rugby Australia has undertaken to work with the Australian and the NSW Government to ensure that legislative and practical measures are in place to support the rights protection programme for WRWC 2021
- NSW has also recently introduced new laws aimed at tackling ticket touting and other secondary ticket dealings which applies to all sporting or entertainment events in NSW whose tickets that are subject to a resale restriction

Challenges

- Protection of WRWC 2021 under relevant major event legislation is not automatic and is dependent on WRWC 2021 being designated as an event under such legislation. It is not certain that WRWC 2021 will be designated under this legislation
- If WRWC 2021 does not achieve a major events designation, Rugby Australia and World Rugby would have to rely on the general legal system in Australia/NSW (together with Government cooperation) for rights protection purposes

Risk Mitigation

- Major Tournament / World Rugby intellectual property could be registered in Australia to avail of Australia’s legal protections for registered IP
- Rugby Australia will also seek to work with the NSW Government around the relevance and application of the commercial rights protections available under the NSW major events legislation. Rugby Australia has outlined the process it intends to follow (subject to being granted the hosting rights) to procure a “major event” designation in NSW law for WRWC 2021. The designation is made by the Government of NSW on recommendation of the relevant Government Minister. Factors taken into account include the size of the event, number of spectators, media coverage, economic impact etc.
- Rugby Australia has indicated a desire to work with stadium owners and Government partners to ensure effective rights protection at venues and fan zones



NEW ZEALAND

Summary

Protection is available for registered designations and other intellectual property under the existing trademark and other intellectual property laws of New Zealand.

New Zealand also has major events legislation which provides protection to organisers and sponsors of designated major events from ambush marketing and ticket scalping. This legislation recognises that major events rely on sponsors making very large financial commitments. New Zealand Rugby will seek major events status for WRWC 2021 to ensure WRWC 2021 comes under the provision of the major events legislation.

The New Zealand Ministry of Business, Innovation and Employment will also assist in the creation of a rights protection committee and will arrange for appropriate officials to attend regular meetings in this regard.

Strengths

- New Zealand has the standard intellectual property rights protections and commercial rights protections which would be expected from a host country of WRWC 2021 and New Zealand Rugby appears to have secured commitment from Government to assist with the rights protection programme
- Subject to WRWC 2021 being granted major events status under New Zealand's major events legislation, specific protections will be available to protect the event against ambush marketing and ticket scalping and to facilitate the creation of clean zones around match venues

Challenges

- Protection of WRWC 2021 under New Zealand's major event legislation is not automatic and is dependent on major event status being secured for WRWC 2021. New Zealand Rugby has not outlined a specific strategy for procuring major event status for WRWC 2021 and it is not certain that WRWC 2021 will be designated under this legislation or what the consequences for the rights protection programme might be if such designation is not achieved
- If WRWC 2021 does not achieve a major events designation, New Zealand Rugby and World Rugby would have to rely on the general legal system in New Zealand (together with Government cooperation) for rights protection purposes

Risk Mitigation

- Major Tournament / World Rugby intellectual property could be registered in New Zealand to avail of New Zealand's legal protections for registered IP
- New Zealand Rugby has experience operating successful rights protection programmes in relation to events that have not had the benefit of major events designation. New Zealand Rugby also has experience working with venue and local authorities to minimise the instances of ambush marketing at events that don't have such designation



Anti-Corruption

AUSTRALIA

Summary

Rugby Australia benefits from a sophisticated national integrity framework in place in Australia.

Strengths

- There is an existing world-class national integrity platform involving Government, law enforcement and sport with significant expertise in relation to sports integrity in Australia, including in respect of major events
- World Rugby has existing relationships with various authorities in Australia which can be further developed for the purposes of the WRWC integrity programme

Challenges

- None to note

NEW ZEALAND

Summary

New Zealand has incorporated match-fixing into its Crimes Act

Strengths

- New Zealand has legislated to criminalise match-fixing and has a centralised police force with whom World Rugby has existing relationships which can be further developed for the purposes of the WRWC integrity programme

Challenges

- None to note

Risk Assessment

AUSTRALIA

Summary

The WRWC 2021 will have national designation or classification to ensure inter-Governmental and State agency collaboration and resourcing in partnership with the Rugby Australia.

All areas listed in the tender response document have been addressed to a good standard of detail in the reply.

All areas of risk identified have a framework of approach to mitigate and manage them to acceptable levels.

Strengths

- Key strategic risks have been outlined with a commitment to a more detailed and comprehensive recording and management of these items throughout the planning and delivery phases as well as outlining mitigations and management controls
- Security and emergency management activities are based on threat assessments produced by intelligence agencies, supported by legislation and Government policy
- Personal safety and terrorism threat levels are considered low risk and infrequent but integrated security services planning protocol is in place
- The proposed window of operating is as per previous instances of this competition



Challenges

- Possible currency fluctuation risks have not been noted/addressed specifically. However World Rugby notes that the budget contains a contingency of AUD\$900,000

Risk Mitigation

- Risks will be mitigated by implementation of a robust, major event risk management framework, developed during the planning phase of WRWC 2021 and building on the existing, comprehensive security risk management program implemented by Rugby Australia

NEW ZEALAND

Summary

- The WRWC 2021 will have national designation or classification to ensure inter-Governmental and State agency collaboration and resourcing in partnership with New Zealand Rugby
- All areas listed in the tender response document have been addressed to a good standard of detail in the reply
- All areas of risk identified include details of mitigation and management controls that bring them to acceptable levels

Strengths

- Key strategic risks have been outlined using a five-scale risk matrix demonstrating a best practice approach to identifying all relevant areas and scoring them on a risk scale. In addition to risk identification, mitigations and management controls have also been detailed
- Security and emergency management activities are based on threat assessments produced by intelligence agencies, supported by legislation and Government policy
- Personal safety and terrorism threat levels are considered low risk and infrequent but integrated security services planning protocol is in place
- New Zealand grades on the Global Peace Index as second in the World and on transparency International's Corruption Index, the least corrupt country (tied with Denmark) in the world

Challenges

- There will be currency challenges for New Zealand Rugby in relation to this event. However, New Zealand Rugby has indicated that foreign exchange cover will be in place to reduce the potential impact on the tournament budget of future currency fluctuations
- In examining the potential change of playing window, potential clashes with other World Rugby properties should be considered, along with cross code player availability

Risk Mitigation

- Individual mitigations and control measures are listed for the 18 strategic and operational risks identified in the response along with details of the framework of approach for emergency risks

Area	NZ	AUS
Venue safety / security track record	✓	✓
Health and safety standards / legislation in the host country	✓	✓
Ambush marketing	✓	✓
Ticket counterfeiting / touting	✓	✓
Personal safety concerns for travelling teams / tourists	✓	✓
Counter terrorism measures in the host city / country	✓	✓
Adverse weather	✓	✓
Civil or political unrest	✓	✓



4. Host cities and match venues

AUSTRALIA

Summary

Rugby Australia has proposed the city of Newcastle as the venue for WRWC 2021. Two hours north of Sydney, Newcastle is the seventh largest city and is in the heart of the Hunter Valley, New South Wales. Utilising the Crowne Plaza Hunter Valley as the accommodation centre for teams and match officials along with Maitland Sports Ground, the tournament will span the Hunter Valley region.

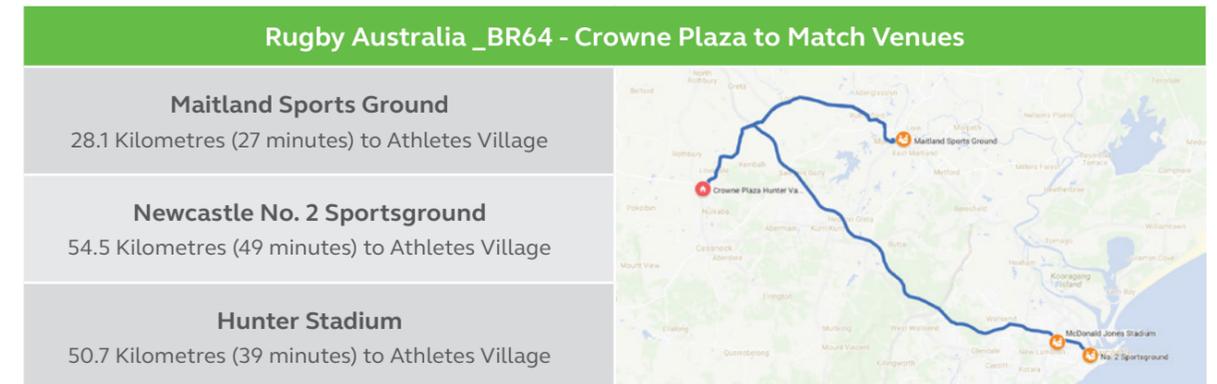
There are three venues proposed including Maitland Sports Ground, Maitland and No. 2 Sportsground, Newcastle for the pool stages, quarter and semi finals, and Hunter Stadium, Newcastle for the finals.

Maitland is approximately 34 kilometres from Newcastle and is the closest of the match venues to the tournament hotel.

Previous event experience in this region includes:

EVENT & YEAR	NUMBER OF PARTICIPANTS	NUMBER OF DIGNITARIES AND VIPS	NUMBER OF ATTENDING SPECTATORS	NUMBER OF SECURITY PERSONNEL
Wallabies v Scotland - 2012, 2011	250	180	20,789	97
AP Special Olympics Games, 2012	800	190	15,825	83
British and Irish Lions Tour, 2013	250	150	17,732	79
Asian Cup, 2015	500	Game 1 – 43 VVIP + 124 VIP Game 2 – 26 VVIP + 80 VIP Game 3 – 83 VVIP + 230 VIP	58,554	360
Australia v NZ Rugby League Test, 2016	250	165	24,392	250
Matilda's v Brazil, 2017	150	205	16,829	80
Newcastle 500, 2017	290	1200	192,000	600
A League Grand Final, 2018	200	200	27,933	106

See below a map of the region outlining the major centres.



Review of proposed venues

Maitland Sports Ground

- Capacity 8000, grandstand capacity 1,100
- Temporary seating will be installed
- The field of play meets requirements for length, width, in goal and run off
- Warm up space available is acceptable
- Floodlights are currently insufficient
- Temporary benches for substitutes will be installed
- Big screen and scoreboard are available
- Temporary change rooms are to be installed to compliment the existing double change rooms
- Match officials change rooms will also be a temporary unit
- There is significant distance between pitch and photographers working room
- Medical rooms will require some infrastructure
- All other requirements will be met



Newcastle No 2 Sportsground

- Capacity 5000
- 504 seats are under cover
- The field of play meets requirements for length, width, in goal and run off
- Warm up areas are acceptable
- Floodlights are currently insufficient
- Temporary benches will be in place
- Temporary big screen will be installed
- Four team change rooms are available
- Match officials change rooms are small
- Medical rooms are acceptable
- All other requirements will be met

Hunter Stadium

- Capacity 33,000, of which 23,000 is seated
- The stadium is currently named as McDonald Jones Stadium
- The field of play meets requirements for length, width, in goal and run off
- Current warm up space is small
- Floodlights lux are low in places with an average of 1126 which is below requirements
- Team benches are in place
- Big screen is in place, scoreboard will be available
- Team change rooms meet all requirements
- Match officials change rooms meet requirements
- All other requirements will be met

Training grounds, gyms and pools are all of good quality.

Strengths

- Stadia are a good size for an event of this scale
- Where overlay is required, space is available and stadia owners are engaged
- There is plenty of space at each venue for hospitality, fanzones and for sponsor activations
- The local community are engaged with the venues and regularly attended different sporting events
- Venues are easily accessible with good transport links

Challenges

- Floodlights in all venues are insufficient
- Change rooms for match officials need to be addressed
- Overlay is required in two of the three venues, which will be costly

Risk mitigation

- All matches officials rooms are designed for a team of three or four for one match. Additional space will be found for the match official team for all of the matches played on that day

Maitland

- Floodlights have upgrades planned before tournament time
- The issue of distance from pitch to photographers working room will be reviewed

Hunter Stadium

- Alternate warm up spaces are currently available in a complex next door and development is planned for still further space which will be more easily accessible
- Lux values are lower than required in some areas of the pitch

Newcastle No 2 sports ground,

- Temporary floodlights are to be installed

NEW ZEALAND

Summary

New Zealand Rugby have proposed Auckland and Whangarei as the two centres for WRWC 2021. It is proposed that nine of the 12 teams will move between Whangarei during the event for a period of training and match day or days.

Auckland is one of the fastest growing economies in the Asia-Pacific region, with one of the most ethnically diverse populations.

Whangarei is two hours north of Auckland, is the gateway to Northland, New Zealand's northern most region.

Previous event experience includes:

	EVENT & YEAR	Number of participants	Number of attending spectators
WHANGAREI	Annual Mitre 10 Cup Games (Rugby) (Min five per season)	12	5,000
	2018 Six60 Concert	40	10,000
	NZ Provincial Barbarians vs British & Irish Lions	500	20,000
	2017 Nitro Circus	40	13,000
	2016 Vodafone Warrior vs Gold Coast Titans	120	8,000

	EVENT & YEAR	Number of participants	Number of attending spectators
AUCKLAND	NRL Double Header 2018	120	25,600
	ASB Tennis Classic (Annual)	50	52,820
	Rugby League World Cup 2017	380	47,860
	Women's Hockey World League Final 2017	60	23,400
	NRL Auckland Nines 2017	200	53,140
	DHL New Zealand Lions Series 2017	50	46,200
	Youth Sailing World Championship 2017	120	5,690
	MCKAYSON New Zealand Women's Open 2017 (Golf)	30	28,150
	Pan Pacific Youth Water Polo Festival 2016	250	15,770
	Bledisloe Cup 2016	50	49,000

Review of proposed venues

Auckland, Albany Stadium

- Capacity 25000
- The field of play meets requirements for length, width, in goal and run off
- Warm up space available is acceptable
- Floodlights are confirmed as correct lux level
- Team benches are in place
- Albany stadium is named and branded QBE stadium
- Big screen will be hired in, scoreboard in place
- Team change room meets requirements
- Cabling in this stadium is owned by Sky TV
- Match officials change room is sufficient
- Medical room is required size
- All other requirements will be met

Auckland Waiwera Stadium

- Capacity 5000
- Temporary seating may be installed
- The field of play meets requirements for length, and width. Some turf extension required to achieve appropriate in goal dimensions
- Current run off area is an athletics track and therefore turf/artificial (and Regulation 22 compliant) extensions would be required to meet the 5m run off requirements on all sides of the playing area
- Warm up space available is acceptable
- Lux level is not at acceptable standard and there are no plans to upgrade. Matches played at this venue can only be in daylight hours
- Team benches available
- Big screen will be part of the temporary overlay, scoreboard in place
- Two change rooms are available within the stadium and other available in a large complex next door
- Match officials change room is not of required size however potential solution has been identified
- Medical room is small, with a separate room available if required
- All other requirements will be met

Whangarei, Northland events centre

- Capacity 17500
- Level 1 of the stadium is tenanted and would be in use on any week day
- Temporary seats of 2500 may be installed if required
- The field of play meets requirements for length, width, in goal and run off with the exception of the far touchline which currently only has 4m run off at half-way due to the existing Camera 3 platform and team benches
- Warm up space available is acceptable
- Floodlights are compliant but are also being replaced currently
- Team benches in place
- Big screen will be hired, scoreboard will be part of the screen
- Team change rooms three and four are smaller in size and will require bench seating. There is however, additional change room space in a facility next door which is easily accessible
- Match officials change rooms meet requirements
- Medical rooms meets all requirements
- All other requirements will be met

Training grounds, gyms and pools are all of good quality.

Relative locations of events spaces in Whangarei and Auckland respectively

Strengths

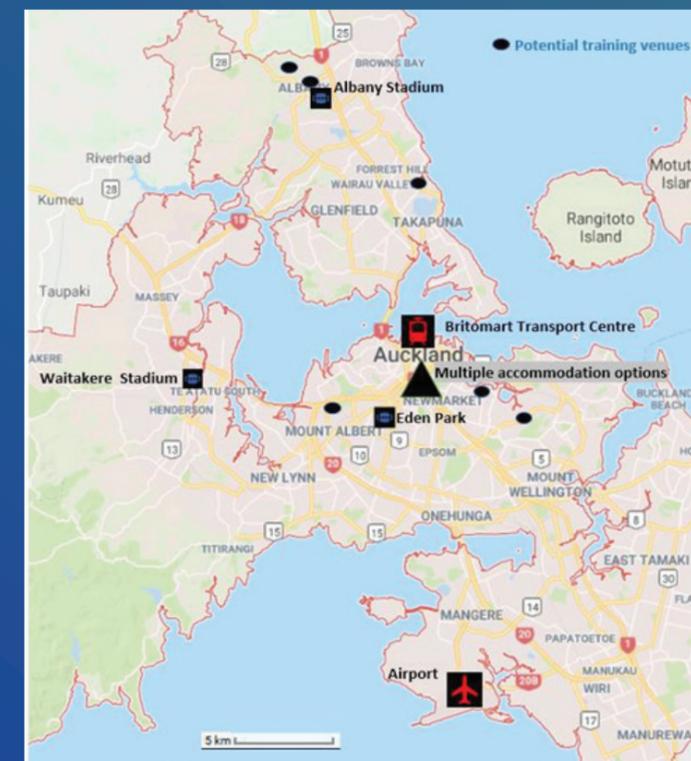
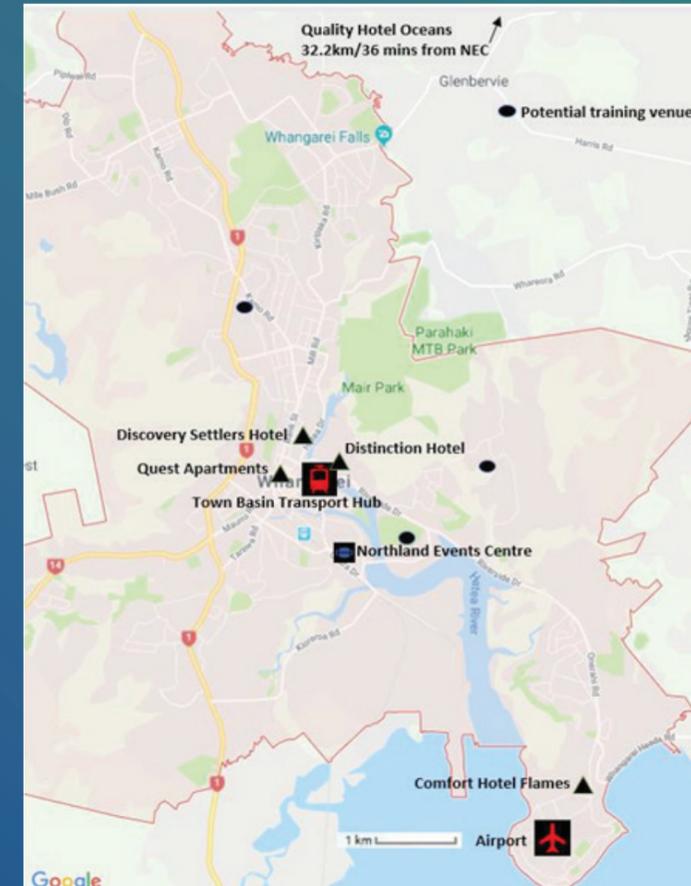
- Very little overlay required to Whangarei or Albany Stadium
- Medical rooms meets all requirements
- Space at each venue for hospitality, fanzones and for sponsor activations
- Venues are easily accessible with good transport links

Challenges

- Floodlighting in Waitakere Stadium will not be upgraded and matches will have to be played in daylight. This will mean an adjustment to the proposed playing schedule
- Some space challenges in Waitakere stadium
- Level 1 of Whangarei is tenanted and would be used on any week day
- Commercial branding of Albany stadium will be costly to clean
- Cabling in Albany stadium is owned by Sky TV which may present challenges or unforeseen costs

Risk Mitigation

- The camera platform at Northland Events Centre can be moved to extend the run off to the required amount
- Space challenges in Waitakere Stadium are mitigated by the large complex beside the stadium which provides plenty of extra changing, operations and hospitality space
- Tenants on Level 1 are not facing the field of play and have separate access
- All matches officials rooms are designed for a team of three or four for one match. Additional space will be found for the match official team for all of the matches played on that day



5. Rugby services

Tournament dates and match schedule

The invitation to bid outlined a new tournament format, which was confirmed by RWC Board in May 2018. The match schedule includes longer rest periods between pool phases, the introduction of quarter finals and the placement of quarter finals, semi-finals and finals on consecutive weekends.

The bid also outlined a tournament window of July/August.

AUSTRALIA

Summary

Australia's response confirmed that the bid was based on the July/August window and has outlined proposed dates which fit the confirmed tournament format.

EVENT	DATE	NO. TEAMS
Match Day 1	24 July 2021	12
Match Day 2	29 July 2021	12
Match Day 3	3 August 2021	12
Quarter Finals (Match Day 4)	8 August 2021	8
Semi Finals (Match Day 5)	14 August 2021	4
Final (Match Day 6) Bronze Medal Final	21 August 2021	4

Rugby Australia has expressed a desire to explore the playing window of September/October due to:

- Seasonal factors, the tournament would then fall in the southern hemisphere spring
- Australian rugby calendar, the revised window would allow the tournament to be played outside the regular club season which would give a broader access to facilities

Rugby Australia have proposed match times for each of the match days based on factors such as:

- Weather and daylight
- Broadcast and digital maximum reach
- In stadia crowd levels
- Days of the week and target audiences

Proposed match timings

EVENT	DAY	DATE	NUMBER OF MATCHES PER VENUE	MATCH VENUE 1 (K/O TIME)	MATCH VENUE 2 (K/O TIME)
Match Day 1	Saturday	24 July 2021	3	1400	1100
				1630	1330
				1900	1600
Match Day 2	Thursday	29 July 2021	3	1400	1100
				1630	1330
				1900	1600
Match Day 3	Tuesday	3 August 2021	3	1100	1200
				1330	1430
				1500	1700
Quarter Finals (Match Day 4)	Sunday	8 August 2021	2	1530	1100
				1830	1400
Semi Finals (Match Day 5)	Saturday	14 August 2021	2 (same venue)	1600	
				1900	
Final (Match Day 6) • Bronze Medal • Final	Saturday	21 August 2021	2 (same venue)	1630 – Bronze	
				1930 – Final	

Strengths

- Match times may assist international broadcast requirements
- Matches are spaced to avoid complete overlap

Challenges

- The rugby calendar in Australia is busy in the July/August window

Risk Mitigation

- Rugby Australia will work with SANZAAR to request away fixtures for the Rugby Championship schedule for this time or, at least, will position the fixtures away from the NSW region, in order to clear the schedule at this time of year

NEW ZEALAND

Summary

New Zealand Rugby has prepared the bid on the basis of the preferred window of September/October. Through clarifications, New Zealand Rugby have confirmed that they are very comfortable with the originally stipulated window of July/August but have put forward the best proposition for the event based on:

- Better weather conditions
- Improved product as a result, including broadcast quality
- Less domestic rugby in New Zealand at this time, Premier club rugby is complete which gives broader access to facilities
- Similar position of men's and women's RWC tournaments
- NZ daylight saving
- School holidays in October

Rugby New Zealand has proposed match days and times which are in line with the tournament format:

Match Day 1: Saturday 18 September 2021

Match no.	Pool	Kick off time	Match	Venue
1	tbc	1200	tbc	Waitakere
2	tbc	1430	tbc	Waitakere
3	tbc	1700	tbc	Waitakere
4	tbc	1500	tbc	Northland
5	tbc	1730	tbc	Northland
6	tbc	2000	tbc	Northland

Match Day 2: Thursday 23 September 2021

Match no.	Pool	Kick off time	Match	Venue
7	tbc	1200	tbc	Waitakere
8	tbc	1430	tbc	Waitakere
9	tbc	1700	tbc	Waitakere
10	tbc	1500	tbc	Northland
11	tbc	1730	tbc	Northland
12	tbc	2000	tbc	Northland

Match Day 3: Tuesday 28 September 2021

Match no.	Pool	Kick off time	Match	Venue
13	tbc	1200	tbc	Waitakere
14	tbc	1430	tbc	Waitakere
15	tbc	1700	tbc	Waitakere
16	tbc	1500	tbc	Northland
17	tbc	1730	tbc	Northland
18	tbc	2000	tbc	Northland

Match Day 4: Sunday 3 October 2021

Match no.	Kick off time	Match	Venue
19	1230 or 1730	Quarter Final	Waitakere or Albany
20	1500 or 2000	Quarter Final	Waitakere or Albany
21	1730 or 1230	Quarter Final	Northland
22	2000 or 1500	Quarter Final	Northland

Match Day 5: Saturday 9 October 2021

Match no.	Kick off time	Match	Venue
23	1730	Semi final	Albany
24	2000	Semi final	Albany

Match Day 6: Saturday 16 October 2021

Match no.	Kick off time	Match	Venue
25	1730	Bronze Final	Albany
26	2000	Final	Albany

Strengths

- Multiple venues for nine of the 12 teams will assist in negating the effects of one hotel/venue for an extended period of time
- New Zealand Rugby have confirmed that the July/August window is possible without major alteration to the bid

Challenges

- Research and consultation with stakeholders, including northern hemisphere unions who have domestic leagues underway, will have to take place in order to ascertain if a September/October window is possible

Anti-doping

AUSTRALIA

Summary

The bid confirms that Australia has a World Anti-Doping Agency (WADA)-compliant National Anti-Doping Organisation (NADO), the Australian Sports Anti-Doping Authority (ASADA) and that this organisation is compliant with all other necessary regulatory requirements. Confirmation is also provided that Australia has a WADA-accredited anti-doping laboratory, the Australian Sports Drug Testing Laboratory (ASDTL) available to the event for sample analysis. This is the only WADA-accredited laboratory in Oceania. Evidence is provided of the recent management of the doping control programme for the 2018 Commonwealth Games by ASADA and ASDTL. Appropriate doping control facilities are proposed at all stadiums subject to some clarifications at site-visits.

This can be considered a strong bid from an anti-doping perspective. All regulatory requirements are met, and the fact that Australia has an experienced NADO with knowledge of working in rugby (and with the World Rugby Anti-Doping unit directly) are positive aspects of the bid. The presence of a WADA-accredited laboratory near to the host city is a further positive element.

Strengths

- Key to anti-doping services at a tournament is the quality of the test service provider, and the bid includes a WADA-compliant and respected NADO with whom World Rugby have a good working relationship
- Australia is a country with considerable experience of managing doping controls in sport, and in hosting a wide range of major sporting events in which anti-doping programmes are conducted
- The bid benefits in terms of logistics from the fact that there is a World Anti-Doping Agency (WADA) - accredited Laboratory based in close proximity to the host city
- ASDTL has recently been upgraded and is of a very high standard. However, we are advised from the clarifications of Rugby Australia that there is no contractual obligation for the ASDTL to be used for the event

Challenges

- It should be noted that World Rugby has, in the past, been unable to reach agreement with ASADA, with respect to World Rugby's standard anti-doping testing contract terms (including warranties, insurance obligations, indemnification, English law and jurisdiction). This remains under cordial discussion, but as a consequence of this, for several years World Rugby has used independent suppliers other than ASADA for anti-doping testing in Australia. Early discussions with ASADA would need to be commenced in order to find a contractual solution acceptable to both parties if they are to be engaged as the Sample Collection Agency for the tournament
- Maitland stadium seems to have a small processing area

Risk Mitigation

- Some clarification was requested from Rugby Australia over the layout and size of stadium doping control rooms which were clarified satisfactorily, and overall from the maps provided, the location of facilities appears good. A question remains over whether the proposed room at Hunter stadium will be used, or an alternative (which Rugby Australia propose will be clarified via a site visit). Given that Rugby Australia and ASADA have considerable experience of anti-doping service provision, we consider none of these risks to be of major significance
- Alternate space can be found in Maitland stadium

NEW ZEALAND

Summary

The bid confirms that New Zealand has a World Anti-Doping Agency (WADA)-compliant National Anti-Doping Organisation (NADO), Drug Free Sport New Zealand (DFSNZ) and that this organisation is compliant with all other necessary regulatory requirements. Confirmation is also provided that anti-doping samples collected in New Zealand are typically analysed at the Australian Sports Drug Testing Laboratory (ASDTL) in Sydney which is a WADA-accredited anti-doping laboratory. This is the only WADA-accredited laboratory in Oceania. The bid clarifies that another laboratory may be chosen by World Rugby if required without impact on provision of services. Appropriate doping control facilities are proposed at all stadiums subject to sign off by World Rugby.

This can be considered a strong bid from an anti-doping perspective. All regulatory requirements are met, and the fact that New Zealand has an experienced NADO with knowledge of working in rugby (and a close working relationship with the World Rugby Anti-Doping unit directly, which includes DFSNZ providing regular test services to World Rugby) are positive aspects of the bid.

Strengths

- Key to anti-doping services at a tournament is the quality of the test service provider, and the bid includes a WADA-compliant and respected NADO with whom World Rugby have a close working relationship. New Zealand is a country with considerable experience of managing doping controls in sport, and in hosting a range of major sporting events in which anti-doping programmes are conducted. Despite not having a WADA-accredited laboratory in the country there is a well-established process for shipping samples outside of New Zealand, meaning this does not impact significantly on the quality of the bid
- ASDTL is the nearest WADA-accredited laboratory, and has recently been upgraded and is of a very high standard. However the bid clarifies that there is no contractual obligation for DFSNZ to use ASDTL
- There are no specific challenges in relation to the anti-doping legislative framework in New Zealand

Challenges

- Logistical costs for the shipment of samples to Sydney would incur a cost if the ASDTL lab is used, and some impact will be seen on the time taken between collection of samples and delivery to the laboratory. Most anti-doping samples collected in New Zealand are analysed in Sydney so the process is very well-established, and the extended delivery time is likely to be non-critical. Further, at this stage no confirmation of the tournament laboratory has been made

Risk Mitigation

- New Zealand Rugby have confirmed that “a variety of options exist at both Albany Stadium and Waitakere Stadium”. Given that New Zealand Rugby and DFSNZ have considerable experience of anti-doping service provision, we consider this to not be a risk of major significance

Match management

AUSTRALIA

Summary

The bid confirms at the time of writing, there are nine accredited match commissioners in the region. This gives scope and opportunity to filling the match commissioners role locally and providing consistent match management across the tournament.

Ball team personnel will be sourced from local rugby clubs, ensuring previous experience. Training will be provided, and the ball team will be both male and female.

Weather monitoring is conducted through the Bureau of Meteorology and regular updates will be received from the Bureau during the event.

Temperatures and rainfall are very favourable for July and August with 10 hours or more of daylight each day.

Strengths

- Local certified match commissioners will negate additional flight costs
- All requirements within the bid documentation have been met

Challenges

- No challenges to note

NEW ZEALAND

Summary

The bid outlines that there are a number of experienced staff in the region who could act as match commissioners, although there are no certified match commissioners in the country at the time of writing.

Experienced ball team staff and management are available.

The bid confirms that New Zealand Rugby uses MetService which is the national weather authority for New Zealand. New Zealand Rugby will look to enter into an agreement with MetService to provide bespoke forecasting for the event.

There is a significant increase in rainfall and equally, temperature between Auckland and Whangarei. August will see 12 degrees and 50mm of rain in Auckland, with 17 degrees and 99 mm in Whangarei for the same period.

Strengths

- There are an abundance of experienced match management and ball team members in the region

Challenges

- There are currently no certified match commissioners in the country, at the time of writing

Risk Mitigation

- Training and certification can be supplied between now and tournament time

Match officials

AUSTRALIA

Summary

All requirements for match officials in terms of accommodation, office space, transport, ticketing, training venues and general team provisions have been confirmed as being met.

Clarifications confirmed that a service agreement with SportsCom is in place until 2020 at such time, a market test will be conducted and consultation with World Rugby will be part of the process.

Strengths

- All requirements within the bid documentation have been met

Challenges

- None to note

NEW ZEALAND

Summary

All requirements for match officials in terms of accommodation, office space, transport, ticketing, training venues and general team provisions have been confirmed as being met.

Clarification confirmed that MTA is the incumbent supplier for New Zealand Rugby. When the provision comes up for renewal New Zealand Rugby will include WRWC in the requirements.

Strengths

- All requirements within the bid documentation have been met

Challenges

- None to note

Medical

AUSTRALIA

Summary

Rugby Australia have a strong history of delivering excellent medical support for international tournaments. Various international matches and Super Rugby are testament to that. Rugby Australia have worked hard to comply fully with World Rugby player welfare standards. All stadia look to be well resourced and the Hunter & Maitland hospitals are relatively close (4-35km away). Rugby Australia have made a commitment to form a medical advisory group (MAG).

Strengths

- Rugby Australia have worked in conjunction with World Rugby to build an accredited ICIR workforce of around 100 medical staff. There is a comprehensive health care system in place and plans are afoot to accredit team medical staff to treat their own players and officials along with the provision of drug importation dispensation. Reciprocal healthcare is in place for a number of countries

Challenges

- Distinct timelines for the appointment of MAG, TMD and Medical Manager

NEW ZEALAND

Summary

New Zealand Rugby have a strong history of delivering excellent medical support for international tournaments. The RWC 2011 and regular international matches along with Super Rugby are testament to that. All stadia look to be well resourced and designated hospitals are easily accessible. New Zealand Rugby have made a commitment to form a MAG and plan on appointing a medical Manager in Q1 of 2021.

Strengths

- New Zealand Rugby have worked in conjunction with World Rugby to build an accredited ICIR workforce of around 150 medical staff. New Zealand Rugby are also committed to improving broadband provision to support HIA and MDD etc. The ACC provides an excellent compensation and surveillance scheme should it be needed

Challenges

- Domestic laws prevent team medical staff operating outside of their match & training scope without specific licensing. This issue needs to be clearly mitigated



6. Commercial, broadcast and marketing

Commercial

The invitation to tender outlines the retention and split of commercial rights in the commercial programme for the event and the time frame for release of brand categories, which was set at 18 months prior to the event.

The partnership programme structure was explained as

- Six global partners, all appointed by World Rugby
- Official partners of which there should be no more than eight, all possibly appointees of the host
- Suppliers, of which World Rugby retains four and the host will appoint five

To deliver this commercial programme, World Rugby retains 65% of all inventory, with 35% available for the host union to service their partners and suppliers.

AUSTRALIA

Summary

Rugby Australia has extensive experience in working with World Rugby on rights delivery for global partners in combination with the delivery and management of sponsorship programmes for union sponsors. Examples are provided in the bid of delivery programmes around the Sevens and the bid confirms the appointment of sponsor management staff. Given the strong women's sport movement in Australia, the proposed location of the event and the status of the tournament, Rugby Australia expects to attract strong commercial interest and corporate support.

Strengths

- Australia is a strong and broad commercial market in sport which will support partner sales
- There will be opportunity to offer further partnership/branding prospects, for instance women in leadership forum
- There are existing relationships with World Rugby partners such as Jaguar Land Rover and HSBC
- Rugby Australia are experienced in commercial delivery, the delivery of money can't buy experiences and in the creation of added value for partners
- Rugby Australia have confirmed that all stadia will be provided clean of branding
- There is a successful women's sevens programme already attracting commercial and fan attention
- The bid outlines 120 metres of LED signage will be provided as standard (not requested in bid) which will drive / create increased commercial value to partners

- There is a good resource structure proposed to manage the commercial programme
- There is no major legislative or regulatory restrictions in place which would inhibit the implementation of the commercial programme

Challenges

- Newcastle is not a well-known global destination so not highly attractive to sponsors for guest invites to hospitality
- Hospitality suites are available in the Hunter stadium only, other hospitality areas will be in temporary structures
- Licensing and merchandising is presenting a revenue in the budget when those rights sit with World Rugby

See below for further analysis of the commercial and legislative restrictions on the commercial programme

NEW ZEALAND

Summary

New Zealand are confident that their capability is well set up to attract new revenue to the women's game. Maximising revenue will be central to the commercial strategy and New Zealand Rugby will work with World Rugby to facilitate a world class programme.

New Zealand Rugby has extensive experience in working with World Rugby on rights delivery for global partners in combination with the delivery and management of sponsorship programmes for union sponsors.

Strengths

- New Zealand has a strong existing commercial partner programme
- New Zealand Rugby are very experienced in delivery of commercial programmes
- There are partners within New Zealand Rugby's existing portfolio who sponsor just women's teams
- New Zealand Rugby is confident that current partners will engage with WRWC through sponsorship
- There is an existing relationship with World Rugby partner Tudor

Challenges

- The location is a small market for global partners
- It may prove difficult for global partners to attract guests for hospitality
- Licensing and merchandising is presenting a revenue in the budget when those rights sit with World Rugby
- Commercial restrictions apply around the way alcohol is sold or advertised in venue but not in a way that New Zealand Rugby expects to unexpectedly restrict the activities of World Rugby, in terms of serving alcohol at tournament events, or in terms of any alcohol sponsor's activities. Please see below for further analysis
- Naming rights around QBE stadium and the associated branding will prove costly to present clean

Risk Mitigation

- New Zealand Rugby have confirmed all stadia will be provided clean
- Commercial restrictions have been smoothly managed at other events in the past and so does not pose a significant risk

Legal - Commercial and Legislative Restrictions to Commercial Programme

AUSTRALIA

Summary

Rugby Australia has confirmed that there are no existing commercial agreements that would restrict or cause issues in relation to the delivery of the WRWC 2021 commercial programme and that the match venues for the pool matches, quarter finals and semi finals are local Government owned and are commercially clean of naming and branding. Each match venue is intended to have a zone dedicated to partnership activations and extension events.

The match venue proposed for the final has an existing naming rights partner (construction company McDonald Jones) and supply relationships for the provision of hospitality (Gema Group) and beverages.

Rugby Australia has not indicated any legislative, regulatory or other restrictions that may apply to commercial activities related to WRWC 2021 but has cited NSW sale of alcohol laws, which would need to be taken into account as regards the sale and promotion of alcohol.

Strengths

- There would appear to be no legislation or regulatory restrictions in place which would materially inhibit the implementation of the WRWC 2021 commercial programme
- All stadia have been confirmed as been presented clean of naming and branding
- Rugby Australia has previously worked with stadium owners around major events to enforce clean zones which protect the rights of event partners. In some cases, this has included engaging third parties to monitor activities outside of the stadium and shut down any infringing / ambush marketing activities, including the selling of unapproved merchandise

Challenges

- The match venue proposed for the final has an existing naming rights partner, construction company McDonald Jones and supply relationships for the provision of hospitality and beverages. There is also a small amount of existing branding within the bowl

Risk Mitigation

- Rugby Australia has stated that the existing commercial relationships at the match venue proposed for the final will not cause issues in relation to the delivery of the WRWC 2021 commercial programme and that the stadium management team has experience of managing such relationships at previous international sporting events (AFC Asian Cup 2015 and Asian Champions League)
- Rugby Australia has confirmed that both Newcastle No.2 and Maitland Sportsground will be completely clean of any signage within the bowl and external to the stadium. There are no existing commercial signage obligations that would apply at the proposed fan zones
- Rugby Australia has confirmed that commercial signage at the Hunter stadium can be removed or concealed for the match depending on World Rugby's final position on non-conflicting partner signage
- Hunter stadium's supply arrangements with partners such as beer and non-alcoholic have provisions enabling certain events to be carved out of such arrangements, should a commercial conflict exist with a tournament partner

NEW ZEALAND

Summary

New Zealand Rugby has confirmed that commercial arrangements will be put in place for the tournament to ensure that each match venue will be presented clean of branding.

New Zealand Rugby has confirmed that each match venue will have multiple options for sponsor activations which can be finalised and agreed with World Rugby in due course.

The following legislative restrictions apply in New Zealand which may impact commercial activities related to WRWC 2021:

- Legislative restrictions on the way alcohol is promoted or sold at the venue, or in association with athletes
- Advertising of tobacco products is prohibited
- Advertising of overseas gambling is prohibited

New Zealand Rugby has also referred to legislation containing restrictions on certain activities considered to adversely affect competition in a market which could impact on the nature of the agreements and arrangements entered into in relation to WRWC 2021, although New Zealand Rugby has said that this legislation does not prevent it from concluding its own exclusive commercial rights deals.

Strengths

- New Zealand Rugby has indicated that all match venues will be delivered clean of branding and will make available appropriate spaces at all match venues for sponsor activations and fan zones
- The legislative restrictions cited relate mainly to advertising / promotion / sale of alcohol, gambling and tobacco products and prohibitions on uncompetitive practices and therefore don't appear to extend beyond the scope of the restrictions that would be expected in many countries with the capacity to host international sporting events
- New Zealand Rugby also has a track record of working with venue and local authorities to minimise the instances of ambush marketing at match venues and fan zones and also has major event legislation which provides further protection for specified venues and zones for designation major sporting events (although it is unclear if WRWC 2021 will receive a major sporting event designation)

Challenges

- None to note

Broadcast

World Rugby retain the worldwide media rights to WRWC2021, including host territory rights.

As Australia and New Zealand proposed different kick-off times at different times of the year, an analysis was undertaken to review whether these would have impact on broadcast time in other key markets that may influence rights revenue. The finding was that there is not a significant difference, with 12 matches kicking off after 7am CET in New Zealand's bid, and 14 matches kicking off after 7am CET in Australia's bid. Based on experience from recent editions of WRWC, the majority of international rights revenue would be generated from France and with such little difference between the two bids the impact on such rights revenue is expected to be minimal.

Broadcast production will be driven by World Rugby and existing relationships with production companies in the region as well as host relationships with broadcasters should result in a competitive production tender which will manage costs and provide scope for innovation.

AUSTRALIA

Summary

World Rugby has the opportunity to market the broadcast rights in the Australian Territory as those rights are not sold. Should Australia be selected as host this would have a positive impact on the fee. However, it must be noted the production cost in Australia is also expected to be slightly higher.

While RWC 2019 broadcast values in Australia are likely to be lower than for RWC 2015, there has been widespread growth in broadcast coverage of professional elite women's sport in Australia, in recent years. This has the potential to be reflected in the broadcast values for this event.

Strengths

- The rights for the Australian Territory are available to sell
- A strong movement of women's sport in the region should assist sales

Challenges

- Southern hemisphere is not the strongest sales market for rugby
- Rates in Australia for production are slightly higher than other areas of the region

Risk mitigation

- A strong tender process should ensure the best possible rates for production
- It is hoped that the status of the event and the attraction of women's sport will drive suitable revenue from domestic rights

NEW ZEALAND

Summary

The rights to WRWC2021 in New Zealand have already been awarded to Spark & TVNZ therefore World Rugby would not need to market the rights in New Zealand.

Strengths

- Should New Zealand be selected as host, there is every confidence that Spark and TVNZ would give the tournament sufficient promotional support, given the popularity of rugby New Zealand
- Production costs are slightly lower in this area of the region

Potential challenges

- No additional revenue is available in the domestic market

Marketing

AUSTRALIA

Summary

The bid outlines that the marketing plan focuses on the three core pillars of players, people and location, along with support around the Impact Beyond programme.

The key objectives of the marketing plan are outlined as awareness and engagement of WRWC 2021 along side ticket sales and attendance. Four phases are also outlined including the current phase which culminates on November 14, phase two reaching to mid July 2019, phase three and four bringing the marketing plan to conclusion of the event.

The promotion of the event and ultimately, the drive to sell tickets will be channelled through awareness and engagement, considered media placement including social advertising and retargeting strategies.

A strong and detailed marketing plan is outlined in the bid and case studies are provided for reference

	PHASE 1 10 AUGUST - 14 NOVEMBER 2018	PHASE 2 15 NOVEMBER 2018 - 31 JULY 2019	PHASE 3 1 AUGUST 2019 - DECEMBER 2020	PHASE 4 1 JANUARY 2021 - AUGUST 2021
PURPOSE	BACK THE BID	DEVELOP	GROW	HYPE
OBJECTIVE	Awareness & Engagement	Awareness & Engagement	Awareness & Engagement	Ticket Sales & Attendance
POSITIONING	#READY	#Madeforme	#Madeforme	Are they here yet?
KEY MOMENTS	Walleroo's V Black Fern's Game	Super W 2019 and Walleroos home games Impact Beyond Improvement Fund Launched	Super W 2020 and Walleroos home games Impact Beyond Improvement Fund Launched Volunteer Recruitment: August 2020 (1 year out) Trophy Tour Applications: April 2020 - August 2020	Tickets on sale: January 2021 (6 months out) Super W 2021 and Walleroos home games Trophy Tour: April 2021 - August 2021

Strengths

- The marketing plan is almost fully formed and gives an excellent platform to bring the awareness campaign immediately

Challenges

- None to note

NEW ZEALAND

The bid outlines that the marketing of the event will centre around an awareness campaign both home and abroad. The sales strategy will follow the proven path used for Lions Series 2017 and All Blacks test matches which will include a pre-sale phase, engaging and rewarding rugby fans before delivery to the wider market.

Existing databases will be utilised for promotion of ticket sales including fan databased and digital channels.

Initiatives promoting the sale of tickets for matches not including the host team will be implemented via school and community channels. Ex-pat communities will also be targeted.

In summary the marketing and communications plan will ensure:

- A well supported tournament portraying a vibrant and exciting event that each host city is proud to own
- An event experience combining the best of past NZR and World Rugby events with a new energy
- A strong ticket sales programme
- Commercial partners can associate with a strong event brand
- Thoroughly positive stakeholder and media relationships

Marketing spend will initially be used to promote the event brand and raise awareness, moving into pre-sales communications and messages of offers closer to the event. Digital campaigns will be primarily used but traditional media forms will be utilised.

Strengths

- The marketing plan makes the most of the existing channels and proven promotional practices

Challenges

- None to note

Ticketing

AUSTRALIA

Summary

The bid outlines a clear ticketing strategy with a desire to be the most attended event at 70,000 in stadia attendees.

Tickets are priced at between AUS\$15 and AUS\$40 dollars which is in line with similar events in the region. The bid confirms that the ticketing service provider will go to tender.

The bid indicates the ticketing campaign will target sales via trophy tour, local clubs, community events and gatherings. A database of potential purchasers will also be set up in the 36 months prior to the event. All pool phase matches will be sold as a day pass to the venue rather than individual matches. The semi finals will be sold as two separate sessions.

A ticketing exchange programme will also be implemented as in 2017 which proved to be very successful.

The budget requires ticket sales to reach 70% of the overall availability.

Strengths

- The pricing policy will appeal to every budget level
- The use of a ticket exchange policy will allow extended access to the venue

Challenges

- Although the sales target seems high, given that the tickets will be sold as day passes and given the size of the stadium, this target is achievable

Risk Mitigation

- The strong marketing proposal should mitigate any risk of not reaching the proposed sales target

NEW ZEALAND

Summary

A clear ticketing price structure is outlined in the bid which is complimented by a ticketing strategy and confirmation that a tender process will be run to appoint the ticketing provider.

Ticket costs will range from NZ\$5 to NZ\$40 across the venues and the bid confirms this is very much in line with ticketing prices for similar event.

The bid confirms that ticketing strategy is underpinned by two strategic goals namely, ensuring WRWC 2021 is the most attended WRWC and operational excellence in all aspects of ticketing.

The bid outlines that driving ticket sales will be a prominent part of the marketing campaign and incentives will be offered to existing registered players to encourage ticket purchases.

The bid confirms that the pool phase match tickets will be offered as a day pass.

The budget requires ticket sales to reach 43% of the overall availability

Strengths

- The target of ticket sales is relatively low but is not the primary driver for the ticketing strategy, which will assist in providing full stadia

Challenges

- None to note

Fan engagement

AUSTRALIA

Summary

The bid has several strands to the Impact Beyond programme which includes the Trophy Tour, all of which will raise awareness of the event.

The pool draw, scheduled approximately one year from the event will take place in the Hunter Valley area, in a suitably iconic venue. The welcome, indicated to be held in Newcastle City Hall will bring all the teams together with a uniquely Australian Welcome to Country ceremony. The final will be relaxed and engage all remaining teams and officials.

The bid outlines a PR plan which identifies several areas of concentration which run in conjunction with the marketing plan. The bid also outlines that Ambassadors will be recruited from both inside and outside the sport and thus, cut through multiple media channels.

The bid proposes a fully integrated sports presentation experience and outlines previous examples of high quality sports presentation including on field entertainment. Fan zones will be available in all venues.

Strengths

- Australia's cultural engagement around welcome and in stadia presentation will provide an individual aspect to the event

Rugby Australia have always provided the highest quality sports presentation

Challenges

- None to note

NEW ZEALAND

Summary

New Zealand's bid outlines a desire, within the Impact Beyond programme, to host a new Pacific Island Tournament consisting of six teams played alongside the WRWC2021. The bid also includes information around adopt a team strategies as part of the marketing campaign, along with an outline of the Trophy Tour. These activities, will no doubt assist in raising awareness of the event.

The pool draw, at the one year to go mark, will be held in a showcase venue. The Tournament Welcome which will respect cultural and ceremonial requirements, will be a truly unique part of the event. The farewell, again encompassing unique aspects of New Zealand's culture, will give everyone the opportunity to celebrate in a festive atmosphere.

The PR plan will work along side the strands of the brand and marketing plan to provide substantial brand and event awareness. Fan engagement platforms have considerable database numbers and these channels will be accessed for tournament marketing purposes.

The bid outlines a fan engagement policy for match days which will include a seamless sports presentation. The policy will include aspects of the New Zealand culture, in ground entertainment, highly professional in stadia delivery, well informed and educated ground announcers. Fan zones will be available in all stadia.

Strengths

- New Zealand can offer distinct cultural aspects to the in stadia programme
- The sports presentation programme in New Zealand has always been of the highest quality

Challenges

- None to note

7. Communications

Brand

AUSTRALIA

Summary

The bid confirms that the brand look and guide will be presented within the agreed timelines. The bid outlines a fairly advanced look which requires review and sign off and has already been used as part of the launch for Australia's bid.

Strengths

- The brand development is underway and can be carried forward quickly

Challenges

- The brand currently in use has yet to be approved from a tournament perspective and may require change

Risk Mitigation

- Rugby Australia have budgeted for brand development

NEW ZEALAND

Summary

The bid confirms that the brand development will be confirmed within timelines.

The bid outlines the successful branding history of other events and that the look will incorporate the rich culture and history of New Zealand along with the what the tournament embodies.

Strengths

- All timelines will be met

Challenges

- None to note

Media facilities

AUSTRALIA

Summary

The level of detail submitted gives confidence in the operational capacity and ability to deliver a strong communications and media operations programme for WRWC 2021.

Australia Rugby has confirmed that they will meet all communications requirements and deliver to indicated timelines

Strengths

- Australia has outlined an extensive communications and marketing delivery programme and timeline for WRWC 2021 as part of their bid response to leverage exposure for the tournament. Australia have stated they have a network of influencers through partners, players and Governments who publicly advocate for rugby

Challenges

- It has been stated that Hunter stadium, which is proposed as the final venue, will have capacity for 20 seats in its media tribunes, at present this would not meet 30 pax. area outlined in the invitation to bid document

Risk Mitigation

- Rugby Australia have confirmed they will review any potential challenge with respect to media operations to find the necessary solutions. Rugby Australia have confirmed they will have overflow media seating areas available at all stadia to ensure media demand is met

NEW ZEALAND

Summary

New Zealand Rugby confirm that all provisions will be met and that all media and broadcast spaces will be delivered to provide media with an opportunity to fulfill their responsibilities to the level required.

Strengths

- New Zealand has a strong digital footprint across all its social platforms and extensive database that is stated would be leveraged as part of event promotion. New Zealand has indicated strong relationship with media across all mediums to leverage PR nationally and internationally for the tournament
- Two stadiums (Albany, Northlands) proposed to host WRWC 2021 matches are proven and tested, previously being used as RWC 2011 venues

Challenges

- None to note

8. Tournament services

Accommodation

AUSTRALIA

Summary

The bid outlines that the main accommodation for teams, officials and staff will be the Hunter Valley Crowne Plaza.

The property has 694 bed spaces in 550 rooms which will house teams, officials and some staff.

The bid confirms there will be more than sufficient space for team rooms, massage space and storage. A custom build gym and goal kicking range will be installed.

Below are the pertinent distances from the Crowne Plaza to airports, match venues, Newcastle city centre and primary medical care facility.

Distance in km Time in hr:min	Crowne Plaza Hunter Valley (Athlete Village)	Hunter Stadium	Maitland Sportsground	Newcastle No.2 Sportsground	City Centre	John Hunter Hospital
Sydney Airport	177 km 2 hr 18 min					
Newcastle Airport	62 km 50 min	24 km 27 min	35.2 km 37 min	26 km 30 min	27.4 km 34 min	26.2 km 34 min
Crowne Plaza Hunter Valley		51 km 41 min	28.1km 27 min	50.3 km 41 min	56.2 km 54 min	49.5 km 39 min
Hunter Stadium	51 km 41 min		30 km 31 min	4.6 km 9 min	6.1 km 13 min	4.5 km 10 min
Maitland Sportsground	28.1 km 27 min	30 km 31 min		32.4 km 37 min	34.3 km 40 min	30.4 km 34 min
Newcastle No. 2 Sportsground	54.5 km 49 mins	4.6 km 9 min	32.4 km 39 min		2.5 km 6 min	9.7 km 17 min
City Centre	56.2 km 55 min	6.1 km 13 min	34.3 km 40 min	2.5 km 6 min		9.1 km 18 min

The bid outlines 27 training venues (including a selection of gyms and pools) the shortest distance is 1.4km or 2 minutes by car, the longest distance is 55km or 49 minutes by car. The average travel time is 26 minutes.

The bid outlines additional hotels can be sourced in Newcastle for any additional staff, service providers, friends and family etc.

Strengths

- The hotel will be turned over entirely to WRWC and will create a 'tournament village' feel. There is plenty of rooms and space, and plenty of on site activities already in place and planned for during event time

Challenges

- The hotel is some distance from Newcastle city centre and some 20 minutes from Maitland. The setting is rural, in the midst of wine country

Risk Mitigation

- Rugby Australia have planned around training venues that are close to the hotel (5 mins walk) and some distance, allowing teams to train on field, gym and/or pool as well as lunch out to give a complete 'away day'. The activities on site will assist with breaking any monotony of a stand alone venue

NEW ZEALAND

Summary

The bid outlines a total of 11 potential properties in Auckland and six in Whangarei. The highest star rating is 4.5 and the lowest is 3.

Between all the properties there is considerable space to house the tournament retinue.

A lot of the proposed properties have experience in hosting sports teams and the demands that this can bring.

The bid suggests that storage at the hotels may not be available or may be in room only.

One proposed property will require dining in team rooms.

Below are relevant distances for hotels and other tournament properties.

Auckland

ALBANY STADIUM					
Distance (km) Time (min)	Team hotel(s) km/min	Training grounds km/min	Stadium km/min	City centre km/min	Designated hospital km/min
Airport	25km/25min	45km/40min	45km/40min	25km/25min	35km/35min
Pool and gym	0km	10km/16min	10km/16min	0km	10km/16min
Team hotel(s)		18km/25min	18km/25min	0km	10km/16min
Training ground(s)			0km	18km/25min	12km/15min
Stadium				18km/25min	12km/15min
City centre					10km/16min
Designated hospital					

WAITAKERE STADIUM					
Distance (km) Time (min)	Team hotel(s) km/min	Training grounds km/min	Stadium km/min	City centre km/min	Designated hospital km/min
Airport	25km/25min	28km/6min	28km/26min	25km/25min	35km/35min
Pool and gym	0km	16km/20min	15km/20min	0km	10km/13min
Team hotel(s)		16km/16min	16km/6min	0km	10km/16min
Training ground(s)			0km	16km/16min	15km/15min
Stadium				16km/16min	15km/15min
City centre					11km/16min
Designated hospital					

Whangarei

NORTHLAND EVENTS CENTRE					
Distance (km) Time (min)	Team hotel(s) km/min <i>Distinction Hotel</i>	Training grounds km/min <i>Pohe Island</i>	Stadium km/min	City centre km/min	Designated hospital km/min
Airport	7.1km/9min	6.8km/11min	7.3km/10min	8.2km/12min	10.7km/19min
Pool and gym	2.1km/4min	1.8km/5min	2km/5min	1.1km/4min	3.5km/10min
Team hotel(s)		2.3km/6min	2km/5min	1.1km/3min	3.5km/10mins
Training ground(s)			2.8km/6min	3.8km/9min	6.2km/15min
Stadium				1.8km/5min	3.3km/9min
City centre					2.5km/8min
Designated hospital					

NORTHLAND EVENTS CENTRE					
Distance (km) Time (min)	Team hotel(s) km/min <i>Discovery Settlers</i>	Training grounds km/min <i>Kensington Stadium</i>	Stadium km/min	City centre km/min	Designated hospital km/min
Airport	8.3km/11min	10km/14min	7.4km/10min	8.2km/13min	10.7km/18min
Pool and gym	1.2km/2min	3km/6min	2km/5min	1.1km/4min	3.5km/10min
Team hotel(s)		1.8km/4min	2.4km/5min	1.5km/4min	3.9km/10mins
Training ground(s)			4.4km/9min	2.5km/5min	4.3km/8min
Stadium				1.8km/5min	3.3km/9min
City centre					2.5km/8min
Designated hospital					

Strengths

- Plenty of choice of properties in Auckland. Choice in Whangarei may be more limited
- Properties are city/town centre with easy access to amenities

Challenges

- Additional storage at the hotel may not be available or may be in room only
- One property requires teams to dine within an appointed team room

Risk Mitigation

- There are enough rooms within the properties to provide additional spaces for storage
- Dining within the team room has been successfully achieved

Accreditation

AUSTRALIA

Summary

The bid contains an outline of the accreditation plan including a breakdown of functional areas, category, colour codes and supplementary accreditation devices. The bid confirms that an existing accreditation system will be used and that an accreditation coordinator will manage the process.

Strengths

- The bid proposes using a well-tested system

Challenges

- None to note

NEW ZEALAND

Summary

The bid outlines the use of an existing accreditation system, providing some detail on zoning and timed access to zones within the stadium, along with information on supplementary accreditation devices.

Strengths

- The bid proposes using a well-tested system

Challenges

- None to note

Catering

AUSTRALIA

Summary

The bid outlines that the Crowne Plaza has prepared menus for other professional sports teams and that a sports dietician will work with the hotel to design the menus. The bid confirms that the teams will be able to avail of a policy that will allow them to eat out of the hotel at least three times during the event.

Strengths

- Rugby Australia has previously presented excellent quality in catering for teams at various tournaments
- The region is well known for its high quality produce
- A sports dietician will provide comfort to the teams in terms of menu preparation

Challenges

- None to note

NEW ZEALAND

Summary

The bid confirms that a nutritionist from the New Zealand Rugby high performance unit will oversee all the hotel's menu production. The bid also confirms that a mechanism for the teams to eat out during the event will be accommodated.

Strengths

- The high performance nutritionist working with the hotels will provide a consistency across the properties in terms of food quality and preparation
- New Zealand Rugby has consistently provided high quality catering at other events
- New Zealand produce is of a high quality

Challenges

- None to note

Logistics

AUSTRALIA

Summary

The bid outlines a strong collaboration with customs services to facilitate the entry of goods.

The bid also highlights Australia's strict biosecurity laws and controls. The bid confirms that Rugby Australia will work with boarder control to ensure the most convenient and timely processing of cargo.

Strengths

- Strong existing relationship with boarder control

Challenges

- Biosecurity will have to be strictly managed

NEW ZEALAND

Summary

The bid outlines a strong collaboration with customs services to facilitate the entry of goods to New Zealand. There is a table of items and the conditions of importation/export available for easy reference.

Strengths

- Well established practice and collaboration

Challenges

- None to note

Technology

AUSTRALIA

Summary

The bid confirms that the requirements outlined in the invitation to bid will be met. It should be noted that venues require bandwidth upgrades.

The bid outlines that the hotel bandwidth can be expanded if required.

The bid suggests that, in this market, ISDN is being phased out. A commitment is given to provide a workable alternative solution.

The bid confirms that an IT officer will be appointed as part of a service agreement with Rugby Australia.

The bid confirms that all power requirements will be met.

Strengths

- There is an opportunity to expand the bandwidths in venues and hotels

Challenges

- The budget of \$200,000 seems light given the breadth of requirements
- Even with expansion, the hotel bandwidth does not cover the requirements, given that that tournament offices will be included in the hotel

Risk Mitigation

- Rugby Australia have confirmed that the budget is robust given the requirements, existing IT infrastructure and the overlay required

NEW ZEALAND

The bid confirms that the requirements outlined in the invitation to bid will be met. However, all venues require bandwidth upgrades.

The number of ISDN lines required in two of the venues are more than sufficient. The bid confirms that ISDN lines will be installed in the third venue, as per the requirement.

The bid confirms that an appointment of a Technology Manager from New Zealand Rugby will be made within the correct sequence of other appointments.

The bid confirms that all power requirements can be met and that back up generators will be available on site for all three stadia.

Within clarification, the technology budget was confirmed as \$180,000NZD, which seems to encompass all upgrades and materials required.

Strengths

- The early appointment of an IT manager indicates the understanding of this vital part of the tournament delivery
- A strong budget

Challenges

- None to note

Security

AUSTRALIA

The bid outlines a high-level plan for travel, hotels, match and training venues. The bid also details the organisations likely to be involved in the security arrangements for the event, including Government departments, NSW emergency services and various venues.

The bid details events in the region and country and the number of security personnel engaged in those events.

Strengths

- Rugby Australia is experienced in this aspect of matches and events. Good collaboration with Government agencies will assist greatly

Challenges

- Any other events in the region at that time that may put pressure on local services

Risk Mitigation

- There are no other major events at the time of writing

NEW ZEALAND

Summary

The bid outlines that the security manager will liaise with all necessary Government departments and non-Government agencies. The bid outlines some of those departments who may be involved.

The bid confirms in broad terms the areas of the event that will be the subject of security planning.

Strengths

- New Zealand are well practised in this area of match and event management

Challenges

- Any other events in the region at that time that may put pressure on local services

Risk mitigation

- There are no major events planned at this time

Transportation

AUSTRALIA

Summary

The bid outlines that teams will fly in and out of Sydney. As a major international hub, there are regular inbound and outbound flights from around the world.

Teams will be transported to the team hotel in coaches. Flights are possible to Newcastle but will not offer any time saving.

Return flight bookings made a short notice (in the case of teams returning home after pool matches and quarter finals) do not provide a challenge in terms of availability or pricing.

The bid also highlights that the NSW Government will provide free public transport for all WRWC 2021 ticket holders and volunteers on match days and will assist in potentially increasing public transport services as needed. There are a number of transport options to each match venue.

Visas are required to enter Australia. Rugby Australia and the Department of Home Affairs will work together to streamline the process as much as possible.

The bid confirms that all teams, match officials and staff will be transported on the ground as per the hosting requirements.

Strengths

- As an international hub, flight availability in and out of the country is excellent

Challenges

- None to note

NEW ZEALAND

Summary

The bid outlines that Auckland is the most connected city in New Zealand. Flights arrive from international hubs across Australasia, Asia, the Americas and the Middle East

Return flight bookings made a short notice (in the case of teams returning home after pool matches and quarter finals) do not provide a challenge in terms of availability or pricing.

The bid confirms that visas are required to enter New Zealand. There are a number of countries, from which travellers need only apply for a visa on arrival. However, some countries will require pre-travel via applications. These visa costs are \$165 per person.

The bid confirms that all teams, match officials and staff will be transported on the ground as per the hosting requirements.

Strengths

- As an international hub, flight availability in and out of the country is excellent

Challenges

- None to note

Tournament guest programme

AUSTRALIA

Summary

The Rugby Australia submission for the TGP (inclusive of guest numbers) meets the criteria as set out in the bid document.

- Rugby Australia have confirmed PU and World Rugby Board TGP tickets
- The bid confirms VIP Reserved seating and some broad details on match day hospitality
- Rugby Australia confirm all TGP guests will be invited to formal host union functions, including functions with Local Governments
- It is confirmed that a hospitality manager and VIP Coordinator will be employed together with the Rugby Australia VIP system being made available to run the TGP event
- Rugby Australia will use VIP system to book and manage flights, on ground transport and accommodation
- The hotel for first part of tournament confirmed as Crowne Plaza Hunter Valley

Strengths

- The hiring of a dedicated hospitality manager and VIP coordinator will assist in the delivery of the programme
- Existing VIP System in situ

Challenges

- None to note

Risk Mitigation

NEW ZEALAND

Summary

The New Zealand submission for the TGP (inclusive of guest numbers) meets the criteria as set out in the bid document.

- The bid indicates that protocol support will be offered to make the necessary arrangements
- New Zealand Rugby have confirmed PU and World Rugby Board TGP tickets and additional 5 VIP Match day passes per PU
- The bid confirms VIP Reserved seating and some broad details on match day hospitality and seating plan and programme available on Web App to guests
- New Zealand Rugby confirm that all TGP guests will be invited to any official tournament events
- New Zealand Rugby TGP will manage flights, on ground transport and accommodation
- A VIP welcome pack on arrival to tournament hotel

Strengths

- Guests will be afforded “Guest of Government Status”
- The bid provided some detail on the VIP lounge branding and dressing, giving a clear understanding of the requirements of this area

Challenges

- The number of guests attending New Zealand home games may become a challenge

Risk Mitigation

- World Rugby and New Zealand Rugby will work to agree TGP numbers as early as possible, using as a basis, the estimate of numbers provided



Section 3:

Appendices



31 October 2018

Mr Alan Gilpin
World Rugby COO and Head of Rugby World Cup
World Rugby

BY EMAIL

Dear Alan

Women's Rugby World Cup 2021 – Rugby Australia Response – Host Selection Evaluation Report

On behalf of Rugby Australia (RA), we write to provide our formal response to the Australia's Host Selection Evaluation Report (**Evaluation Report**).

We would like to thank World Rugby (WR) for the professional, transparent and diligent bid process.

RA has thoroughly reviewed the Evaluation Report and considers it to be a balanced and fair reflection of the bid we submitted. To further assist WR Council with its assessment, we set out our response to specific areas of the Evaluation Report at **Annexure A** below.

On behalf of RA, thank you for the opportunity to provide feedback on the Evaluation Report.

Australia is #Ready to host WRWC 2021 and we look forward to delivering a fun, vibrant, exciting, inclusive and innovative tournament should we be successful.

Yours sincerely

Raelene Castle
Chief Executive
Rugby Australia

Anthony French
Head of Professional Rugby
Rugby Australia

cc. Alison Hughes (World Rugby)



Rugby Australia Building | Cnr Moore Park Rd and Driver Ave, Moore Park NSW 2021
PO BOX 800, Surry Hills NSW 2010
T +61 2 8005 5555 | E info@rugby.com.au | W www.rugbyaustralia.com.au
Rugby Australia Ltd.



ANNEXURE A: RUGBY AUSTRALIA RESPONSE

Host Selection Evaluation Report

Section of Report	Topic / Subject	RA Response
Summary	Reference to accommodation	RA notes that the reference to “large accommodation property” does not accurately reflect that the site we have selected to house the athletes in is a 4.5-star hotel.
Various	Australian Government Funding Commitment - \$5m	The Australian Government has committed to provide \$5 million in funding if Australia is successful in being awarded the rights to host the tournament. A letter dated 25 October 2018 from Australian Minister for Sport, Senator The Hon. Bridget McKenzie confirming the \$5 million commitment reflects that the Commonwealth Government has appropriated this funding for the tournament from consolidated revenue. While a binding contract is not yet in place, this is procedural matter for RA to complete should it be successful. As such, we have comfort that the \$10m (total) government funding for the WRWC and which underpins the financial model is secure and therefore does not present a material risk to tournament viability.
Various	NSW Government Funding Commitment - \$5m	Similarly, the \$5m funding committed by the NSW Government is confirmed. This money is from consolidated revenue and is also supported Government policy – with the Women's Rugby World Cup 2021 being designated as one of ten World Cups the NSW Government has committed to securing over the next ten years. Our comfort around this funding commitment is enhanced by RA's long-standing partnership with the NSW Government for major events. RA has previously entered into and currently holds agreements with Destination NSW (DNSW) for major events hosted by RA in NSW. Entering into a legally binding agreement is procedural step and we note that we have already received a draft agreement from the NSW Government and it is consistent with significant prior agreements with DNSW. While we need to confer with WR on the agreement if we are successful, we have a high comfort level around our ability to deliver on the investment conditions. As such, we have comfort that the \$10m (total) government funding for the WRWC and which underpins the financial model is secure and therefore does not present a material risk to tournament viability.

Section of Report	Topic / Subject	RA Response
Various	Reference to “dip in revenue paid for rugby in the Australian market”	RA queries the basis of this observation as the value of our broadcast rights for the 2016-2020 period is the strongest it has been in our history. In addition to this, across Australia there has been widespread growth in broadcast coverage of professional elite women’s sport across various codes in recent years. The emergence of this powerful sporting movement will provide WR with the opportunity (rather than challenge) to leverage off this and create competitive tension for the broadcast rights. This is further enhanced by the Australian Government’s \$30m funding package to support the broadcast of women’s sport.
Various	Playing Window	RA notes that it prepared and submitted a bid for the July / August window based off it being the strong preference noted in bid documentation and correspondence with WR. While we can deliver the tournament in a later window, RA believes its ability to accommodate WR’s preference for July / August could be more positively framed in the evaluation and furthermore, should we be successful, it is our favoured option.
Impact Beyond – Challenges – Page 17/18	Capability to deliver Impact Beyond	RA is confident in its capability and capacity to deliver its Impact Beyond program. This is based on: <ul style="list-style-type: none"> • the intentional alignment of the Impact Beyond program to our Women’s Rugby plan • the program being managed by our Head of Women’s Rugby – Jilly Collins – with responsibility for deliverables assigned across functional areas within RA • the proven track record of the Australian Rugby Foundation in raising funds for Women’s Rugby coupled with existing Federal and State Government infrastructure funding programs for sports facilities.
Finance – Risk Assessment – Page 27	Currency fluctuations	While we note that a specific reference was not made to this point in our bid, our budget provides for a contingency of \$900,000 AUD.

Section of Report	Topic / Subject	RA Response
Anti-doping – Challenges – Page 34	Relationship with ASADA	As part of its anti-doping program, RA contracts with both ASADA and an independent supplier (Sports Drug Testing International – SDTI) for the provision of sample collection and analysis services for matches and tournaments played in Australia. Both organisations have extensive experience in the provision of anti-doping services and RA has confidence that either organisation would provide a professional and effective service for the tournament. Further to this, recent meetings between Senior Executives from ASADA have indicated a willingness to work with WR and RA and to address the areas identified in the Evaluation Report.
Commercial – Challenges– Page 39	Location of Newcastle – commercial market	RA notes that the Newcastle / Hunter Region, which has a population catchment of over 1.1 million, is the most attended tourist location in NSW outside of Sydney and has a strong and vibrant major events and professional sports market culture – which is underpinned by commercial sponsorships from global, national and local sponsors.



Wednesday, 31 October 2018

Alison Hughes
World Rugby
World Rugby House
8-10 Pembroke Street Lower
DUBLIN 2

Dear Alison

Thank you again for providing New Zealand with the opportunity to bid for the Women's Rugby World Cup 2021 (WRWC2021).

New Zealand Rugby with delivery partner the New Zealand Government is fully committed to hosting WRWC2021, combined with the strong support of a nation who has a proud history in leading gender equality. As the first country in the world to provide women with the right to vote and the Government's introduction of the Women and Girls in Active Sport Strategy, this puts New Zealand in strong alignment with World Rugby's goals to accelerate women in rugby and provides an inspirational platform to grow participation, leadership and visibility for rugby globally.

We have reviewed the feedback World Rugby has provided in the Host Selection Evaluation Report and have provided comments for each of the areas raised. In summary however, we can confirm that:

- NZR have the full backing of the New Zealand Government and a commitment of NZ\$3 million of allocated funding should New Zealand win the hosting rights to WRWC2021.
- A July/August playing window can be delivered for WRWC2021 in New Zealand.
- Eden Park is a venue that is available for WRWC2021 and it is intended to use this venue for the semi-final and final matches at a minimum.

Please find attached New Zealand Rugby's response to the host selection evaluation report and a letter from the Minister for Economic Development, Hon David Parker, confirming the Government's contribution.

We look forward to presenting to the World Rugby Council on 14 November and sharing with you how New Zealand can support World Rugby to continue to drive women and girl's participation in rugby around the globe.

Yours sincerely

Nigel Cass
Chief Rugby Officer

New Zealand Rugby Union | PO Box 2172, Wellington 6140
allblacks.com | nzrugby.co.nz | facebook.com/allblacks



Principal Partner of New Zealand Rugby

NEW ZEALAND RUGBY

Response to host selection evaluation report

The following are points of clarification in response to the Host Selection Evaluation Report – Executive Summary of Bid section detailed on pages 6 and 7:

Summary of Bid Response comments raised by World Rugby	Clarification by New Zealand Rugby (NZR)
The Ministry of Business, Innovation and Employment has conditionally offered an investment of up to NZ\$3 million and Auckland Tourism, Events and Economic Development have confirmed NZ\$650,000 contribution towards the event.	A letter has been received (see attached on page 8) from the Minister for Economic Development re-confirming the New Zealand Government's commitment of \$3 million in funding should NZR win the hosting rights to the WRWC2021. Whangarei District Council have confirmed a cash contribution of NZ\$300,000 plus other contra contributions. Therefore, all central and local Government funding is fully confirmed.
Eden Park is also available should it be required.	Eden Park is confirmed as available and NZR's preference to host both semi-final and final match days at this venue. Eden Park will meet all commercially clean stadia requirements within the host union agreement.
It is proposed that 9 out of the 12 teams will spend time in both locations.	While it has been proposed to have 9 of 12 teams play in both cities, this number can increase or decrease as needed, taking into account player welfare and team logistics requirements.
NZR have a great deal of experience of running world class events including most recently the World Rugby U20's in 2013.	NZR was involved in running the Junior World Championships in 2014.
The attendance percentage target is set at 43%.	While a prudent ticketing revenue budget has been based on 43% attendance, NZR is confident of delivering full stadia for this tournament.

WOMEN'S RUGBY WORLD CUP 2021

New Zealand's Bid

The following are responses to the Challenges raised in the Host Selection Evaluation Report - detailed on page 7:

Challenges raised by World Rugby	Mitigation provided by New Zealand Rugby (NZR)
The bid is presented on the basis of a September/October playing window but has been analysed on the basis of the originally stipulated window of July/August.	NZR confirms it is fully committed to delivering a tournament in the July/August window.
The investment of NZ\$3 million is based on conditions that have yet to be determined.	The standard NZ Government process is to confirm event support once hosting rights have been granted. NZR has a good understanding of this process, has been working in collaboration with the NZ Government throughout the bid process and is confident mutually beneficial conditions will be agreed upon, to enhance the tournament delivery. A letter from the Minister for Economic Development is attached (see page 8) to re-emphasise the NZ Government's commitment and confirm the NZ\$3 million has been allocated to the tournament, should the hosting rights be granted to NZR.
Albany Stadium has an existing naming rights partner QBE. NZR have confirmed the stadium will be presented clean of branding or naming rights which will incur considerable expense, which is not currently included in the proposed budget.	NZR confirm Albany Stadium will be provided commercially clean, that the cost to do so is relatively minor and has been considered in the Host Bid Budget, submitted to WR.
There is difference in quality between the hotels in Auckland and those in Whangarei, with a particular issue around availability of team rooms in one hotel.	The hotels that teams will stay in, in both Auckland and Whangarei are the ones used by NZR on a regular basis, its teams and all touring international men's teams (including the British and Irish Lions Series) and the RWC2011.
Cabling in Albany Stadium is owned by Sky NZ.	The ownership of broadcast cabling in the proposed match venues has not, to date, created any issues for any other broadcasters operating in these venues and no issues are foreseen for WRWC2021.

WOMEN'S RUGBY WORLD CUP 2021

New Zealand's Bid

The following are responses to the Challenges raised in the Host Selection Evaluation Report - Central Management detailed on page 14:

Challenges raised by World Rugby	Mitigation provided by New Zealand Rugby (NZR)
NZR has proposed to set up an internal department dedicated to tournament delivery. The potential downside to this approach is the risk of resources and staff being diverted away from tournament delivery to other activities of NZR.	The organisational structure is developed around a core team of full-time personnel, that will ensure a dedicated and continued focus on this tournament, at all times.
NZR provided an overview of the purpose of the economic impact report, the scope of the report wasn't outlined.	A scope of the Economic Impact Report was provided by NZR during the "Points of Clarification" process

WOMEN'S RUGBY WORLD CUP 2021

New Zealand's Bid

The following are responses to the Challenges raised in the Host Selection Evaluation Report – Finance and Legal detailed on page 21:

Challenges raised by World Rugby	Mitigation provided by New Zealand Rugby (NZR)
It is unclear whether the offer of investment is contingent on the tournament taking place in the September/October window rather than they July/August window included in the Hosting Requirements	The NZ Government support and funding commitment is equally supportive for both the July/August window and the September/October window.
Protection of WRWC 2021 under New Zealand's major event legislation is not automatic and is dependent on major event status being secured for WRWC 2021. New Zealand Rugby has not outlined a specific strategy for procuring major event status for WRWC 2021 and it is not certain that WRWC 2021 will be designated under this legislation or what the consequences for the rights protection programme might be if such designation is not achieved.	Based on discussions with New Zealand Government, NZR is totally confident that Major Event status will be received, noting that it has previously obtained such status for RWC 2011, Junior World Championship 2014 and Lions Series 2017. Other examples of events where Major Event status was granted include FIBA (Basketball) U19 World Championships 2009, FIFA U17 Women's World Cup 2008 and Men's U20 World Cup 2015, World Triathlon Championship Grand Final 2012, ICC U20 Cricket World Cup 2010.
If WRWC 2021 does not achieve a major events designation, New Zealand Rugby and World Rugby would have to rely on the general legal system in New Zealand	New Zealand has a range of legislative protections that are available regardless of whether Major Event status is granted or not, including the Trademark Act 2002, Copyright Act 1994, and the Fair-Trading Act 1996 (which prohibits misleading and deceptive conduct in trade, including false or misleading representations that a person has any sponsorship, approval, endorsement, or affiliation). Additionally, Common Law actions such as passing off are available in New Zealand to supplement the legislative provisions. The New Zealand Customs Service also actively monitor and seize infringing items being imported into New Zealand where notices specifying relevant trademarks have been filed.

Challenges raised by World Rugby	Mitigation provided by New Zealand Rugby (NZR)
Possible currency fluctuations have not been addressed in the financial considerations.	Upon confirmation of the amount of the tournament host fee and likely payment dates NZR will obtain foreign exchange cover to reduce the potential impact on the tournament budget of future currency fluctuations. In terms of the strength of the NZ Dollar in reference to expenditure assumptions in the tournament budget (e.g. international airfares) these will need to be managed as best as possible within the existing budget.

WOMEN'S RUGBY WORLD CUP 2021

New Zealand's Bid

The following are responses to the Challenges raised in the Host Selection Evaluation Report – Host Cities and Match Venues detailed on page 27:

Challenges raised by World Rugby	Mitigation provided by New Zealand Rugby (NZR)
Previous event experience (table) includes "not provided"	The numbers have been provided in the row below as the table has a row doubled up.
Floodlighting in Northland Events Centre will not be upgraded, and matches will have to be played in daylight. This will mean an adjustment to the proposed playing schedule.	To confirm the flood lights at Northland Events Centre in Whangarei meet the lux requirement and will also be upgraded. Waitakere Stadium does not have usable floodlights and will need to host day matches.
Most anti-doping samples collected in New Zealand are analysed in Sydney, so the process is very well established, and the extended delivery time is likely to be non-critical. Further at this stage no confirmation of the tournament laboratory has been made.	The anti-doping process to utilise the Sydney lab is well known in NZ and well tested, with no logistical or timing issues experienced.
Domestic laws prevent team medical staff operating outside of their match & training scope without specific licensing. This issue needs to be clearly mitigated.	NZR will ensure appropriate structure, process and communication channels are established and confirmed to provide the highest quality of care for all tournament players and officials.

WOMEN'S RUGBY WORLD CUP 2021

New Zealand's Bid

The following are responses to the Challenges raised in the Host Selection Evaluation Report – Commercial, Broadcast and Marketing detailed on page 38:

Challenges raised by World Rugby	Mitigation provided by New Zealand Rugby (NZR)
The location is not a global destination and is a smaller market for global partners	New Zealand was named in the top 10 places to travel in 2018 by Lonely Planet
New Zealand Rugby has noted that the New Zealand Commerce Act includes certain legislative restrictions on certain activities considered to adversely affect competition in a market which could impact on the nature of the agreements and arrangements entered into in relations to WRWC2021.	NZR is regularly able to enter exclusive commercial deals notwithstanding the provisions of the New Zealand Commerce Act.

WOMEN'S RUGBY WORLD CUP 2021

New Zealand's Bid

The following are responses to the Challenges raised in the Host Selection Evaluation Report – Tournament Services detailed on page 49:

Challenges raised by World Rugby	Mitigation provided by New Zealand Rugby (NZR)
The bid suggests that storage at the hotels may not be available or may be room only.	All team storage requirements will be catered for at all team hotels, as is the case for all NZR team and touring teams.
The number of guests attending New Zealand home games may become a challenge.	NZR will manage the size of the tournament guest programme in collaboration with World Rugby.

Hon David Parker BCom, LLB

Attorney-General

Associate Minister of Finance

Minister for Economic Development

Minister for the Environment

Minister for Trade and Export Growth



29 OCT 2018

Mr Brett Gosper
Chief Executive
World Rugby
brett.gosper@worldrugby.org

Dear Mr Gosper

I would like to reconfirm the New Zealand Government's commitment to hosting the Women's Rugby World Cup (WRWC) in 2021. The Government has allocated \$3 million in funding should New Zealand win the hosting rights to the WRWC 2021.

The Women's Rugby World Cup presents New Zealand with an opportunity to showcase female leaders in sport, to highlight diversity and to provide positive and aspirational role models around the world.

The Government has recently released the Women and Girls in Sport Strategy (Strategy) to support equity for women in sport and celebrate their success. We consider the WRWC 2021 provides New Zealand with an opportunity to support and promote our elite women athletes, grow female participation in sport at all levels, showcase women leaders in sport and celebrate diversity in line with the Strategy's outcomes.

Our Strategy aspirations complements World Rugby's Accelerating Growth in Women's Rugby Strategy and we look forward to working with New Zealand Rugby to create a robust leverage and legacy programme for the event that will achieve broader outcomes for women in sport.

New Zealand would be proud to host the Women's Rugby World Cup in 2021.

Yours sincerely

Hon David Parker
Minister for Economic Development



World Rugby, World Rugby House, 8-10 Pembroke Street Lower, Dublin 2, Ireland.
Tel: +353 1 2409 200 Email: Info@worldrugby.org www.worldrugby.org

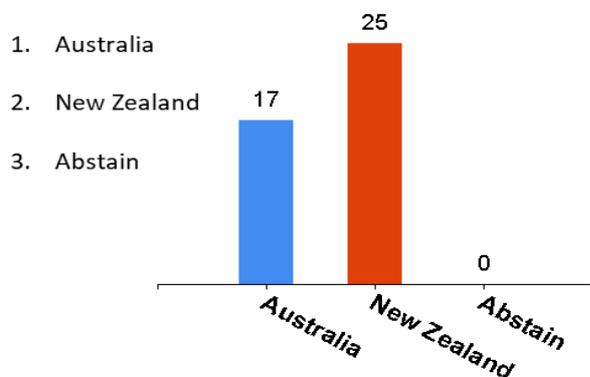
Women's Rugby World Cup 2021

14 November, 2018



RUGBY
WORLD CUP™
WOMEN'S

Women's Rugby World Cup 2021 Voting Results



Women's Rugby World Cup 2021 Voting Results (detail)		
Voting Union	Option	Response
Name: ARGENTINA	1.Australia 2.New Zealand 3.Abstain	2
Name: ARGENTINA	1.Australia 2.New Zealand 3.Abstain	2
Name: ARGENTINA	1.Australia 2.New Zealand 3.Abstain	2
Name: ASIA RUGBY	1.Australia 2.New Zealand 3.Abstain	2
Name: ASIA RUGBY	1.Australia 2.New Zealand 3.Abstain	1
Name: CANADA	1.Australia 2.New Zealand 3.Abstain	2

Name: ENGLAND	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: ENGLAND	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: ENGLAND	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: FRANCE	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: FRANCE	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: FRANCE	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: GEORGIA	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: IRELAND	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: IRELAND	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: IRELAND	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: ITALY	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response

Name: ITALY	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: ITALY	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: JAPAN	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: JAPAN	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: OCEANIA RUGBY	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: OCEANIA RUGBY	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: ROMANIA	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: RUGBY AFRICA	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: RUGBY AFRICA	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: RUGBY AMERICAS NORTH	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: RUGBY AMERICAS NORTH	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response

Name: RUGBY EUROPE	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: RUGBY EUROPE	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: SCOTLAND	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: SCOTLAND	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: SCOTLAND	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: SOUTH AFRICA	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: SOUTH AFRICA	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: SOUTH AFRICA	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: SUDAMERICA RUGBY	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: SUDAMERICA RUGBY	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response
Name: USA	1.Australia 2.New Zealand 3.Abstain	2
Voting Union	Option	Response

Name: WALES	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: WALES	1.Australia 2.New Zealand 3.Abstain	1
Voting Union	Option	Response
Name: WALES	1.Australia 2.New Zealand 3.Abstain	1