

#### GIRL POWER

Daisy Pearce was one of the stars of the female Exhibition Game at Etihad Stadium.



# PEOPLE, CUSTOMER & COMMUNITY

**DOROTHY HISGROVE**  
GENERAL MANAGER – People, Customer & Community

# PEOPLE, CUSTOMER & COMMUNITY



The AFL's investment in developing the game reaped rewards in 2014 with participation passing the one million mark for the first time.

**DOROTHY HISGROVE**  
GENERAL MANAGER – People, Customer & Community

**A**t the AFL, our success is dependent on having highly talented, engaged people from diverse backgrounds who are passionate about our extraordinary fans and our extraordinary game.

During the past 12 months, life at the AFL has positively transformed for our workforce of 650 people. We have invested significantly in uplifting engagement, refreshing our values, developing capability and embedding a high-performance culture.

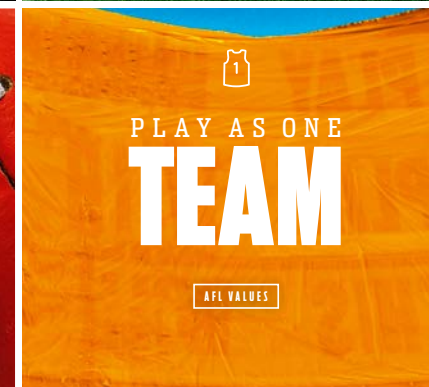
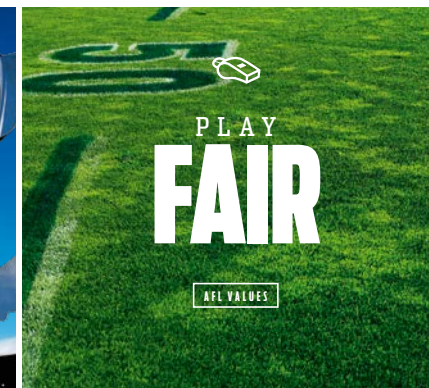
Ensuring our people are engaged is of critical importance to our business

## BOOSTING ENGAGEMENT

In June this year, we conducted *'the vibe'*, our employee engagement survey to understand what our employees think and feel about working at the AFL. Overall we achieved an engagement result of 72.3 per cent – a positive increase from the previous year.

Our employees told us they have seen progress made since the previous year's survey. Specifically, they feel more informed, see a stronger focus on performance and accountability and value the investment made in building their capability.

Ensuring our people are engaged is of critical importance to our business in which we will continue to make improvements in the year ahead. →



## REFRESHING OUR VALUES

After starting in the role of CEO in June last year, Gillon McLachlan embarked on refreshing our values to help take us to our next stage of success.

All employees actively contributed to the refresh of the values through participation in a culture survey and a series of workshops.

This high level of engagement ensured we created values that reflected what is important to our people and what we want to stand for as an organisation.

Our new values are:

### PLAY TO WIN

We rise to every challenge and do what we say we will do – we own the outcome. We thrive on pushing the boundaries beyond what we have done before to achieve the extraordinary for our people, fans, partners and the community.

### PLAY FAIR

Respect, integrity, honesty, empathy and a great work ethic earns us the right to play.

### PLAY WITH PASSION

We love what we do. Passion, energy, fun and perseverance is at the heart of our sport and is what drives how we work.

### PLAY AS ONE TEAM

We work as one team because together we achieve better outcomes. We bring out the best in each other by embracing our diverse range of ideas, skills and backgrounds to achieve individual and shared success. We celebrate our wins and always have each other's back.

Our new values will be embedded in everything we do, becoming core to how we do things at the AFL – how we make decisions and how we work together.

## DEVELOPING CAPABILITY

This year we have introduced My Development – our new Individual Development Planning Program.

The new program is designed to support the ongoing learning and development of our people with a primary focus on excelling in their current role to achieve their objectives, as set out in their performance scorecards.

The program is employee owned and led and based on the 70:20:10 blended learning model:

- On-the-job learning (70 per cent).
- Learning through others (20 per cent).
- Formal learning (10 per cent).

## BUILDING A HIGH-PERFORMANCE CULTURE

This year, we have also focused on building high performance through the implementation of a more robust performance management process and remuneration framework.

The new performance management process includes ensuring 100 per cent of our employees have a performance scorecard to clearly articulate agreed targets and stretch targets. It is expected that progress is regularly measured and monitored throughout the year with formal reviews at mid-year and end of year.

Our values have also been incorporated to ensure an equal focus on both 'the what' (achievement of objectives) and 'the how' (behaviours).

Implementation of our new remuneration framework has also promoted clearer job levels, improved internal consistency and more competitive pay for our people compared to the market.

We have also invested in technology with the implementation of a new Human Resource Information System (HRIS) to promote employee and manager self-service.

Our values have also been incorporated to ensure an equal focus on both 'the what' (achievement of objectives) and 'the how' (behaviours).

**POSITIVE CULTURE**  
New AFL CEO  
Gillon McLachlan  
→





## JILL LINDSAY SCHOLARSHIP

Emily Buysen from the North Melbourne Football Club was awarded the 2014 Jill Lindsay Scholarship.

Jill Lindsay was the AFL's longest-serving employee, having completed 41 years at the AFL in various roles, including VFL Park match-day manager and VFL membership manager before being appointed grounds operations manager in 1991. On February 7, 2011, Jill passed away after losing her battle with cancer.

In recognition of her outstanding service, the AFL Commission created the annual Jill Lindsay Scholarship to be awarded to the female graduate with the most potential to come through the AFL SportsReady program. The scholarship provides \$20,000 to assist further education.

Emily is the Membership Manager with the North Melbourne Football Club. Before joining the Kangaroos, she was the Consumer Communications Manager at the Western Bulldogs for two years.

Emily completed her AFL SportsReady traineeship in 2005 and went on to complete a Certificate in Public Relations at RMIT and a Diploma in Management at Victoria University.

The Jill Lindsay Scholarship will help her complete a Masters in Marketing at Victoria University and she also has interest in the Disney management training program in the United States.

AFL SportsReady provides a laptop to assist her with her studies.

Leading Australian women's fashion brand Perri Cutten kindly made available a voucher to the value of \$750, while Andi Pert, an HR consultant specialising in leadership development and executive coaching, will mentor Emily for 12 months.



### STUDY COURSE

Fremantle CEO Steve Rosich was the recipient of the Graeme Samuel Scholarship. →



## GRAEME SAMUEL SCHOLARSHIP

Fremantle Football Club's Chief Executive Officer Steve Rosich was awarded the 2014 Graeme Samuel Scholarship.

The Graeme Samuel Scholarship provides the recipient with \$20,000 for use towards a study course and is awarded to a senior manager within the football industry who is working specifically in the areas of business or administration.

Rosich has been Chief Executive Officer of Fremantle since July 2008, leading the club through a significant period of strategic change on and off the field since his appointment, including the re-branding of the club in 2010 and the development of a new elite training and administration facility at Cockburn Central West, which is due for completion in 2017.

During Rosich's tenure, Fremantle has posted consecutive record membership figures in each of the past four years and achieved above-budgeted profit in each of the past five years. On field, the club, under senior coach Ross Lyon, played in consecutive Toyota AFL Finals Series for the first time in its history in 2012 and 2013, culminating in the club's first Toyota AFL Grand Final appearance last year.

Before moving into the CEO role in July 2008, Rosich was General Manager of Commercial Operations at Fremantle for four-and-a-half years and before that held the position of Business Operations Manager with the West Coast Eagles.

Rosich previously was the Associate Director in the Corporate Advisory arm

of international chartered accounting firm Deloitte Touche Tohmatsu, specialising in strategic planning and equity capital raisings.

He holds a Bachelor of Business degree from the University of Western Australia and is a chartered accountant.

The scholarship has been awarded by the AFL Commission since 2003 in recognition of Graeme Samuel's contribution to the game. Samuel was one of the original AFL Commissioners when it was formed in 1984. He resigned from the AFL Commission in 2003 to take up the position of Chairman of the Australian Consumer and Competition Commission.

Over two decades, he played an invaluable role in the strategic direction of the AFL competition and Australian Football in general.

Previous recipients of the Graeme Samuel Scholarship have included:

- Trevor Nisbett, CEO, West Coast Eagles FC.
- Steven Trigg, then CEO, Adelaide FC, now CEO, Carlton FC.
- Geoff Walsh, then CEO of North Melbourne FC, former Director of Football, Collingwood FC and now Director of Football, North Melbourne FC.
- Rob Threlfall, General Manager, Finance & Administration, Geelong FC.
- Justin Reeves, then Director of Commercial Operations, Collingwood FC and now Chief Commercial Officer, Geelong FC.
- Simon Garlick, then CEO, Western Bulldogs FC.
- Andrew Travis, then Chief Operating Officer, Gold Coast Suns, now Chief Executive Officer of the Suns.

## GAME DEVELOPMENT

Participation in Australian Football surpassed one million for the first time in 2014 to reach 1,017,835 with 8.5 per cent growth across all program areas. This result is a credit to the extensive volunteer and development network that is dedicated to providing opportunities for all people to participate in the game through clear pathways and program offerings.

Our strategy to engage with students at school has again driven the majority of growth while AFL 9s continues to attract those not participating in other forms of the game. Pleasingly, club football has grown three per cent off a large base with a significant component of that being junior and youth girls footballers. NAB AFL Auskick, the cornerstone of our introductory participation pathway, experienced a resurgence in 2014 with three per cent growth taking it to over 178,000 participants across the country.

Growth was experienced in a majority of states and, importantly, participation grew by 14 per cent in the non-traditional markets of Queensland and seven per cent in New South Wales. The heartland markets of Victoria (nine per cent) and Western Australia (11 per cent) also grew off already large participant bases.

Complementing our participation growth was the engagement of 1.5 million students involved in promotional, educational or skill development clinics. Our ongoing challenge and focus is to continue to convert participant growth at the school and entry level into community club participation.

### HIGHLIGHTS FROM 2014 INCLUDE

**Total participation of 1,017,835 comprising:**

- NAB AFL Auskick – 178,552 (up 3.5 per cent).
- Club football – 331,304 (up 3.1 per cent).
- School football – 457,427 (up 13.6 per cent).
- AFL 9s – 50,552 (up 21.3 per cent).

### Other highlights:

- 15 per cent growth in female participants to 194,966.
- 10 per cent growth across Queensland and New South Wales.
- Eight per cent growth in traditional markets.



### ATTRACTING NEW FANS

Schools programs and AFL 9s have played a big part in participation growth levels across Australia. ↗

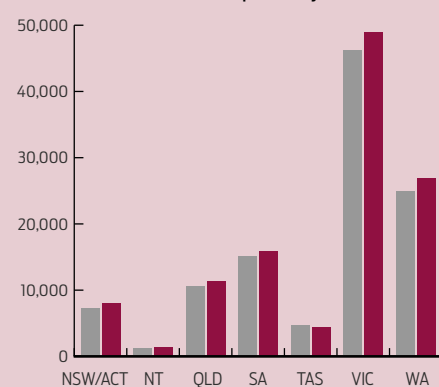


2013 2014

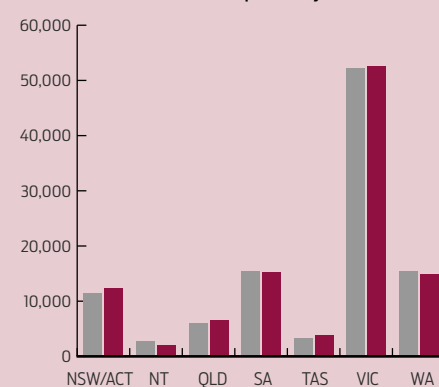
Total Participants by State



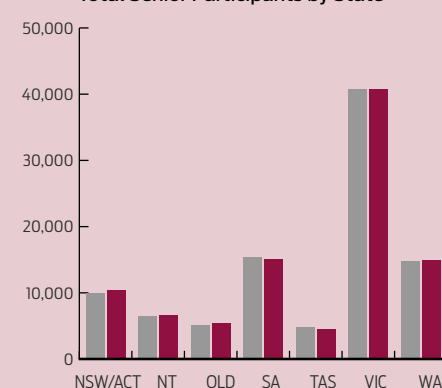
Total Junior Participants by State



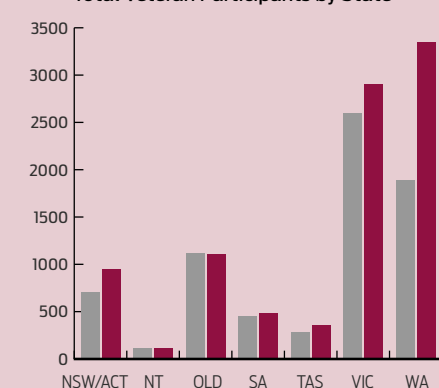
Total Youth Participants by State



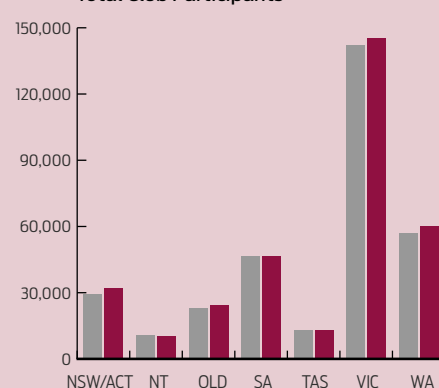
Total Senior Participants by State



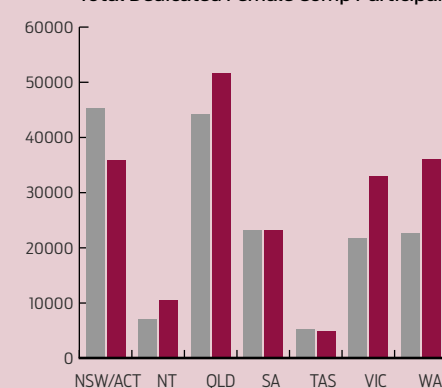
Total Veteran Participants by State



Total Club Participants



Total Dedicated Female Comp Participants



Total Social Football Participants



Total NAB AFL Auskick Participants



Total Primary School Participants



Total Secondary School Participants



Total School Participants



## EXPERIENCE OF A LIFETIME

NAB AFL Auskick was fun for all, including NAB Auskicker of the Year Lochie Sunderland, who joined NAB Rising Star Lewis Taylor in the AFL Grand Final parade. →



## NAB AFL AUSKICK

The NAB AFL Auskick program continues to provide an introduction to Australian Football for our youngest participants and their families. A total of 178,552 children participated in the program in 2014 at 2800 centres around the country. In addition more than 23,500 NAB AFL Auskick participants were able to have the experience of a lifetime and play at an official AFL venue on game-day as part of the grid game program.

The value of NAB AFL Auskick is in the sequentially developed coaching and match program that allows boys and girls to learn about the game in a fun and safe family environment. The AFL is extremely thankful to our many volunteers and community members who coordinate their local centres each week throughout the season. It is through their passion and commitment that NAB AFL Auskick continues to thrive.

Each year the AFL, our program partner NAB and state football bodies recognise the outstanding accomplishments and contribution of coordinators who have excelled in their role through special recognition awards.

During the first weekend of the 2014 Toyota AFL Finals series, seven remarkable NAB AFL Auskick volunteers (Melissa Fowler (Vic), Rick Norder (Qld), Craig Perry (Tas), David Rose (SA), Troy Bennet (WA), Marelle Sharpe (NSW/ACT) and Louella Pettit (NT) were rewarded by NAB with a trip to Melbourne and a money-can't-buy AFL experience. Each winner (and a guest) was treated to an exclusive workshop and tour of AFL House with AFL legend Shane Crawford and AFL General Manager of Football Operations Mark Evans.

The group was also VIP guests at the AFL official function for the first elimination final between North Melbourne and Essendon. Each of the seven winners was selected for their outstanding contribution to their local NAB AFL Auskick Centre.

Our 22 NAB AFL Auskicker of the Year nominees also took centre stage during Grand Final week. The nominees attended a dinner at the MCG, led the parade, played on the MCG at half-time of the 2014 Toyota AFL Grand Final and presented the premiership medallions. They were even joined by Hawthorn premiership captain Luke Hodge for a celebration photo on the dais.

Lochie Sunderland from Newcastle was named the 2014 NAB AFL Auskicker of Year, the first winner of this award from NSW.

One of the highlights of the 2014 campaign was being named the best national school-aged activity for the second year in a row at the What's on 4 Juniors Awards.

The AFL would like to thank all the volunteers, participants and families who make the program what it is and acknowledges our program partner, the National Australia Bank, for the tremendous support it provides. Through support of the NAB AFL Auskick program, NAB continues to 'Footify' Australia, genuinely growing the game at a grassroots level and supporting tomorrow's stars of football.

 The AFL is extremely thankful to our many volunteers and community members who coordinate their local centres





**EMBRACING THE GAME**  
Tiger star Trent Cotchin joins teacher Josie Burt and students at the Clayton North Primary School as part of the AFL School Ambassador Program. →

## SCHOOL FOOTBALL

A critical component of our participant engagement strategy is to enhance our presence in primary and secondary schools to provide opportunities for all students wishing to participate in Australian Football.

The continued growth in participation has been due to a number of initiatives, programs and resources designed specifically to improve our presence in the classroom and the school Physical Education/Sport program. A total of 457,431 students participated in primary (266,591) and secondary (135,971) school

competitions and programs greater than six weeks in duration, an overall increase of 13.6 per cent.

In 2014, Coles continued to support the AFL School Ambassador Program and to strengthen the promotion and profile of the AFL's presence in schools. Richmond captain Trent Cotchin continued his role as the program ambassador.

**INTER-SCHOOL PRIMARY AND SECONDARY SCHOOL COMPETITIONS (MALE AND FEMALE)**  
In 2014, there were 25,927 inter and intra-school teams in AFL competitions that were greater than six weeks in duration. Below are winners of various school football competitions in 2014:

### INTER-SCHOOL PRIMARY AND SECONDARY SCHOOL COMPETITIONS

COMPETITION	SCHOOL	STATE
AFLVIC <i>Herald Sun</i> Shield	St Patrick's – Ballarat	Vic
AFLVIC <i>Herald Sun</i> Girls Competition Div 1	Ballarat Grammar	Vic
AFLVIC <i>Herald Sun</i> Girls Competition Div 2	St Peter's College, Cranbourne	Vic
AFLVIC <i>Herald Sun</i> Country Cup	Emmanuel College	Vic
School Sport Victoria Premier League	Box Hill Secondary College	Vic
Thunder Cup	St John's College	NT
QUIT 100 Cup	Tiwi College	NT
Pink Power Challenge	Milner Primary School	NT
Defence Force Cup	Kormilda College	NT
AFL SportsReady Cup – Cable	Darling Range Sports College	WA
Eagles Schoolboys Cup	Comet Bay College	WA
Freo Dockers Schoolgirls Cup – Moore	St Mary's AGS	WA
Freo Dockers Schoolgirls Cup – White	Kolbe Catholic College	WA
PSA – Alcock Cup	Hale School	WA
SASFA Premiers Cup	Plympton Primary School	SA
SAAS Messenger Shield	Prince Alfred College	SA
Statewide Open Boys A Schools Knockout Cup	Sacred Heart College	SA
Open Girls Knockout Competition	Sacred Heart College	SA
Queensland Ind. Schools GPS Div. First XVIII	St Joseph's Nudgee College	Qld
Schools of Excellence Cup Senior	Palm Beach-Currumbin State High School	Qld
Schools of Excellence Cup Junior	Helensvale State High School	Qld
Brisbane Lions Cup Senior Girls	Mountain Creek State High School	Qld
Paul Kelly Cup – Boys	St Patrick's Primary School	NSW/ACT
Paul Kelly Cup – Girls	Henschke Primary School	NSW/ACT
UI6 Boys Independent Schools Competition	Knox Grammar	NSW/ACT
Southern High Schools and Tassie Hawks Cup	St Virgil's College	Tas
NWJFU North West Tasmania	Reece High School	Tas
NHSSA Northern Tasmania competition	Kings Meadow High School	Tas

### CARNIVALS AND KNOCKOUT COMPETITIONS

In addition to inter and intra-school competitions, the AFL development network conducts carnivals and knockout competitions involving 143,923 students.

### PROMOTIONAL CLINICS AND VISITS

Promotional clinics and visits are used to introduce students to the game and to promote ongoing participation opportunities. In 2014, the AFL development network conducted school visits and clinics reaching a massive 1.506 million children (1.183 million at schools and 0.323 million at community venues).

### COLES AFL SCHOOL AMBASSADORS PROGRAM

The AFL understands the need to provide training and offer the necessary support for teachers who strongly promote Australian Football in their schools and the community.

The Coles AFL School Ambassadors program assists an alliance between schools and the AFL development network. In 2014, 5800 teachers were involved.

The following teachers were recognised as Coles AFL School Ambassadors of the Year for their outstanding service to the game in 2014:

TEACHER (AFLSA)	SCHOOL	STATE
David Fairlie	St John the Baptist	SA
Jeff Lines	Murray Bridge High School	SA
Brigit Wall	North Mandurah Primary School	WA
Adrian Correia	CBC Fremantle	WA
Janelle Connolly	St Carthage's Primary School	Qld
Tom Marshall	Harristown State High School	Qld
Tony French	Romaine Park Primary School	Tas
Mark Beck	St Virgil's College	Tas
Cameron Carmichael	Wulagi Primary School	NT
Aaron Barrie	Ramingining School	NT
Tim Bellamy	Petersham Public School	NSW
Helen Schmetzer	Koorngal High School	NSW
Nathan Wood	St Mary Mackillop College	ACT
Tony Kurvink	Kings Park Primary School	Vic
Larissa Carr	Heywood & District Secondary School	Vic





#### BACK TO SCHOOL

Hawthorn players join pupils in the playground at Longford Primary School in Tasmania.

#### AFL LEARNING MANAGEMENT SYSTEM

The AFL Learning Management System (LMS) provides educators with an array of innovative resources to enhance education outcomes and help engage students in unique and meaningful ways. New resources such as the Senior School PE resources which included AFL training programs, Topic PowerPoints, player vision and game reports were added to the site in 2014.

#### PROFESSIONAL DEVELOPMENT FUNDING FOR SCHOOL TEACHERS

The professional development of teachers has been an integral part of the AFL Schools program with over 2000 teachers attending specific AFL professional development sessions, information sessions or seminars. The AFL has provided subsidies to assist in covering the teacher relief costs for teachers to attend such events.



The professional development of teachers has been an integral part of the AFL Schools program

#### AFL SCHOOL GRANTS SCHEME

The AFL provides funding to all state bodies as part of the AFL Schools Grants Scheme to offer schools the opportunity to apply for subsidies to buy major capital items such as permanent goalposts, goalpost padding, sets of playing jumpers and sports kits. In 2014, financial assistance enabled the following to occur:

- 43 schools bought permanent goalposts.
- 30 schools bought sets of goalpost padding.
- 100 schools bought sets of match jumpers.
- 90 schools bought AFL 9s kits.
- 6000 AFL Schools-branded Sherrin footballs and 500 AFL Schools coaches clipboards distributed to schools.



#### AFL SCHOOLS FANTASY CLASSIC AND AFL SCHOOLS TIPPING COMPETITION

The level of interest and engagement in these styles of competitions for school students remains strong. A total of 44,287 participants in the AFL Fantasy Classic competition were under 18, with 3000 participants electing to participate in the schools competition. A total of 34,959 participants in the AFL Tipping Competition were under 18 with 4000 of those participants competing in the schools competition. The national schools winner of the competitions were: AFL Fantasy Classic – Kaif Mohammed, Kedron State School (Qld); AFL Tipping – Madison Fraser, Lilydale West Primary School (Vic).

#### AFL QUIZ

In 2014, the AFL continued to support a national online AFL-themed quiz with a focus on numeracy and literacy. Competitions were run in Years 3, 4, 5 and 6. More than 3000 students were involved in this activity where they worked in small groups participating in a Pre-season Quiz and Qualifying Quiz rounds. The winning teams from the following schools were St John's Lutheran (Vic), Queen's Rock PS (WA), St Clement Rome PS (Vic) and Tambellup PS (WA).

#### AFL 9s

At the completion of its third full season, AFL 9s continued to establish itself as an ideal format to introduce new participants and re-engage lapsed participants to the game via a non-contact alternative to traditional football participation options with shorter matches, smaller fields and modified rules.

State affiliates continue to establish licensing models that facilitated strong growth in social competitions.

In 2014, 50,552 people participated in this format of the game across social competitions and Active After School Community (AASC) sessions.

The AFL showcased the game to more than 800,000 people at half-time of one match each round throughout the 2014 Toyota AFL Premiership Season.

In addition to its growing community presence, the AFL continued to partner with the Australian Sports Commission to offer a seven-week AFL 9s program that is suitable for eight to 12-year-olds that has become the match-play version of mixed football in primary and secondary PE classes, enabling the concept to gain broader awareness.

As past participants of AFL 9s, ex-Swans player Jude Bolton and his wife Lynette fulfilled roles as national program ambassadors to help raise greater awareness and exposure of the game.

Other key achievements throughout 2014 include:

- Undertaking our first comprehensive AFL 9s research piece involving surveys, pilot groups and stakeholder discussion to analyse the motivating factors and barriers for participation, demographics of participants and satisfaction levels with various rules.
- Staging of major AFL 9s events, including a Byron Bay AFL 9s Invitational Carnival and a Patersons Stadium AFL 9s Tournament in Perth.



#### HITTING THE BULLSEYE

Western Bulldogs players were a big hit with students at Darley Primary School in Victoria.

#### MATHLETICS

The AFL partnered with 3P Learning in 2014 in delivering the AFL Maths Challenge during Numeracy and Literacy Week. Some 60,000 students selected their AFL-themed avatar and completed various mathletics questions during the week of the competition. Prizes were awarded to the various state age group category winners and the Top 20 students at each group category.

#### ONE TEAM, ONE GOAL – CELEBRATING DIVERSITY

In partnership with Victorian DEECD, the AFL ran a school competition for primary and secondary school students. The competition objective was to promote positive discussion and awareness in schools regarding diversity, intercultural understanding and respect. A total of 757 entries were received from 90 schools around Victoria. The primary school winner was Tyalla Kellan from Montmorency South Primary School and the secondary school winner was Samantha Wainright from MacKillop Catholic Regional College.





# COMMUNITY FOOTBALL

## CLUB FOOTBALL

Our game's community football infrastructure, consisting of 266 leagues, 2695 clubs, 13,531 teams and 331,304 participants, is the cornerstone of the game, supported by the contribution of more than 150,000 voluntary roles. The AFL greatly values the dedication, passion and commitment of community football volunteers and the contribution they make to the game at all levels.

A focus of 2014 was the implementation of the Junior Football Match Guide across leagues throughout the country. The guidelines and 'This is Our Game' campaign was well received and has led to greater consistency in our junior football offering across all leagues. Importantly, everyone is accepting of the modified practices required to offer seven to 12-year-olds with the most suitable version of the game and best match environment possible.

## SWISSE AFL QUALITY CLUB PROGRAM

The AFL would like to acknowledge the support of Swisse as naming rights partner for the AFL Quality Club Program. The Swisse AFL Quality Club Program is designed to assist clubs by providing a framework and criteria at bronze, silver and gold to enhance their operations. By the end of October, 587 clubs were engaged at bronze (519), silver (43) and gold (25).

## AFL COMMUNITY CLUB WEBSITE

With nearly 1.3 million page views in 2014, the AFL Community website ([aflcommunity.com.au](http://aflcommunity.com.au)) continues to provide up-to-date information, training and advice for coaches, umpires, players, club administrators and schools.

The AFL Community website provides:

- Distribution of fortnightly editions of the AFL Community Development Newsletter. The newsletter provides the latest information and resources for more than 60,000 club administrators, coaches, umpire coaches and umpires.
- Online learning courses for coaches, umpires and club administrators, which over 3500 people undertook throughout 2014.



**YOUTHFUL ENTHUSIASM**  
Youngsters show their passion at Coorparoo.

- Teachers with access to an array of innovative resources via the AFL Learning Management System (LMS) that they can use to enhance education outcomes and help engage students in unique and meaningful ways.
- Locator systems that allow for new players, umpires and volunteers to find a club or umpiring group in close proximity to their home.

## AUSTRALIA POST AFL COMMUNITY CAMPS

The Australia Post AFL Community Camps saw more than 800 AFL players take the game to regional and rural communities across Australia, as well as overseas when St Kilda Football Club visited Wellington, New Zealand, in February.

AFL players carried out training sessions and visited schools, local football clubs, nursing homes and hospitals, as well as supporting fundraising events to connect individuals and communities and, importantly, ensure Australia's game and its players are accessible to fans around the nation, particularly in regional locations.

Key outcomes from the 2014 Australia Post AFL Community Camps included:

- Number of primary and secondary schools visited – 405.
- School students visited – 60,545.
- Students visited at junior clubs – 3235.
- Students participating in super clinics – 8020.
- People visited in aged care/hospitals – 4440.
- People attending official functions – 3365.
- Money raised from official functions for the local community – \$35,900.
- 234 media items, reaching an audience of 18,213,100 with an editorial value of \$4,533,537.

## INCLUSION CARNIVAL

In June, the AFL hosted the inaugural AFL National Inclusion Carnival in Melbourne for people with disability. The carnival showcased talented players from the ACT, NSW, Queensland, SA, Tasmania and Victoria. The players also took on positions of responsibility by running clinics for students at special schools across Melbourne and participated in exhibition AFL 9s matches on the MCG during half-time of the Melbourne-North Melbourne match in round 14 of the Toyota AFL Premiership Season.

## VOLUNTEERS

The State Volunteer of the Year promotion was again a feature of the AFL's volunteer program.

Among thousands of nominations at regional and state level, seven state winners were invited to attend the 2014 Toyota AFL Grand Final, had breakfast with Shane Crawford and walked in the 2014 Toyota AFL Grand Final Parade.

In addition, the AFL Merit Awards continue to recognise two people from each state who have made outstanding contributions to the game in their local club or league.

The AFL Community website also offers clubs the opportunity to personalise and download certificates or personalise and purchase hard-copy framed certificates to recognise their volunteers.

## AFL FOOTYWEB

The AFL Footyweb system continued to save the industry time and money through a shared service that provides competition management, a data repository and a network of community websites.

In 2014, a National Registration System was launched for players and umpires which led to 211,000 self-registrations taking place online. The National Registration System will also be implemented across other programs/departments such as AFL 9s, Diversity, Coaches, AFL Active and NAB AFL Auskick.

Some key stats from 2014 include:

- 596,000 registered participants (211,000 self-registered online).
- 42,000 online transfers and permits processed.
- \$14.5 million processed through the payment gateway.

## FEMALE PARTICIPATION

In 2014, 194,966 girls and women (15 per cent growth) participated in NAB AFL Auskick, AFL 9s, club and schools football programs. This is testament to the entire football industry supporting the inclusion of female football programs among traditional forms of the game and has laid the groundwork for an exciting future.

The priority focus has been to increase club participation, particularly at junior and youth girls, resulting in more than 100 new teams across the following age groups:

- Junior Girls – 24 per cent increase.
- Youth Girls – 36 per cent increase.
- Seniors – six per cent increase.

The segment breakdown of female participants shows females represent 19 per cent of the total number of footballers.

The 2014 breakdown per program type shows:

- Clubs – 14,820.
- Schools – 155,204.
- AFL 9s – 14,654.
- Auskick – 27,373.

A further highlight of 2014 was the Exhibition Game between the Western Bulldogs and Melbourne. It was the first senior women's game to be contested under the roof of Etihad Stadium.

While No. 1 Draft selection Tiah Haynes could not take her place in the Western Bulldogs team due to injury, the resultant 2014 selections proved a revelation. All-Australian youth girl Tayla Harris took the mark of the day and an image of the mark was seen by two million people on social media.

Additionally, fellow All-Australian Youth player Kellie Gibson had her two hard-running goals televised in replays on Fox Sports. Mainstream media exceeded that of 2013's match through the game being livestreamed on the AFL website.

The AFL Academy conducted a highly successful New Zealand tour with the best all-round 16-year-olds in September.

The tour provided an opportunity for female coaches, professional development for state-based game development staff and a leadership program for players. The players received the highest praise for the level of skill demonstrated.

For the first time, eight teams competed in the 2014 Youth Girls Championships which were played in Canberra. The inaugural Woomeras team won Division 2 against the Thunder Devils, while Western Australia proved too strong and quick for Victoria Metro taking out Division 1. The AFL Umpires department conducted a highly professional Live in umpires program for the first time as part of its talent pathway.

Social media continues to be a crucial promotional tool attracting:

- 72 per cent increase in *aflkicksforchicks* Facebook followers.
- Online viewership of Youth Girls Nationals games of over 51,000 across the week.
- Livestream and replay audience of the exhibition game over 9000.
- The *aflkicksforchicks* Twitter account doubled.

 It was the first senior women's game to be contested under the roof of Etihad Stadium



**TOP PICK**  
The No. 1 selection in the 2014 Women's Draft, Tiah Haynes, in action for Western Australia in the national women's championship.



**RISING STARS**

The National KickStart Championships drew 150 Indigenous youngsters for a round-robin carnival in Coffs Harbour. ←

## COMMUNITY ENGAGEMENT – INDIGENOUS

### NATIONAL KICKSTART CHAMPIONSHIPS

The National KickStart Championships is an annual event which sees more than 150 Indigenous players representing their state in a round-robin football carnival over five days. In 2014, the championships were held in Coffs Harbour for the first time. Each team selected the best 25 Indigenous players from their state camps based on football ability, leadership qualities, school attendance and community involvement.

In addition to playing at national level, players were developed off-field through engagement in educational sessions, which focus on topics such as identity, pathway to excellence and reaching individual and team goals.

The KickStart Championships are also the pathway to the Flying Boomerangs.

### FLYING BOOMERANGS LEADERSHIP PROGRAM

At the end of the annual AFL KickStart camp, 25 Indigenous players aged 14-15 were selected to participate in the Flying Boomerangs Leadership Program.

The focus of the Flying Boomerangs program is to provide exposure to an elite training environment and the leadership skills of the participants. Coached by Eugene Warrior, the Boomerangs participated in the NAB AFL Under-16 Championships, competing against the World Team, South Pacific and North-West WA.

The squad came together in November for a high-performance training and leadership camp in Victoria where they visited Melbourne and Collingwood Football Clubs, HMAS Cerberus and the Brambuk Cultural Centre in the Grampians.

The program is focused on four key pillars – communication, resilience, decision-making and Identity.

**LEADERSHIP PROGRAM**

The Flying Boomerangs came together for a high-performance camp in Victoria. →

**STRONG BOND**

The Woomeras competed in the National Under-18 Female Youth Championships for the first time. ←

**EMPOWERMENT**

The AFL Woomeras Program symbolises strength and power ...and fun. ↓



### RIO TINTO FOOTY MEANS BUSINESS

In partnership with Rio Tinto, the AFL recruits 50 young Indigenous men from all over Australia each year to participate in an employment and talent program. The squad came together in Perth in February and Melbourne in May, coinciding with Indigenous Round. During the program, participants were exposed to the routine of a professional AFL player, including high-performance testing, training and conditioning. The young men are also introduced to potential career opportunities with Rio Tinto and other AFL corporate partners.

### NATIONAL FEMALE KICKSTART

In 2014, the National Female KickStart Championships engaged over 80 Indigenous females from across the country representing their state. The championships held in Queensland included education sessions with topics such as pathway to excellence and identity. Twenty-five of the best-performing participants represented the Woomeras team in the Youth Girls National Championships in Canberra in May.

### WOOMERAS

The AFL Woomeras Program is a national female Indigenous development program. The program symbolises strength and power – launching the girls into their futures using football to engage and empower. The Woomeras competed for the first time in 2014 in the National Under-18 Female Youth Championships and toured New Zealand in December. The program enables the participants to be in an elite environment where they can work on their football skills, personal development and leadership skills.

### INDIGENOUS COACHING ACADEMY

The AFL, in conjunction with the AFL Coaches Association, developed an Indigenous coaching Academy in 2014 to fast-track and further develop Indigenous coaches in the AFL system. The Academy featured 15 Indigenous coaches who were engaged in education sessions at the KickStart Championships and NAB Under-16 Championships delivered by the AFLCA. Participants completed Level 2 coaching accreditation and spent a week at an AFL club.



**TALENT PROGRAM**

Young Indigenous players from all over Australia competed in the Rio Tinto Cup at the MCG during Indigenous Round.

**10TH ANNIVERSARY**

Bomber Brent Stanton soars over Tiger Ben Lennon in the Dreamtime at the 'G clash.

## INDIGENOUS ROUND AND DREAMTIME AT THE 'G

Indigenous culture and the contribution of Indigenous players are celebrated annually during the AFL's Indigenous Round.

In 2014, the Dreamtime at the 'G game between Essendon and Richmond celebrated its 10th anniversary.

The 2014 Indigenous Round was launched in Sydney and for the first time featured all 18 clubs wearing jumpers with special Indigenous designs.

The AFL and the 18 clubs partnered with Recognise to promote the campaign to Recognise Indigenous Australians in the constitution.

## AFL RECONCILIATION ACTION PLAN

AFL Chief Executive Officer Gillon McLachlan launched the AFL's inaugural Reconciliation Action Plan in May, coinciding with National Reconciliation Week and marking the 10-year anniversary of Dreamtime at the 'G in Indigenous Round.

The key aims of AFL Reconciliation Action Plan for 2014-2016 are:

- Improve participation: Increase the overall level of Indigenous Australians who participate in our game as players, coaches and umpires.
- Build partnerships: In partnership with the Recognise campaign, support the recognition of Aboriginal and Torres Strait Islander people in the Australian constitution.
- Create employment opportunities: Refresh the AFL Indigenous employment strategy to increase the number of Indigenous employees across the AFL industry.
- Acknowledge and celebrate Indigenous culture: Continue to build understanding and respect for Indigenous customs, values and traditions through education and the AFL's ongoing focus on the Indigenous Round celebrations.

McLachlan also announced the AFL would appoint a National Indigenous Advisory Group as part of the plan to provide strategic advice, guidance and support on Indigenous affairs and to drive positive outcomes.

The Reconciliation Action Plan can be viewed at: [afl.com.au/staticfile/AFL%20Tenant/AFL/Files/AFL-2014-RAP.pdf](http://afl.com.au/staticfile/AFL%20Tenant/AFL/Files/AFL-2014-RAP.pdf)

# COMMUNITY ENGAGEMENT – MULTICULTURAL

## MULTICULTURAL ROUND

AFL Multicultural Round is a themed round during the Toyota AFL Premiership Season to acknowledge and celebrate our game's cultural diversity, as well as welcome multicultural communities to enjoy our game as supporters, players, umpires or administrators.

The 2014 AFL Multicultural Round was celebrated in round 18. The theme was 'Many Cultures, One Game', highlighting the community engagement initiatives being undertaken by the Australian Football industry, as well as the many players from culturally diverse backgrounds who make up 15 per cent of AFL player lists.

## AUSTRALIA POST MULTICULTURAL SCHOOLS PROGRAM

The Australia Post AFL Multicultural program continued to grow in 2014 and the Multicultural Schools Program reached 221 schools nationally and more than 25,000 students.

More than 12,000 people from culturally and linguistically diverse community backgrounds attended an AFL game – many for the first time – and more than 1000 multicultural children participated in a NAB AFL Auskick half-time game.

## UNITY CUP

The National Unity Cup was held in March in Melbourne, coinciding with the Victorian Cultural Diversity Week and following a series of round-robin tournaments contested by multicultural teams across the state in the lead-up to the event.

The Unity Cup was supported by the Western Bulldogs, North Melbourne, Carlton and Melbourne Football Clubs in addition to the Essendon Football Club, which created the event with the AFL Multicultural program and the Australian Federal Police in 2008.

**MANY CULTURES**

Geelong champion Jimmy Bartel welcomes new fans to the game during Multicultural Round.

**COMMON BOND**

The Unity Cup brings youngsters together from diverse backgrounds.





## AUSTRALIA POST AFL MULTICULTURAL AMBASSADORS

The AFL and Australia Post Multicultural Ambassadors are part of the Australia Post Community Inclusion Partnership.

The ambassadors who are AFL players work with multicultural communities, schools, community football clubs, government and multicultural organisations on specific multicultural projects and deliver culture awareness sessions to community clubs and support the multicultural strategy.

## AUSTRALIA POST AFL MULTICULTURAL COMMUNITY AMBASSADORS

The Australia Post AFL Community Ambassadors program reached a record high in 2014, with more than 180 community leaders from a range of cultural backgrounds joining the program as ambassadors.

The program's aim is to connect AFL representatives with their particular communities and promote AFL as a vehicle for engagement and inclusion.

The program also provides community leaders with an official platform to become involved in the introduction and coordination of AFL-related activities in their communities, as well as opportunities for professional development.

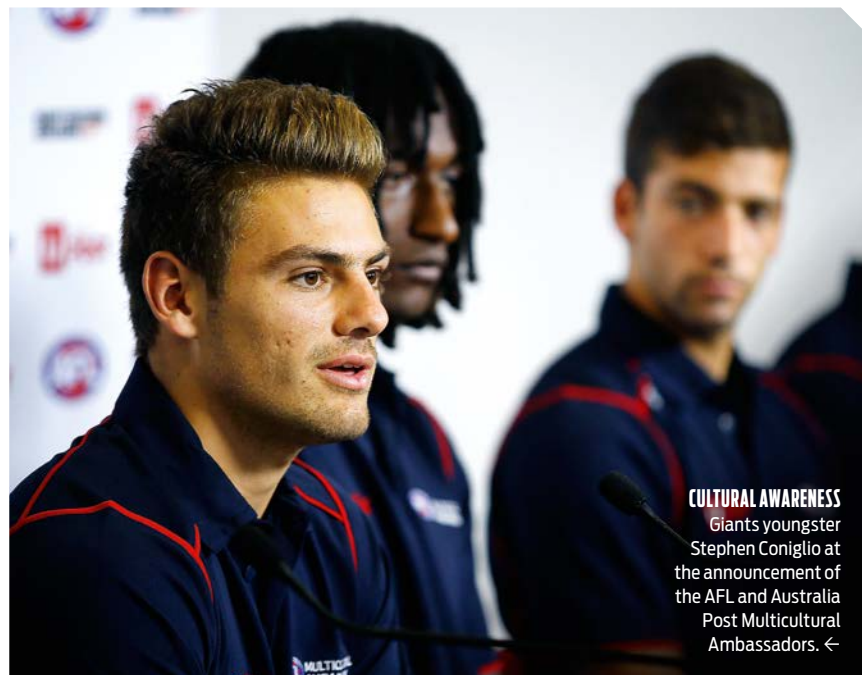
## ALL NATIONS CUP

The Australia Post All Nations Cup is a feature event of the year for the Australia Post AFL Multicultural program.

In 2014, six multicultural teams representing all states and territories competed in the inaugural All Nations Cup held in Coffs Harbour, which was won by Victoria.

To be eligible for the All Nations Cup Squad, players must have been born overseas and come from a non-English speaking background.

The best-performing multicultural stars of the All Nations Cup formed the basis of selection in the World Team that competed in the NAB AFL Under-16 Championships, coached by Anthony Koutoufides.



**CULTURAL AWARENESS**  
Giants youngster Stephen Coniglio at the announcement of the AFL and Australia Post Multicultural Ambassadors. ←



**NEW OPPORTUNITIES**  
Tiger star Bachar Houli joins participants at the Bachar Houli Cup at Punt Road Oval. →

## BACHAR HOULI PROGRAM

Developed by the Australia Post AFL Multicultural Program and Bachar Houli, the program provides Islamic-based schools and students an opportunity to play AFL. The program is supported by the Federal Government and comprises three components: →

**INAUGURAL WINNER**  
Bachar Houli with Bachar Houli Academy medallist Hisham Kerbatieh. →



## BACHAR HOULI CUP

The Bachar Houli Islamic Schools Cup is an opportunity for Islamic Schools to play Australian Football against other schools in a friendly, fun and safe environment.

In 2014, the Bachar Houli Cup was held in Victoria, New South Wales, Queensland and Western Australia with the aim of encouraging Islamic students to make the transition from school football into community clubs and providing an opportunity to be selected into the Bachar Houli Academy.

## BACHAR HOULI LEADERSHIP ACADEMY

The Bachar Houli Academy is a high-performance football talent camp for emerging junior players aged 14-17 years who are from an Islamic background.

The Academy aims to fast-track the participants' football development and provides genuine pathways for them to pursue playing football at an elite level.

In 2014, the five-day camp was held in Melbourne during Toyota AFL Grand Final week and involved mentoring from Bachar Houli, as well as education and leadership sessions encouraging participants to engage in their local communities and promote cultural and social inclusion.

## BACHAR HOULI MEDAL

The Bachar Houli Medal was introduced in 2014 to recognise the outstanding contribution Bachar Houli has made to the lives of Muslim Australians as an AFL player and as an Australia Post AFL Multicultural Ambassador.

The medal is presented to the best and fairest player within the Bachar Houli Academy who displays leadership on and off the field, as judged by participants in the program.

Hisham Kerbatieh, a midfielder with the Calder Cannons, was named the inaugural winner and was presented with the medal by Attorney-General Senator the Hon George Brandis QC and AFL Chief Executive Officer Gillon McLachlan at a ceremony held at the Richmond Football Club.

Hisham will be mentored by Bachar Houli for 12 months and will receive a \$1500 scholarship to support football development and a 12-month Good Life Health Club Membership. He will also have a one-week training experience at Richmond FC.

## MESSAGE FROM THE AUSTRALIAN SPORTS COMMISSION

It has been another significant year for the Australian Sports Commission and the sports network as we continue working together to encourage all Australians to experience the joy of sport.

The sporting field is where friendships are formed, life skills are learned and heroes are made — and this is why in 2013-14 the Australian Government invested almost \$120 million in our national sporting organisations despite a challenging economic environment.

In the past year, the ASC has worked with sports to reform their governance structures and develop strategic and commercial capabilities. The ASC is determined to create better businesses — ones that will thrive in the years ahead — and we are leading the way with a lean and agile operating model and ongoing commitment to our own good governance.

One of the highlights of 2013-14 was the Australian Government's announcement of the Sporting Schools program.

This \$100 million program, which builds upon the successful Active After-school Communities program, will start in 2015 and reach more than 850,000 children. It will allow the sports to boost their participation numbers and is a significant endorsement of the importance of community sport to the Government.

The sporting field is where friendships are formed, life skills are learned and heroes are made



Other highlights in 2013-14 have included:

- Community Coaching General Principles — a free online training course that provides coaches with the basic skills they need.
- Grants programs — a number of national grants programs were delivered to improve the participation of people from under-represented groups.

The ASC also continues to pursue success on the world stage — in Olympic and non-Olympic sports — to deliver Australians the exceptional performances they crave.

There have been few periods in Australia's sporting history filled with so much activity or promise and on behalf of the ASC I thank you for your hard work and support. You continue to prove your capacity to succeed in an ever-changing sporting landscape, and I look forward to working with you in the future.

**John Wylie AM**  
Chair — Australian Sports Commission



**Australian Government**  
**Australian Sports Commission**





## COACHING DEVELOPMENT

### ACCREDITATION COURSES

Steady growth in attendance at AFL coach accreditation courses to meet industry demand continued in 2014. More than 7000 coaches participated in courses, with 5874 becoming newly accredited (5659 Level 1 and 215 Level 2) and 1272 recredited, in line with AFL policy requiring all active coaches to maintain accreditation.

An increasing number of current and recently retired players are participating in these courses around the country and entering the ranks of coaches at all levels of the game.

The AFL welcomes this trend and again conducted a specific course for this target group in partnership with the AFLPA in Melbourne in January.

Two five-day High Performance (Level 3) Coaching Courses were conducted in the latter part of the year. The first, attended by 24 invited coaches, was conducted at Etihad Stadium following the AFL Grand Final and overlapping the NAB AFL Draft Combine at the end of September.

The second course, with the support of the WA Football Commission, was held at Patersons Stadium in Subiaco in mid-December, with 22 participants, two-thirds of them from Western Australia, mainly from the WAFC Academies and

WAFL clubs, decreasing the backlog of participants regularly applying from WA.

The AFL Level 1 course in Identifying Talent for AFL continued to be delivered to the industry.

### AFL SENIOR COACH ACCREDITATION

A new AFL Senior Coach Accreditation program has been developed in association with the AFL Coaches Association for coaches aspiring to AFL senior coaching positions. The first group of participants will start the program in early 2015.

### AFL ONLINE COACHING COURSES

A surge in participation in the AFL Online Junior Coaching course occurred in 2014, with 2700 coaches completing the course through the year. This course is an integral part of the AFL Level 1 Auskick and junior coach accreditation program. The development of the Online Youth and Senior Coaching Course was completed during the year and will be launched as part of the AFL Level 1 Youth and Senior coach accreditation process for 2015.

### INTERNATIONAL COURSES

A number of courses were conducted for coaches in other countries in association with AFL International affiliates. These included courses conducted in Fiji, India, Singapore, Europe and the USA. The AFL, through AFL Victoria, also conducted a specific course for participants in the

AFL 2014 International Cup at Princes Park, which was attended by people from most participating countries and 60 coaches achieved their Level 1 accreditation.

### CLUB COACHING COORDINATOR PROGRAM

The Club Coaching Coordinator Program was implemented in 2014 and associated resources, including the newly published Club Coaching Coordinator Handbook, were distributed nationally. Complementary web-based resources were posted on a specific section created on the AFL Community Website and the initial accreditation courses conducted in a number of states.

This program has been established to enhance the support and development of coaches at community league and club level. The AFL believes it will be an important step forward in improving support for community coaches and greatly enhance their experience and that of the players they coach at all levels.

### AFL NATIONAL COACHING CONFERENCE

The 2014 AFL National Coaching Conference (12th edition) was conducted at Adelaide Oval from January 31-February 2. The conference was the first major AFL event at the refurbished Adelaide icon and was attended by more than 400 participants from all states and territories and all levels of coaching.

The conference program was well supported by the Adelaide Crows and Port Adelaide, with Brenton Sanderson and Ken Hinkley presenting keynote addresses and other coaching staff from both clubs presenting workshop sessions. Another highlight was a specific presentation by Port Adelaide chairman David Koch about the cultural and operational changes underpinning the resurgence of the club in 2013. Internationally recognised researcher and GAA coach Professor Niall Moyna from Dublin City University, who presented at the conference as part of an on-going exchange between the AFL and the GAA, made a big impact with his very relevant research on small-sided games and its impact on player development.

### COACHING RESOURCES/ AFL COMMUNITY WEBSITE

A range of valuable existing and new coaching resources are available through the coaching section of the AFL Community website.

These include articles and training activities written by coaches completing their assessment for the Level 2 and High Performance Coaching Courses, which were regularly published in the coaching section of the community website, keeping it fresh with up-to-date and innovative coaching material. The fortnightly community newsletters sent to around 60,000 recipients continue to be a relevant source of coaching information for coaches at all levels.

Other resources such as the *GAPS – Australian Football animated drills and games* e-resource, *Kicking Guide for Coaches*, *Kicking Guide for Players*, *Skills Guide*, *Game Day Coaching* and *Team Rules* DVDs are among the quality coaching resources available in community football.

### CONCUSSION MANAGEMENT RESOURCES

The AFL Medical Officers Association guidelines for the management of concussion in community football were distributed widely throughout community football leagues and clubs in all states and to all coaches participating in coaching accreditation courses.

A specific module on this important aspect of player welfare and safety was delivered at all coaching courses throughout the year. The management guidelines



and related resources will continue to be prominently promoted in future seasons.

They are incorporated into the AFL Coaching Manuals and available for download from the AFL Community Website or hard copy from AFL and state affiliate offices. The AFL has developed an app based on the Concussion in Sport Group's Pocket Concussion Recognition Tool for release in 2015.

### OTHER HIGHLIGHTS

#### AFL COACHING AMBASSADORS

AFL Coaching Ambassadors Stan Alves and David Parkin continued in their valuable long-term roles in AFL coaching and development activities throughout the year, including working as facilitators and mentors at both of the AFL High Performance Courses conducted during the year. Along with coaching consultants Neil Barras, Brendan Mason and David Wheadon, they regularly presented at Level 2 coaching courses and seminars around Australia.

#### COACH RECOGNITION AWARDS

Australian Football Coaches Association (AFCA) awards functions were held in Victoria, South Australia, Queensland, Western Australia and Tasmania. These functions are a great celebration of coaching and an important recognition of the passion and commitment of coaches at all levels.

#### AFL COACHES ASSOCIATION – APPEARANCES PROGRAM

The partnership between the AFL and the AFL Coaches Association in respect

of game development continued in 2014, particularly through the coach appearance program. Overall, AFL senior and assistant coaches participated in development activities and appearances in all states and territories, including most regions around the country. Assistant coaches performed more than 800 appearances to help grow the game.

The AFL and the AFLCA cooperate and work closely on a range of coaching development and other issues of mutual interest. The AFL greatly appreciates the efforts of the association and its individual coach members.

Association staff, including Danny Frawley, Paul Armstrong and Ron Watt, also assisted in various elements of the AFL coaching development program during the year. We look forward to continuing this very productive relationship with new president John Worsfold, CEO Mark Brayshaw and operational staff Ron Watt and Greg Hutchison in 2015.

#### COACHING REVIEW

The AFL aims to provide appropriate high-quality education and development opportunities for coaches, including high-performance coaches, in a clearly recognised pathway.

The AFL engaged PMY to conduct a review of the AFL Coaching Development Pathway in order to critically analyse the existing model and make recommendations for future development. The recommendations will form part of a future strategy to gradually enhance AFL coaching development.



# 2014 AROUND THE REGIONS

## NEW SOUTH WALES



Participation grew by seven per cent from 2013 to a record 190,072, with club football up eight per cent, AFL 9s competitions up 16 per cent and club NAB AFL Auskick up six per cent.

- Dedicated female participation grew by over 46 per cent to a total of 3559 and 41,241 girls played across mainstream NAB AFL Auskick and school programs.
- The AFL Independent Schools included four new schools and 10 new teams. There are now 10 schools and 22 teams playing across three age groups.
- Growth in AFL 9s continued to be strong at 16 per cent, with Sydney Harbour and the ACT particularly strong. Several new competitions were formed across the region, including a pilot competition in Leichhardt that successfully trialled a number of new initiatives. Sydney locals and AFL 9s National Ambassadors Jude and Lynette Bolton were active in engaging with players at AFL 9s events across the city and in Canberra and Byron Bay. AFL 9s was also played at half-time at both the SCG and Spotless Stadium in 2014.
- Eight NSW/ACT players were primary listed at the NAB AFL Draft, with a further four added at the NAB AFL Rookie Draft.
- The NSW/ACT RAMS won Division 2 at both the NAB AFL Under-16 and NAB AFL Under-18 Championships, with Isaac Heeney named Division 2 Most Valuable Player in the under-18s.
- Four NSW/ACT players were selected in the NAB AFL Under-18 All-Australian side and RAMS mentor Jason Saddington was named head coach of the team.
- The NSW/ACT Talented Player Program is proving increasingly successful in generating AFL-quality players, with 48 NSW/ACT players on AFL lists in 2014.
- AFL NSW/ACT continued to support leagues, their clubs and schools to provide quality environments to motivate volunteers, umpires, coaches, teachers and trainers through a variety

### DOUBLE CELEBRATION

The NSW/ACT teams won the Division 2 title at both the NAB AFL Under-18 and Under-16 Championships. ↵



of initiatives. AFL NSW/ACT conducted league education sessions, provided a raft of accreditation courses across a variety of topics and rewarded a Volunteer of the Year in every League in NSW and the ACT.

- Participation in specific school multicultural programs was heightened, particularly in Western Sydney, with the programs tailored to schools with high populations of multicultural students. More than 5000 children participated in school multicultural NAB AFL Auskick programs.
- The Multicultural Advisory Group was established. The group contains internal and external multicultural and community engagement experts and is set up to oversee and advise AFL NSW/ACT on effective engagement with multicultural communities and ethnic media.
- NSW/ACT assisted with the GWS Giants' Multicultural Round marketing campaign, 'Many Cultures, One Game', with the campaign recognised with a prestigious Australian Multicultural Marketing Award at a gala event at the Sydney Opera House in November.
- The School KickStart Program continued to grow, delivered to more than 2000 children across GWS, South Coast, Central Coast, Central West, Southern NSW and Northern NSW.

- The Western Sydney AFL Indigenous Academies supported more than 165 students across seven schools. The Academy focuses on education, cultural and leadership outcomes, providing support to encourage students to stay in school.
- The Adam Goodes Talent Program was established, providing up to 70 Indigenous youth from all over NSW/ACT the chance to develop as individuals, athletes and leaders within their community through an online mentoring program and talent camps.
- Coffs Harbour hosted the National KickStart Championships, with the NSW/ACT under-12 and under-15 sides performing admirably.
- Canberra hosted the National Youth Girls Championships, with WA the winner in Division 1 and a composite indigenous side the Woomeras successful in Division 2. NSW/ACT was coached by former Carlton and GWS star Setanta O'hAilpin and progressed to the grand final. Two NSW/ACT girls were named All-Australians.
- AFL NSW/ACT is in the final stages of delivering a Giants Academy Centre of Excellence and new office complex for Western Sydney staff, with in-principle funding also secured to develop a \$5 million Centre of Excellence in Canberra for the AFL and cricket.



### INSPIRATION

Tasmanian coach Adam Sanders spurs on his players at the NAB AFL Under-18 Championships. ←

- After delivering the first synthetic AFL facility outside Victoria – and the first in NSW/ACT – at Narrabeen Sports High School last year, in November a full-size shared synthetic oval was opened at Lane Cove, with two further synthetic turf projects planned.
- A region-wide audit of all AFL facilities was conducted, with the five most strategic needs presented to the state government for pre-election funding.
- Two NSW/ACT umpires – Brodie Kenny-Bell and Daniel Field-Read – were elevated to senior AFL ranks, while Aaron Langdon was rookie-listed, joining fellow NSW/ACT product Liam Rowe. There are three boundary and goal umpires on the AFL umpires list.

## TASMANIA



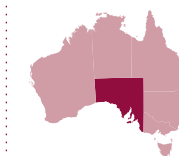
In April 2014, the members of AFL Tasmania, including the board members, voted in support of constitutional change that resulted in AFL Tasmania adopting a similar governance structure to other AFL states where the AFL is now the sole voting member of AFL Tasmania.

- At the same time, the Tasmanian Football Council was established to oversee and support grassroots

community football in all three regions of Tasmania – the North-West, North and South of Tasmania.

- Tasmania's overall participation numbers across all competitions and programs increased from 36,260 in 2013 to 37,261 in 2014 (an increase of nearly three per cent).
- The Tasmanian State League clubs signed new 10-year licence agreements before the 2014 season. North Launceston won its first state league premiership since 1998 and its opponent on the day, Western Storm, made the grand final in its first year of existence.
- A new agreement was confirmed that will have North Melbourne play six AFL home games in Hobart over the 2015 and 2016 seasons.
- The 10th AFL Tasmania Football Hall of Fame event saw John Leedham and Ivor Warne-Smith elevated from Legend status to Icons of Tasmanian football. In addition, John Devine and Trevor Leo were elevated from Inductees to Hall of Fame Legends.
- AFL Tasmania and Cricket Tasmania formalised a partnership that will see the two organisations share a new office facility and various administrative functions at the recently completed \$30 million Blundstone Arena development.

## SOUTH AUSTRALIA



Participants increased by nearly 1000 to a total in excess of 114,000 for 2014. The SANFL reported increases in the core areas of club participants, school participants and NAB AFL Auskick.

- For the first time since 1992, the SANFL was broadcast on commercial television, on Channel 7. Ratings per match nearly doubled from 16,604 in 2013 to 31,364 in 2014. This included a successful Grand Final presentation, which averaged 129,372 viewers, with a peak of 212,762.
- An outstanding crowd of 38,644 attended the first SANFL Grand Final at Adelaide Oval since 1973. This was the highest crowd at an SANFL title decider since 1999. Norwood defeated Port Adelaide by four points in an epic encounter.
- South Australia won the 2014 NAB AFL Under-18 and Under-16 Championships, the first time SA has won both titles in the same year. A total of 17 SANFL-based players were selected in the Draft and Rookie Draft.
- Eleni Glouftsis continued her path to elite level by accepting an AFL scholarship after officiating as a field umpire at SANFL level for the majority of 2014. SANFL field umpire Curtis Deboy was also added to the senior AFL umpiring list at the end of the season.





**TIME OUT**  
Peel Thunder's interchange players take a breather in a WAFL match against East Perth. ←

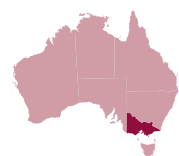
## WESTERN AUSTRALIA



Overall football participation in WA increased by 10.67 per cent to 178,651.

- Female participation increased from 18,000 to 28,000.
- 32,303 children played NAB AFL Auskick.
- Subiaco won the 2014 WAFL premiership.
- West Perth's Aaron Black won the 2014 Sandover Medal.
- Construction work started on the new Perth Stadium at Burswood.
- The West Australian Football Commission celebrated its 25th year as WA's leading stadium manager at Patersons Stadium.
- Patersons Stadium won the Australian Institute of Management WA's 2014 Pinnacle Award for Human Resource Management Excellence.
- Patersons Stadium became the first stadium in Australia to receive International Customer Service Certification and won two national Customer Service Awards.
- The WAFL defeated the NEAFL by 85 points in the state game at Blacktown.
- Nine WAFL players were selected in the NAB AFL Draft, including three first-round selections.
- WA's Tiah Haynes was selected No. 1 in the AFL Women's Draft.
- WA's State 18 Youth Girls became the first team to defeat Victoria at the Youth Girls Championships.

## VICTORIA



Total participation numbers reached 290,998 – an 8.7 per cent increase.

- Female participation grew by 41 per cent with 48 new female teams established.
- Player Payments Working Party was established by AFL Victoria to examine escalating costs of player payments at community level and to determine the broader impact on competitive balance within and across all competitions.
- Western and North West Development Council was established as the body managing strategy in these regions, with Western Bulldogs president Peter Gordon appointed chairman.
- AFL Victoria completed a research project quantifying the value of a community football club. This is thought to be the first project of its kind in the world to analyse the impact of a local club.
- Deputy General Manager Steven Reaper replaced Grant Williams as AFL Victoria General Manager in September after Williams was appointed General Manager – Community Football Operations with the AFL.
- Sixty per cent of new talent drafted to AFL clubs at the 2014 NAB AFL Draft were from Victoria (45 from the TAC Cup and one from community football), including No. 1 draft selection Paddy McCartin (Geelong Falcons).

- In the Rookie Draft, Victoria provided 45 per cent of the new talent (15 from the TAC Cup, four from the VFL and one from community football).
- Seventeen Victorian draftees were nominated for the 2014 NAB AFL Rising Star award, with former Geelong Falcon Lewis Taylor winning the title as Victorian players filled the top three spots.
- Overall, 71 players represented Metro and Country Victoria in the NAB AFL Under-18 Championships, with Christian Petracca named the Larke Medallist for the best Division 1 player.
- Victorian umpiring added three field, two boundary and one goal umpire to AFL ranks for season 2015, while two coaches have been elevated to the AFL umpire coaching panel.
- Lucinda Lopes was the first female field umpire in 24 years to be added to the VFL Field Umpires Development Squad.
- The umpire accreditation program had 631 umpires achieve Level 1 and a further 430 complete Level 2.
- The Peter Jackson VFL introduced five Multicultural Ambassadors to help assist AFL Victoria with multicultural development initiatives and programs across participation, community, fans, engagement and talent.
- The Peter Jackson VFL and TAC Cup Grand Finals attracted a crowd of 23,816 at Etihad Stadium – the biggest attendance to a VFL/VFA Grand Final since 1978. Footscray won the VFL premiership by 22 points over Box Hill Hawks and Oakleigh Chargers defeated

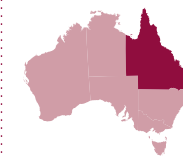
Calder Cannons by 47 points in the TAC Cup decider.

- A VFL representative side played Ireland in a practice match in the lead-up to the International Rules Series clash in Perth.
- A total of 110 Level 1 coach education courses were conducted with 3581 coaches attending. There was one Level 2 course held with 64 attendees and one High Performance course with 15 candidates selected to attend.
- AFL Victoria piloted a new level of coaching course designed specifically for women, and in particular mums, keen to learn about the basics of football so they can contribute in a great capacity at NAB AFL Auskick clinics or junior football.
- KickStart Under-15 indigenous program expanded to involve 120 boys, with six selected in the national Flying Boomerangs Squad, including eventual Michael Long medallist Jye Simpkin.
- At the completion of year two of the Laguntas developmental program for 16-18-year-olds, a 50 per cent increase in Indigenous TAC Cup players from 2012 had been recorded, including AFL draftees Paul Ahern and Nathan Drummond.
- Over 100 participants engaged in multicultural and indigenous squads across three TAC Cup regions, named after AFL footballers Majak Daw, Jimmy Toupas and David Zaharakis.
- Forty-five Victorian FIDA players took part in the first AFL National Inclusion Carnival.
- AFL Victoria assumed the management of the Victorian Women's Football League (VWFL) following a vote of members in late 2013, with 10 new teams introduced across six divisions for season 2014.
- The VWFL provided over 50 per cent of the players in the AFL Women's Exhibition game between Melbourne and the Western Bulldogs.
- AFL Victoria launched its first state-wide Facilities Strategy – Growing the Heartland.
- Since November 2013, a total of 28 projects have shared in over \$2.2 million in funding through the Country Football Netball Program, with a combined total project value of over \$9 million.
- Nine Region Administration Centre projects are completed or under construction worth over \$1.75 million in

total project value, with an investment of \$420,000 by AFL Victoria Country. Four other RACs are in planning stages.

- Just two years since the integration of AFL Victoria and the Victorian Country Football League, 13 Country Commissions are in place, 10 Regional General Managers have been appointed and 26 Football Development Managers are in place across country Victoria.
- The AFL Victoria Community Cup was held at Avalon Airport Oval in July, with the best players from country Victoria pitted against the best from Melbourne's premier community leagues for the first time since 1986. Metro was victorious by 38 points.

## QUEENSLAND



Total participation reached 180,132 – 14.2 per cent more than 2013 and the largest increase since 2008.

- Queensland achieved the highest female participation in Australia with 51,722 girls and women playing the game – up 30 per cent.
- Over 6400 fans attended Townsville's NAB Challenge match between the Gold Coast Suns and the Brisbane Lions.
- The Western Bulldogs made their Cairns debut, playing the Gold Coast Suns at Cazalys Stadium before a crowd of 9743.
- AFL Queensland, the Gold Coast Suns and the Brisbane Lions delivered AFL Community Camps in Wide Bay (Hervey Bay and Bundaberg), Springfield, Logan and Beenleigh.
- QClash 8 in round 15 attracted 27,176 people – the largest crowd at the Gabba in 2014.
- The #GirlsPlayToo awareness campaign for girls aged 10 to 15 was rolled out across the state.
- The AFL Queensland Facilities Plan 2014-2020 and Football Facilities Audit were completed – both firsts for Queensland state sporting organisations.
- Queensland again recorded the largest AFL school participation in Australia with 117,432 primary and secondary school students playing the game.
- Over \$25 million of infrastructure projects were completed.
- Further upgrades worth \$2.5 million were completed at our regional hubs in Townsville, Mackay and Byron Bay.
- Brisbane hosted the AFL National Facilities Conference at the new \$14 million Moreton Bay Central Sports Complex.
- Queensland field umpire Andrew Stephens and goal umpire Robert Whitehead were added to the AFL list with field umpire Kayne Nund rookie-listed.
- The inaugural Byron Bay AFL 9s Invitational tournament was held in October.
- The Gold Coast hosted the NAB AFL Draft for the third successive year with a week-long program of events.
- Three Queenslanders were selected in the NAB AFL Draft with a further three picked up in the Rookie Draft.
- The Brisbane Lions added six Hyundai Lions Academy graduates on their list.
- In season 2014, there were 47 Queenslanders on AFL club lists.
- The iconic 'Q' jumper was reintroduced for all state representative teams.
- A restructure of Queensland community football saw the return of the Queensland Australian Football League – Queensland's premier community football league.
- The Moreton Bay Central Sports Complex hosted the National Female KickStart Championships.
- AFL Cape York House celebrated its first group of graduates, with six young men completing Year 12.
- A total of 4500 fans saw the Sydney Swans reserves withstand a late surge from the Brisbane Lions to win by a point in the second Mackay Anzac Day NEAFL clash.
- A goal on the siren saw the Aspley Hornets claim the NEAFL premiership with a two-point win over the Sydney Swans reserves.
- A total of 5700 community players and officials and 1185 coaches attended education sessions and courses.
- BLK and HART Sport became major sponsors of the QAFL and QWAFL and the QFA North and QFA South competitions respectively. The Queensland Government continues to provide significant funding for the continuation of major programs, particularly the promotion of female football across the state.



## NORTHERN TERRITORY



There was a 19.9 per cent participation growth for a total of 35,539 Territory-wide participants, with the number of clubs growing from 129 to 143, equating to 10.8 per cent growth.

- Female participation increased by nine per cent. A total of 1200 players, accredited coaches and umpires – all significantly higher.
- Community education flourished under the Michael Long Cup (under-14s) remote programs and diversity.
- Achieved target of 10 remote projects with Borrooloola starting in July.
- NT Thunder semi-finalists in the NEAFL competition with two Northern Territory draft picks – Nakia Cockatoo (drafted to Geelong at No. 10) and Jake Long (father-son selection to Essendon).
- Michael Long Learning and Leadership Centre is 95 per cent complete with the handover scheduled for February 2015 and the official opening in March 2015. Upgrades also took place at Traeger Park in Alice Springs.
- First AFL premiership match at Alice Springs in 2014.



Community education flourished under the Michael Long Cup (under-14s) remote programs and diversity



**RIVALRY RENEWED**

Northern Territory took on Queensland in the NAB AFL Under-18 Championships. ↗

## INTERNATIONAL



Participation of over 127,000 with an additional 87,000 involved in promotional activities.

- The 2014 USAFL Nationals were held in Dublin, Ohio, in October. It was the 17th year of the event and was the largest. Forty teams across five divisions competed in 65 matches across two days of competition. The New York Magpies took home their second Division 1 title with a comeback win over the Orange County Bombers in the final. The Denver Bulldogs women won their fifth consecutive championship, while the LA Dragons (Division 2), Sacramento Suns (Division 3) and North Carolina Tigers (Division 4) captured their first titles. The carnival involved over 1200 players, umpires, officials and spectators.
- The 2014 Euro Cup was held in London in October. It was the biggest tournament yet with 19 countries represented across 16 men's teams and five women's sides. Denmark defeated Croatia to win the men's competition and Ireland defeated England in the women's competition.
- The NAB AFL Academy Level 1 squad toured New Zealand for the third time in January and played a match against the New Zealand Hawks at Westpac Stadium in Wellington.
- The NAB AFL Academy Level 2 squad toured Europe in April. The squad trained at the AIS facility in Varese, Italy, and played an inter-club match and an international match against the European Legion in London.
- The second match played outside Australia for premiership points was played between St Kilda and the Brisbane Lions in Wellington, New Zealand, on Anzac Day.
- International Combines were held in Dublin, Los Angeles and Wellington. Four international players (two from the USA and two from Ireland) attended the 2014 NAB AFL Draft Combine at Etihad Stadium.
- Mason Cox from the United States travelled to Adelaide and Melbourne in May after attending the US Combine. Standing at 211.4cm, the 23-year-old from Oklahoma State University is the tallest player to attend an AFL Combine. He was interviewed by several clubs and was named as an international rookie by Collingwood.
- A pilot program in India launched in January in collaboration with the Australian Sports Commission, Australian Sports Outreach Program, Magic Bus, AFL India and the AFL saw over 3000 participants experience AFL. AFL India secured a grant from the Australian Sports Council for a 10-month project. The project's goal is to strengthen and unify Indian communities through the implementation of a sustainable grassroots Australian Football program in the states of Maharashtra, Rajasthan and Jharkhand.
- World Team and South Pacific teams competed in the 2014 NAB AFL Under-16 Championships.
- The Under-16 South Pacific Cup was played in Coffs Harbour in April. New Zealand, Papua New Guinea and Oceania (represented by players from Nauru, Fiji, Tonga, Vanuatu and the Solomon Islands) fielded teams. The PNG Binatang finished on top of the ladder.
- The AFL Women's Academy toured New Zealand in October. The tour party included 12 16-year-olds, female coaches and development staff. The squad played two nine-a-side matches against the New Zealand Kahus.
- The AFL Indigenous under-18 women's team, the Woomearas, conducted an inaugural 10-day New Zealand tour in December. The squad of 21 was mentored by Shaun Burgoyne and played two matches against the New Zealand Kuhus.

## INTERNATIONAL CUP



The 2014 AFL International Cup was played in Melbourne over 15 days between August 9-23.

A record number of 25 teams represented 18 countries across 18 men's and seven women's teams. Pakistan and Indonesia fielded teams for the first time.

Men's teams: Canada, China, Fiji, Finland, France, Indonesia, Ireland, Great Britain, India, Japan, Nauru, New Zealand, Pakistan, Papua New Guinea, South Africa, Sweden, Tonga and USA.

Women's teams: Canada – Northern Lights, Canada – Midnight Suns, Ireland, Fiji, Tonga, USA – Freedom, USA – Liberty.

The carnival involved about 1000 players, coaches and support staff, while 200 volunteers from all levels of football helped stage 62 matches across 18 venues.

The carnival was launched at Melbourne's Federation Square. Teams were officially welcomed by senior Wurundjeri elder Aunty Joy Murphy-Wandin and then Premier of Victoria Dr Denis Napthine, along with a recorded video welcome message from Prime Minister Tony Abbott. Participants marched to the MCG and took part in a Parade of Nations before the Hawthorn-Melbourne match.

Matches were played in Melbourne's Royal Park, but in a first for the International Cup, Community Round saw teams play curtain-raiser matches across 12 metro and regional venues. Matches were linked with regular season VFL, VWFL, country, metropolitan and amateur games.

Other events included a Captains' Lunch hosted by AFL Commission Chairman Mike Fitzpatrick, along with other members of the AFL Commission and executive, a screening of the *Aussie Rules the World* documentary and a Gala Dinner attended by more than 1000 guests at the Crown Palladium where the men's and women's World teams were announced.

The men's final was played at the MCG before the round 22 Hawthorn-Geelong match. Papua New Guinea defeated Ireland by three points in a thrilling match.

The women's final was played at Punt Road Oval. Canada Northern Lights defeated the Ireland Banshees by 26 points.



**CHAMPIONS**  
The successful Canada Northern Lights and Papua New Guinea teams after their International Cup triumphs. ↑↓



**FIGHTING SPIRIT**  
Ireland challenged Fiji in the women's division of the International Cup.  
→

Media supported the event with strong coverage across metropolitan and multicultural media. Eighty players also had the opportunity to be part of *The Footy Show* audience.

The event was well supported by social media. A dedicated website hosted by AFL Media posted daily results, news stories and images. IC14 Instagram and Twitter accounts also ensured footy fans throughout the world could follow the action.

The International Cup is played every three years and this was the fifth carnival. Expatriate Australians are ineligible to play in the International Cup. Teams are comprised solely of amateurs who must be nationals of the country they represent. All players must have lived the majority of the years aged between 10 and 16 as a citizen of their nation.







**COMMUNITY-MINDED**  
Jim Stynes Community Leadership Award winner Beau Waters has helped raise more than \$1 million for cancer research. ↵

## COMMUNITY PARTNERSHIPS

### JIM STYNES COMMUNITY LEADERSHIP AWARD

West Coast Eagles defender Beau Waters was selected as the winner of the 2014 Jim Stynes Community Leadership Award by the AFL and the Reach Foundation.

The Jim Stynes Community Leadership Award each year honours the former Melbourne Football Club president and Brownlow medallist who passed away in 2012. He was also one of the founders of the Reach Foundation.

Sam Ludbey-Stynes presented Waters with the award at the Brownlow Medal ceremony held at Crown Palladium.

He was one of four finalists, along with Kade Simpson (Carlton), Mathew Stokes (Geelong Cats) and Travis Boak (Port Adelaide) who were all commended for their great initiative and leadership across the community.

Waters was selected as the 2014 winner based on his long-standing and continuing work with several community and charitable organisations.

Through his role as an ambassador for the Cancer Council WA over the past decade, he has been the catalyst for the Eagles raising almost \$1 million for cancer research.

In addition, he is:

- An active board member for Youth Focus, an organisation that supports vulnerable young people in WA by offering a range of health services.
- An inaugural committee member of the Young Men's Project Committee, which raises awareness of mental illness in young men.
- A regular Camp Quality volunteer and fund-raiser.
- A committee member of the WA Healthy Awards.

As the winner, he receives \$20,000 from the AFL to be donated to the charity or community program/s of his choice.

Nominations for the award were sought from AFL clubs.

The Jim Stynes Community Leadership Award selection panel consists of Sam Ludbey-Stynes, AFL Commissioner the Hon Linda Dessau AM (chair of the selection panel), AFL Chief Executive Officer Gillon McLachlan, AFL General Manager People, Customer and Community Dorothy Hisgrove, AFL Head of Diversity Jason Mifsud, Reach Foundation CEO Sarah Davies, 3AW broadcaster Neil Mitchell, Seven Network broadcaster and former champion player Tim Watson and AFL Players' Association representative Marissa Filipou.

↳ He has been the catalyst for the Eagles raising almost \$1 million for cancer research

### AFL SPORTSREADY

AFL SportsReady is a national not-for-profit company that has facilitated employment and education for young Australians since 1994. It works in partnership across a number of industry sectors, including sport and recreation, business and administration, finance, banking, horticulture, information technology, retail and arts and the creative industries.

AFL SportsReady celebrated 20 years of education and employment (1994-2014) and during that time has achieved the following:

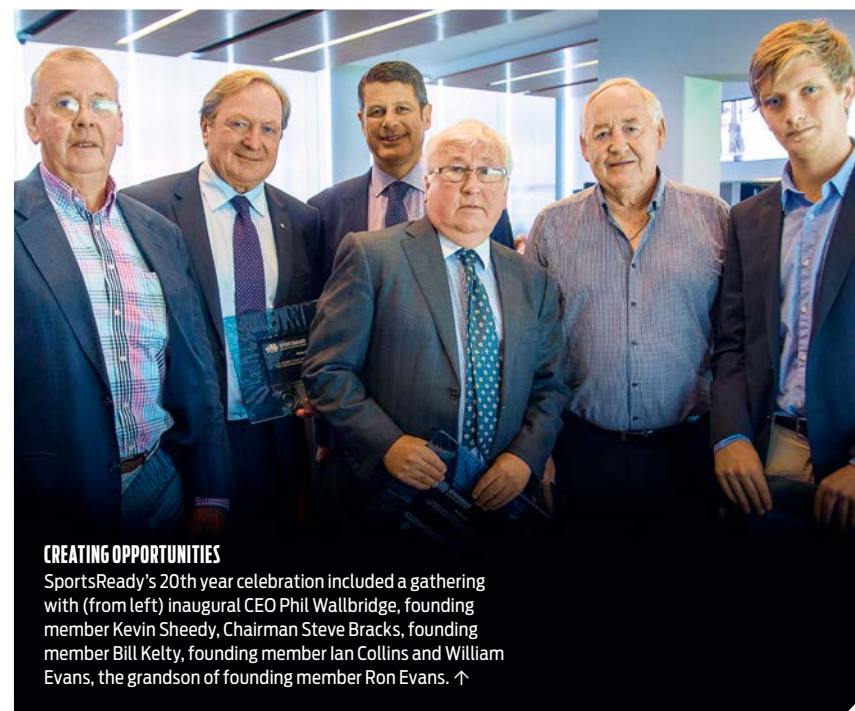
- A total of 12,000 young people started a traineeship with AFL SportsReady since 1994.
- A total of 1300 Aboriginal and Torres Strait islander trainees have started since 2000.
- Over 2000 trainees started their careers working in the AFL Industry.
- Supported over 1000 AFL players to complete traineeships as well as a variety of other project roles supporting players' transition from the game.
- Supported 1790 students across the country to gain qualifications since 2012 through SportsReady Education.
- At the 20-year anniversary event, the AFL Commission Chairman Mike Fitzpatrick announced the AFL would invest a further \$1.1 million in AFL SportsReady over the next two years.

In 2014, AFL SportsReady supported 687 trainees into roles across Australia and more than 900 students studied with SportsReady Education.

Some 18 per cent of SportsReady Education students were Indigenous and 223 traineeship opportunities were provided to Indigenous young people nationally, with partners including the National Australia Bank, ANZ, Commonwealth Bank, Westpac, Australia Post, Telstra and Kmart and the Victorian and West Australian governments.

AFL SportsReady was awarded the Wurreker Award for best private-registered training organisation by the Victorian Aboriginal Education Association (VAEAI). The award recognised AFL SportsReady's work in providing innovative partnership arrangements resulting in improved pathways, career and employment outcomes for Victorian Koorie VET students.

The Barrowarn program, a partnership funded and supported by the Collingwood Football Club Foundation, began in 2012 as



#### CREATING OPPORTUNITIES

SportsReady's 20th year celebration included a gathering with (from left) inaugural CEO Phil Wallbridge, founding member Kevin Sheedy, Chairman Steve Bracks, founding member Bill Kilty, founding member Ian Collins and William Evans, the grandson of founding member Ron Evans. ↑

a traineeship program for young Victorian Indigenous job seekers and its quick success saw its expansion into a direct employment model.

The expansion of the program into a direct employment model has resulted in another 35 Indigenous job seekers placed into direct employment roles over the past 12 months. An additional 11 employment placements will be created over the next six months.

Ten young Indigenous Victorians have undertaken school-based traineeships across the City of Yarra, with a further five full-time traineeships with AFL Victoria to increase Indigenous participation. In 2015, a further 10 school-based traineeships and three full-time traineeships opportunities will be offered through the program.

In November 2014, AFL SportsReady's Indigenous Programs team also delivered its second NAB Emerging Leaders Program to 13 of NAB's Rising Indigenous Emerging Leaders. A five-day intensive live-in course is aimed at developing and growing the leadership capacity of Indigenous staff within the NAB.

AFL SportsReady has worked in partnership with the AFL Players Association to provide training in a career beyond the football field through the Next Goal Career Transition Programs.

Today one in four AFL players are involved in AFL SportsReady programs and the establishment of SportsReady Education has allowed the partnership to grow further. During the past year, 253 AFL players studied with SportsReady

Education in a range of courses, including Sport Development, Business and Fitness.

AFL SportsReady's Executive Education team has continued to develop tailored education opportunities for AFL staff and players. In 2014, the courses offered included Executive Certificate in AFL Management, Professional Certificate (Football Administration) and Executive Certificate in Player Development, and have provided career development for over 50 participants.

Additionally, AFL SportsReady's Executive Education team has worked with AFL umpires to develop the AFL Umpires Coach Academy, which will be rolled out in 2015. AFL SportsReady has developed university partnerships in every state. The partner universities are La Trobe University, University of Technology Sydney, Griffith University, University of Canberra, Curtin University, Flinders University and the University of Tasmania.

The partnerships offer SportsReady Education students an opportunity to gain direct entry and credit towards a Bachelor Degree upon completion of their Diploma studies. The ArtsReady program, supported by the Federal Government, was rolled out across Australia and is now available in Western Australia, Tasmania, Queensland and South Australia.

This program is designed as a partnership with young Australians and the arts and creative sector through an entry-level training and support model that combines practical experience at work with vocational education.

### LADDER

The AFL industry has a long-standing reputation as a force for change. In 2014, the AFL continued to support Ladder – the AFL players' charity established in 2007 to tackle youth homelessness.

Every player participating in an AFL home and away match donates part of his match fee to Ladder. Each year, these donations amount to around \$150,000, which is matched by the AFL, resulting in a total contribution of \$300,000.

Ladder is also the official charity partner of the Toyota AFL Finals Series.

The AFL and AFL Players' Association are founding partners of Ladder. Ladder works with young people who have experienced homelessness to help them break the cycle of homelessness and to reach their potential.

Ladder has a vision to operate in every region that hosts an AFL team by 2020.

It costs Ladder just under \$36 a day to support a young person who is striving for a better future. This provides around 120 hours of support a year, including health, wellbeing and fitness sessions, skills training, mentoring and one-on-one support.

Past and present AFL footballers are involved as volunteers, ambassadors and mentors. This is critical for young people to provide them with guidance, support and encouragement to find a way out of the debilitating cycle of homelessness.

↳ Ladder has a vision to operate in every region that hosts an AFL team by 2020



**IN THE PINK**

Co-captains Nathan Jones and Jack Grimes model the special guernsey worn by the Demons in the Field of Women match.  
→



## BREAST CANCER NETWORK AUSTRALIA

The AFL has continued its association with Breast Cancer Network Australia which began in 2005.

In April this year, the fourth Field of Women event in support of Breast Cancer Network Australia was successfully staged at the MCG before the Melbourne-Western Bulldogs match.

More than 12,000 women and men participated in the event, which created the sparkling Pink Lady on the MCG and raised more than \$500,000 to support the work of BCNA.

In 2014, the NAB AFL Auskick program supported BCNA's Pink Sports Day. Auskick centres across Australia were encouraged to turn pink to pay tribute to those in their community affected by breast cancer while raising funds and awareness for BCNA.

## WHITE RIBBON CAMPAIGN

White Ribbon is an international organisation working to prevent male violence towards women.

One in three Australian women over the age of 15 will experience physical violence and one in five Australian women will experience sexual violence. A woman dies at the hands of a current or former partner almost every week in Australia.

The AFL and White Ribbon have had a long partnership which has primarily focused on working with players and teams to raise awareness for men's violence against women.

The partnership is linked to the AFL's Respectful Relationships Framework, which aims to create a safe and inclusive environment for women at all levels of the game. A focus of the AFL competition's support for the White Ribbon Campaign is matches between the Greater Western Sydney Giants and Sydney Swans, with the winner of each game receiving the White Ribbon Trophy.

The 2014 Virgin Australia International Rules match played between Australia and Ireland at Patersons Stadium in November was also in support of White Ribbon.

Tom Meagher, husband of the late Jill Meagher, took an oath during the pre-match ceremony to support White Ribbon's anti-violence campaign. Members of both teams also wore white ribbons as a symbol of their support.

**TAKING A STAND**

Swans stars Lance Franklin, Adam Goodes and Lewis Jetta show their support for the Recognise campaign.  
→



Several members of the AFL executive are ambassadors for the White Ribbon Campaign, as is Sydney Swans champion and 2014 Australian of the Year Adam Goodes and several current and former players as well as executives from AFL clubs.

## RECOGNISE

The AFL is proud to have an ongoing partnership with the Recognise campaign, which supports and focuses on the push to recognise Aboriginal and Torres Strait Islander peoples in Australia's constitution and to ensure there is no place for racial discrimination in it.

The campaign's R symbol was painted in the middle of each AFL venue during the 2014 AFL Indigenous round, with Sydney Swans star and Australian of the Year Adam Goodes and former Swans champion Michael O'Loughlin among the AFL identities supporting the Recognise campaign.

The AFL's support led to a significant boost in awareness of the campaign, with more than 17,000 Australians signing up as supporters during the week of Indigenous Round.

AFL Chief Executive Officer Gillon McLachlan said the AFL's partnership with Recognise acknowledged and honoured the close links over a long period of time between Aboriginal and Torres Strait Islander communities and the AFL.

"Recognise is a campaign which has multi-party political support and we are

pleased to play our role as a member of the community by supporting this initiative to ensure Aboriginal and Torres Strait Islander Australians are appropriately recognised in our nation's constitution."

Recognise is also officially supported by the Port Adelaide, Adelaide, Richmond and St Kilda Football Clubs.

## REACH – JIM STYNES SCHOLARSHIP FUND

The AFL and the Reach Foundation established the Jim Stynes Scholarship Fund in 2011 in honour of former Melbourne Football Club president and Brownlow medallist the late Jim Stynes.

As part of a partnership with the AFL, the Federal Government has provided \$3 million to establish the scholarship fund to help disadvantaged people pursue their sporting dreams and reach their potential.

The scholarships recognise Stynes' contribution as an outstanding footballer, administrator, philanthropist, charity worker and writer.

In 2014, the AFL and Reach awarded 37 scholarships with a value of up to \$20,000. Number 37 was Stynes' original number when he joined Melbourne.

Recipients received funding towards football, travel and education expenses.

 The AFL is proud to have an ongoing partnership with Recognise



## MARKETING

In 2014, the AFL launched the Toyota AFL Premiership season with a campaign titled Everything's Possible.

This campaign focused on the unpredictable nature of our game and the excitement and sense of optimism fans experience at the start of the AFL season.

The television commercial for the campaign featured the voiceover of Western Bulldogs fan and Hollywood star Chris Hemsworth.

The concept of Everything's Possible continued across key themes for the year, including Indigenous and Multicultural Rounds, with a focus on the possibilities that can be achieved on and off the field.

The entire campaign for Indigenous Round was developed in partnership with the Indigenous community, with designer Marcus Lee developing the visuals for the campaign and actor Luke Carroll providing the voice for the television commercial.

Multicultural Round focused on the Many Cultures, One Game message with a comedic campaign celebrating multicultural fans' connection with our game.

The campaign included fans from South-East Asian, Indian and Italian backgrounds. Jerry Ng, a young East Timorese boy with an encyclopaedic memory for football stats, starred in the campaign and was heavily featured in match broadcasts – and across other media – calling an AFL game with Channel 7's Bruce McAvaney.

The finals campaign was a highlight of the 2014 season, with a strong retail campaign using triple premiership player Jonathan Brown's voiceover, which helped drive excellent ticket sales.

The Don't Go Quietly campaign focused on the incredible live atmosphere of finals football and featured passionate fans from each of the competing clubs.

The year finished on a high with the Virgin Australia International Rules series featuring a star All-Australian cast in a fantasy football-inspired campaign which drove outstanding ticket sales.

### SENDING THE RIGHT MESSAGE

The AFL produced several innovative campaigns that proved successful in 2014. →

