

HIGHLIGHTS OF 2010

AFL COMPETITION

7,470,606

RECORD NUMBER of people who attended NAB Cup, NAB Regional Challenge, Toyota AFL Premiership Season and Toyota AFL Finals Series matches in 2010. The record was made possible by the Toyota AFL Grand Final Replay.

6,495,824

TOTAL ATTENDANCE for Toyota AFL Premiership Season games in 2010, the second-highest tally on record.

36,908 average 3rd in World

AVERAGE ATTENDANCE PER GAME for the 2010 Toyota AFL Premiership Season. Based on average crowds per game, the AFL is the third most-attended professional sports competition in the world, behind only America's NFL (67,509 fans per game) and Germany's Bundesliga soccer (42,499).

3,639,971

AVERAGE NATIONAL SEVEN NETWORK AUDIENCE for the tied Toyota AFL Grand Final between Collingwood and St Kilda, which confirmed the Grand Final's ranking as Australia's most-watched annual sporting event.

3,522,652

AVERAGE NATIONAL SEVEN NETWORK AUDIENCE for the Toyota AFL Grand Final Replay, which was the second most-watched sporting event in Australia in 2010.





LIFTING THE TEAM: Brendon Goddard starred for the Saints in the drawn Grand Final, his most inspirational moment coming late in the final quarter when he soared on Collingwood defender Harry O'Brien's shoulders to mark deep in St Kilda's forward line. Luke Ball (right) tried in vain to spoil and Stephen Milne (left) waited for crumbs that never spilled, while Sam Gilbert (far right) looked on.

A NEW HERO:

Richmond forward Jack Riewoldt, pictured here attempting to mark in front of St Kilda defender Sam Fisher in round 11, emerged as one of the AFL's most exciting young players in 2010, kicking 78 goals on his way to winning the Coleman Medal.



AFL CLUBS AND PLAYERS

614,251

NUMBER OF AFL CLUB MEMBERS in 2010, a record tally for the 10th successive season and the first time that the total passed 600,000, with other membership highlights as follows:

- » Collingwood Football Club set an individual club record with 57,408 members in 2010.
- » Seven clubs each exceeded a total of 40,000 members – Adelaide, Carlton, Collingwood, Essendon, Geelong, Hawthorn and West Coast Eagles.
- » Clubs with membership growth included Brisbane Lions, Collingwood, Essendon, Fremantle, Geelong, Hawthorn, Melbourne, St Kilda, Sydney Swans, West Coast Eagles and Western Bulldogs.

Attendance growth

- » **MELBOURNE FOOTBALL CLUB** had the largest growth in home game attendance, up 35.5 per cent to an average crowd per home game of 37,379 in 2010 compared to 27,570 in 2009. Other clubs to increase home game attendances included Geelong, Collingwood, St Kilda, Fremantle, Sydney Swans, Brisbane Lions and Carlton.
- » **COLLINGWOOD FOOTBALL CLUB** had an average home game attendance of 63,256 in 2010, with 1.3 million people attending 18 games involving Collingwood at the MCG, including finals, at an average crowd of 74,437 per game.

AFL payments to clubs

AFL payments to clubs in 2010 totalled \$142 million.

Major awards

BROWNLOW MEDAL: Chris Judd, Carlton Football Club.

NORM SMITH MEDAL: Lenny Hayes, St Kilda Football Club, Toyota AFL Grand Final.

NORM SMITH MEDAL: Scott Pendlebury, Collingwood Football Club, Toyota AFL Grand Final Replay.

JOHN COLEMAN MEDAL: Jack Riewoldt, Richmond Football Club.

NAB AFL RISING STAR: Daniel Hannebery, Sydney Swans Football Club.

MICHAEL TUCK MEDAL: Barry Hall, Western Bulldogs Football Club.

JIM STYNES MEDAL: Dane Swan, Collingwood Football Club.

Total player earnings

Taking into account the \$136.7 million in gross player payments, \$8.13 million in additional services agreements and almost \$2.2 million from employment and marketing arrangements with club associates, the total earned by players in 2010 was **\$147.03 MILLION.**

INFRASTRUCTURE DEVELOPMENTS

Gold Coast Stadium

Construction of \$140 million project on time and on budget.

Adelaide Oval

The South Australian Government confirmed funding of \$535 million to redevelop Adelaide Oval as the future venue for the Adelaide and Port Adelaide football clubs' home games and cricket.

RAS Showgrounds, Sydney

The New South Wales Government confirmed funding of \$45 million and the Royal Agricultural Society of NSW \$5 million to redevelop the RAS Showgrounds, Sydney Olympic Park, as the main home ground for the Greater Western Sydney Giants.

MCG

The Victorian Government confirmed funding of \$30 million and the Melbourne Cricket Club \$25 million to redevelop the Great Southern Stand.

Skilled Stadium, Geelong

Geelong Football Club confirmed funding of \$25 million from the Victorian Government for the next stage of the redevelopment of Skilled Stadium.

AFL club facilities

Adelaide, Carlton, Geelong, Melbourne, North Melbourne and St Kilda all opened new training and administration facilities. New headquarters for Richmond are under construction.

Community facilities

Major community facility projects included TIO Stadium, Darwin, Traeger Park, Alice Springs, Kingston, Tasmania, Geelong, Sandringham, Williamstown, Craigieburn, 35 projects in country Victoria, Brisbane and various projects in New South Wales. The total value of the projects is more than \$30 million.



FAVOURITE SON:

Andrew McLeod retired in 2010 after a decorated 340-game career – a games record for the Adelaide Crows and Indigenous players – and two Norm Smith Medals.

COMMUNITY DEVELOPMENT & ENGAGEMENT

751,015

REGISTERED PARTICIPANTS in Australian Football in Australia during 2010.

279; 2536; 12,373

COMMUNITY LEAGUES, COMMUNITY CLUBS AND TEAMS fielded by those clubs during each week of the 2010 season.

73,000

FEMALES PARTICIPATING in Australian Football competitions six weeks or longer.

60,000

PARTICIPANTS in Australian Football in countries **AROUND THE WORLD** – in some 300 clubs, in 38 leagues, on all continents.

Major community engagement programs

- » Flying Boomerangs leadership program.
- » Footy Means Business – a new partnership with Rio Tinto.
- » AFL Club Fostership program.
- » Ambassadors for Life mentoring program.
- » Multicultural Schools Football program.

COMMUNITY PARTNERSHIPS

AFL SportsReady

The AFL's group training company completed its 16th year, inducted its 8000th trainee and placed its 1000th Indigenous trainee in employment.

Field of Women

Some 14,000 women and men participated in Field of Women to raise awareness of breast cancer and \$850,000 for Breast Cancer Network Australia to continue its work with women diagnosed with breast cancer.

Ladder

Ladder - Hoddle St completed its first full year of operation. The partnership involving the AFL Players' Association, Victorian Government, Melbourne City Mission, Yarra Community Housing and AFL provides accommodation and training for young people to break the cycle of homelessness.

White Ribbon campaign

International campaign to eliminate violence against women.



CHAIRMAN'S REPORT

MIKE FITZPATRICK

CEO'S REPORT

ANDREW DEMETRIOU

CLASS ACT: Carlton captain Chris Judd won his second Brownlow Medal in 2010, having first won the award with the West Coast Eagles in 2004.





CHAIRMAN'S REPORT
MIKE FITZPATRICK

EMBRACING EXPANSION AND TRADITION WILL SECURE GAME'S FUTURE

The AFL is committed to fully supporting both its new and existing clubs.

Balancing continuity with change has been a consistent theme for the AFL Commission since 2007 when we embarked upon our plans to expand the AFL competition. While much of our focus during the past 12 months has been on progressing our expansion plans, we continue to do all we reasonably can to support the current clubs.

This assistance comes in various forms – our current annual special distribution policy to assist clubs disadvantaged by the size of their historic supporter base and fixturing, support for club membership and fan development programs, and strategic planning to identify growth opportunities.

Our major policies of equalisation including revenue sharing and the draft are designed to create a competition where each club has a chance to win and, while we will continue to support all clubs, ultimately the responsibility rests with the boards of each club to ensure they are financially viable.

Two of our oldest clubs, Collingwood, founded in 1892, and St Kilda, established in 1873, created history when they drew in the 2010 Toyota AFL Grand Final – only the third Grand Final tie since the competition was established in 1897.

Like the game itself and the national competition, both clubs are examples of balancing continuity with change.

In 1999, Eddie McGuire's first season as Collingwood President, the club finished last with four wins, had 32,000 members, averaged crowds of 39,000 for home games and was based at its traditional home, Victoria Park.

Since then, the club has:

- » Built its membership to 57,408.
- » Shifted home games to the MCG and Etihad Stadium.
- » Attracted an average crowd per home game of 63,256 in 2010.
- » Established high-quality training and administration headquarters at the Westpac Centre, Olympic Park.



THE AFL COMMISSION:

In 2010, the AFL Commission comprised (from left) Chris Langford, Graeme John, Sam Mostyn, Chris Lynch, Mike Fitzpatrick (Chairman), Andrew Demetriou (CEO), Bill Keltly, Bob Hammond and Justice Linda Dessau.

Including finals, Collingwood participated in 18 matches at the MCG in 2010 attracting almost 1.3 million people at an average of 74,437 per game, which ranks alongside the average crowds of some of the biggest professional football clubs in the world.

In 1999, St Kilda had slightly more than 20,000 members and attracted average crowds of 33,000 per home game. The club had 39,000 members in 2010 and attracted average crowds of 38,000 per home game.

During its history, St Kilda has moved from its traditional home at the Junction Oval, St Kilda, to Moorabbin, then played its home games at Waverley Park before moving to Etihad Stadium when that venue opened in 2000. In late 2010, the club moved to its new training and administration headquarters, Linen House at Seaford.

Both clubs are to be congratulated for the extraordinary standard of football they played in the Grand Final, which exhibited all the qualities we value in Australia's only Indigenous game.

Congratulations to Eddie McGuire, Chief Executive Officer Gary Pert, Head of Football Geoff Walsh, coach Michael Malthouse, the players, board and staff for the club's achievement in winning the Grand Final Replay and Collingwood's 15th premiership.

Under coach Ross Lyon, St Kilda has shown a remarkable resilience and competitiveness that was again evident throughout 2010. Reaching the Grand Final in successive years, losing to Geelong by 12 points (a margin that included a goal after the siren) in 2009 and tying with Collingwood this year before going down in the Replay, is a wonderful achievement.

We also wish to congratulate St Kilda President Greg Westaway, Chief Executive Officer Michael Nettlefold, General Manager, Football Operations, Greg Hutchison, Lyon, the board, players and staff for their consistent level of on-field performance.

Key highlights

Significant progress was made in a number of areas in 2010 as the following highlights indicate:

- » Construction of the \$140 million Gold Coast Stadium was on time and on budget and the first home game at the stadium for the Gold Coast Suns will be held in May 2011.
- » The AFL Commission, with the unanimous support of the AFL clubs, issued a licence to the Greater Western Sydney (GWS) Giants to participate in the AFL competition from 2012.
- » The New South Wales Government agreed to contribute \$45 million and the Royal Agricultural Society \$5 million for the redevelopment of the RAS Showgrounds at Sydney Olympic Park, which will be the primary home game venue for the GWS Giants. The AFL will contribute \$10 million to the project.
- » A 10-year agreement was concluded with the ACT Government for the GWS Giants to play four games, including three premierships season games, per year at Manuka Oval in Canberra.
- » The South Australian Government agreed to provide funding of \$535 million to redevelop Adelaide Oval as the future home of AFL matches and cricket in Adelaide.
- » The Victorian Government agreed to contribute \$30 million and the Melbourne Cricket Club \$25 million to the redevelopment of the Great Southern Stand at the MCG.
- » Agreement was reached with the Federal Government and the Football Federation of Australia to ensure the AFL season could continue if Australia's bid for the 2022 World Cup was successful.
- » Agreement was reached with the AFL Players' Association to introduce various forms of free agency from 2012.
- » Attendances, club membership, television and radio audiences, and digital media traffic maintained the AFL's standing as the most popular sports competition in Australia and, in terms of average crowds per game, the third most-attended domestic league in the world.
- » The first exhibition match between AFL clubs in China was played at Jiangwan Stadium in Shanghai on October 17. Melbourne defeated the Brisbane Lions to win the Kaspersky Cup in a game that attracted more than 7000 people and was televised live in English and Mandarin on International Channel Shanghai and G-Sports Channel with a total average audience of 300,000 viewers.

Competition expansion

When the AFL Commission released its *Next Generation* financial strategy in late 2006 for the period 2007-11, we indicated that we were planning to play a Toyota AFL Premiership Season game in Queensland and New South Wales each week of the season by 2015.

It became clear in early 2008 after North Melbourne Football Club had rejected a proposal to relocate to the Gold Coast, that our competition expansion plans could only be achieved by establishing new clubs in south-east Queensland and Greater Western Sydney.

The Gold Coast and Greater Western Sydney were identified as our priority growth markets. AFL clubs unanimously endorsed our competition expansion plans, including bringing forward the entry of the two new clubs to 2011 and 2012. This also means that by the end of 2011, the AFL Commission will have brought forward expenditure of \$40 million to support competition expansion earlier than originally contemplated in the *Next Generation* strategy.

“Before expansion, we had two clubs in Queensland and NSW while other codes had 25.”

Other major decisions taken by the AFL Commission in 2010 relating to expansion included:

- » Adopting a new format for the first week of the 2011 NAB Cup, in which the 17 clubs and GWS Giants were to be grouped into six pools of three. Each was to play the other two clubs in their group in shortened matches of two 20-minute halves, played consecutively over three hours. The winner of each pool plus the two clubs with the next best records were to advance to the second round of the NAB Cup.
- » Establishing a new structure for the 2011 Toyota AFL Premiership Season, with the 17 clubs to play 22 games over 24 weeks with two byes each. This will involve 19 rounds of eight matches with one club having a bye and five rounds of seven matches with three clubs having a bye.
- » Establishing a new second-tier competition, the North East Australian Football League, which will be contested by clubs from AFL Queensland, the Northern Territory Thunder, the Brisbane Lions and Gold Coast Suns reserves, clubs from AFL Canberra, the Sydney Swans reserves and GWS Giants.

We regard the establishment of the Gold Coast Suns and the GWS Giants as generational decisions to significantly grow our game in the third largest and largest markets in Australia, where we were under-represented.

Before expansion, we had two AFL clubs in Queensland and New South Wales while other codes had 25 clubs and were expanding.

I would like to thank all AFL clubs for the way they have embraced our expansion plans. We are confident that the impact on the existing clubs will be minimised by the list establishment rules for the new clubs.

FLYING HIGH:

Spring-heeled Melbourne forward Liam Jurrah soars over teammate Jack Watts (obscured) and Port Adelaide's Nick Salter to take the 2010 Hungry Jack's AFL Mark of the Year.



Government relations

Having a strong working relationship with government at all levels – federal, state and local – is a key objective of the AFL Commission.

Our working relationship with government has been fundamental in developing world-class venues for AFL matches, training and administration facilities for AFL clubs, and the provision of grounds and clubrooms for community-based clubs.

Key projects that have resulted from our partnership with government include the Gold Coast Stadium, RAS Showgrounds at Sydney Olympic Park, Adelaide Oval, the redevelopment of the Great Southern Stand at the MCG and the redevelopment of the SCG.

We remain committed to securing the redevelopment of Patersons Stadium at Subiaco in Perth, or the construction of a new stadium at another site.

As the home game venue for the West Coast Eagles and Fremantle football clubs, Subiaco Oval provides facilities for spectators that are inferior to those available in Adelaide, Brisbane, Melbourne, Sydney and, by May next year, the Gold Coast.

Various plans to redevelop Patersons Stadium have been proposed since 1998 by the West Australian Football Commission.

During 2010, the West Australian Government advised it would announce its plans for a stadium in Perth – either a redeveloped Patersons Stadium or a new stadium at another site – in 2011.

We will continue to work closely with our two AFL clubs in Perth, the WA Government and WA Football Commission to ensure the stadium project progresses, with a key objective being to deliver vastly improved facilities for supporters of our game in WA, while also giving the Eagles and Dockers the opportunity to increase the number of people attending their home matches.

Our organisation also continues to work with government at all levels on a range of community-based programs, including targeted participation growth and initiatives in sectors such as Indigenous, multicultural and international communities, health and community/social inclusion.

Financial

The overall financial performance of the AFL and clubs in 2010 was satisfactory, particularly in the context of the broader economic climate in Australia and given other countries are recovering slowly from the global financial crisis.

Eleven of the 16 AFL clubs traded profitably in 2010 compared to 13 in 2009.

Highlights of the financial performance of the AFL in 2010 included:

- » Total AFL revenue increased by \$32.4 million to a record \$335.9 million in 2010, compared to \$303.5 million in 2009.
- » The operating surplus before grants and distributions was \$230.4 million.
- » Grants and distributions totalled \$190.4 million. Of this amount, \$142 million was distributed to AFL clubs.
- » After payments from reserves of \$35.1 million, the net profit for 2010 was \$4.8 million.

2011 agenda

The AFL Commission has identified a number of key strategic issues that will be dealt with during 2011 including:

- » Securing broadcast rights agreements for 2012 and beyond.
- » Negotiating a new collective bargaining agreement with the AFL Players' Association.
- » Developing a new financial strategy for 2012 and beyond.
- » As part of the new financial strategy, we will also consider improvements to our current equalisation and revenue-sharing policies.
- » Introduction of the Gold Coast Suns.
- » The continued development of the GWS Giants in preparation for their entry to the AFL competition in 2012.
- » The financial performance of some AFL clubs.
- » Progressing either the redevelopment of Patersons Stadium, or the introduction of a new stadium in Perth as the home game venue for the Fremantle and West Coast Eagles football clubs.

“Broadcasts take our game to an average audience of 4.16 million people per week of the premiership season while also showcasing each of the AFL clubs.”

Broadcasters

Network Ten, the Seven Network and Foxtel through Fox Sports continued to provide high-quality coverage of each game of the 2010 NAB Cup, Toyota AFL Premiership Season and Toyota AFL Finals Series.

Our broadcast rights agreements are fundamental to the AFL competition and the game itself in two key ways:

- » Broadcasts take our game to an average audience of 4.16 million people per week of the premiership season while also showcasing each of the AFL clubs.
- » The rights underpin the finances of the game, which in turn allows the AFL to provide distributions and grants to AFL clubs and to invest in facilities and the development of the game in communities throughout Australia.

I wish to sincerely thank each of our broadcasters for their continued support and investment in our game.

We also greatly appreciate the support provided to our game by our radio broadcasters, including 5AA, 6PR, ABC, 3AW, SEN, Triple M, K-Rock and Crocmedia, who have a national audience of more than one million listeners each week of the season.

I also wish to thank our digital media partner, Telstra BigPond, which in 2010 via the AFL Telstra network attracted 3.7 million unique browsers per month.



IN THE BLOOD:
Collingwood president Eddie McGuire celebrates the crowning achievement of his 11-year reign - his club's win in the 2010 Toyota AFL Premiership - with his wife, Carla, and sons, Alexander (left) and Joseph, who look to have inherited their father's love of the Magpies.

Sponsors

The Toyota Motor Corporation of Australia completed its seventh season as the Premier Partner of the AFL competition, with its support encompassing the Toyota AFL Premiership Season and Toyota AFL Finals Series.

We greatly appreciate the significant investment made by Toyota in our game and in its marketing and promotional activities to support its partnership with the AFL.

I also wish to thank our other major corporate partners, including Foster's, the National Australia Bank and Coca-Cola.

In 2010, we were pleased to enter into a new agreement with Virgin Blue for it to become the AFL's official domestic airline from 2011.

I would also like to acknowledge the support we have received from Qantas as our domestic carrier until this year.

AFL clubs

I would like to thank all AFL clubs for their efforts in 2010 and for their contribution to discussion and debate on a range of issues relating to the AFL competition and game itself, both present and future.

An environment that encourages debate and discussion on major issues ultimately leads to better and more considered decisions.

Community support as measured by attendances, membership and general interest in our game is largely driven by the AFL clubs and I would like to acknowledge and thank the boards, management, staff, coaches and players for their collective contribution in 2010.

On behalf of the AFL Commission, I also wish to acknowledge the excellent service provided to their clubs in particular and the game in general by three club leaders who retired at the end of 2010.

They were:

- » Mark Barnaba, Chairman of the West Coast Eagles, who joined the board in 1999, was appointed Deputy Chairman in 2003 and Chairman in 2007.
- » Frank Costa, President of Geelong for 12 years and a director for 14 years. During this period, the club completed two stages of the redevelopment of Skilled Stadium at a cost of \$56 million, eliminated its debt of \$7 million and built net assets of \$9.9 million, built its membership from 19,000 in 1998 to 40,000 in 2010, and played in three successive Grand Finals from 2007-09, winning two premierships.
- » Tony Kelly, Chairman of the Brisbane Lions, who joined the club board in 1999, was appointed Deputy Chairman in 2002 and was elected Chairman in February 2006.

AFL Commission

I feel very fortunate and privileged to serve as Chairman of the AFL Commission and to be part of a board that deals with diverse and at times complex issues, such as our future broadcast rights arrangements, competition expansion, continued development of the game at a community level and maintaining the integrity of the AFL competition.

On behalf of everyone involved in our game, I would like to thank each member of the AFL Commission - Justice Linda Dessau, Sam Mostyn, Bob Hammond, Graeme John, Bill Kelty, Chris Langford, Chris Lynch and our Chief Executive Officer, Andrew Demetriou, and their partners and families for their guidance and continued contribution to Australian Football.

Congratulations are also in order for our executive team led by Andrew and all staff for what they have been able to achieve during the past 12 months.

MIKE FITZPATRICK
CHAIRMAN
AFL COMMISSION

"I thank all AFL clubs for their contribution to debate on issues relating to the AFL and the game."



TAKING COMMAND:
In his first season as Essendon captain, Jobe Watson (pursued here by Carlton's Lachie Henderson and Andrew Carrazzo) set the best possible example for his teammates in a difficult 2010 season, the prolific midfielder winning his second consecutive club best and fairest.



SUNS TO RISE: The Gold Coast Suns bolstered their playing list at the 2010 NAB AFL Draft ahead of their entry to the AFL in 2011. Here, coach Guy McKenna (centre) stands with draftees (from left) Sam Day, Tom Lynch, Dion Prestia, Josh Caddy, Harley Bennell and David Swallow.

GAME GROWING QUICKLY IN NEW MARKETS

Queensland football is flourishing, while the game has been boosted in New South Wales by the GWS Giants' successful licence bid.

When the Gold Coast Suns enter the AFL competition in 2011, it will not only begin a new chapter in the history of our game in Queensland, but also mark another substantial milestone in the significant community-level growth delivered by AFL Queensland for more than a decade.

In 1999, the AFL Commission accepted a series of recommendations from a group appointed by the AFL to review the development of the game in Queensland.

Major recommendations accepted by the AFL Commission and implemented by AFL Queensland in 2000 included:

- » Introducing a state development plan with appropriate resources and staff to achieve significant growth in participation for children of primary and secondary school age.
- » Forming a state league with clubs participating under licence from AFL Queensland, supported by an expanded south-east Queensland competition.
- » Supporting all regional bodies with emphasis on remote communities in the Cape York region.
- » Refining programs designed to identify, recruit and develop first-choice athletes for Australian Football.

In 1999, total participants in our game in Queensland numbered 23,000. This year, total participation in Australian Football in Queensland was 112,447, while back in 2000 it was hard to imagine that by 2010 the following could also be achieved:

- » Major community facilities including Tony Ireland Stadium at Townsville, Harrup Park at Mackay, Legend Oval at Mt Isa and the Maroochydore multi-sports complex on the Sunshine Coast would be developed.
- » AFL Queensland would open a new administration and talent-development headquarters with two floodlit ovals at Yeronga, near Brisbane. The value of the community facility projects is about \$30 million.
- » More than 50 Queenslanders would be on AFL club lists by the end of 2010.



- » AFL Queensland's innovative Athlete Rookie Search program would attract the likes of Daniel Merrett (Brisbane Lions), Tom Williams (Western Bulldogs), Kurt Tippett (Adelaide), Sam Gilbert (St Kilda) and emerging ruckman Zac Smith (Gold Coast Suns) to Australian Football from other sports.
- » The Brisbane Lions and Gold Coast Suns Academies would be implemented to provide a direct career path to the AFL for young Queenslanders.
- » The establishment of AFL Cape York has introduced benchmark programs for Indigenous communities throughout Cape York, using the game as a vehicle to promote healthy lifestyle choices, education and community leadership.
- » In 2010, AFL Cape York embarked upon its most ambitious program, to establish AFL Cape York House in Cairns as a live-in facility for the education, training and development of up to 48 young players from Cape York. They will be provided with accommodation in Cairns and attend one of seven secondary schools that have agreed to partner with AFL Cape York. Some initial earthworks for the training field started in 2010 with construction of the accommodation facility due to start in 2011.
- » An AFL program would be established at Djarragun College at Gordonvale near Cairns. The college has some 500 Indigenous students and participates in all AFL Kickstart programs, country and state championships and inter-school competitions.
- » Continued development of the AFL Queensland State League and the inclusion of the Northern Territory Thunder into the competition.
- » The establishment in 2011 of the North East Australian Football League, which will include state league teams from Queensland, the NT Thunder, the Brisbane Lions and Gold Coast Suns reserves, and teams from AFL Canberra, the Sydney Swans reserves and Greater Western Sydney.
- » The redevelopment of the Gabba at a total cost of \$150 million.
- » The hat-trick of premierships won by the Brisbane Lions (2001-03) significantly boosted the profile of the game and its appeal as a participant sport.
- » The establishment of the Gold Coast Suns Football Club to enter the AFL competition in 2011 and construction of the \$140 million Gold Coast Stadium at Carrara, which will be the home ground of the Suns.

- » The agreement for Richmond Football Club to play a premiership season game in Cairns for the first time, in 2011 against the Gold Coast Suns.

We are looking forward to the Gold Coast Suns making their AFL debut against Carlton in round two of the 2011 Toyota AFL Premiership Season and would like to acknowledge the very positive contributions of our staff at AFL Queensland led by Chief Executive Officer Richard Griffiths, and the Brisbane Lions for the role they have played in developing our game in Queensland, which has created the environment for the Gold Coast Suns to be established.

AFL clubs drive key outcomes

AFL clubs continued to drive attendances and memberships at record, or near-record, levels to reinforce the AFL competition's position as Australia's most popular national sporting competition. Key outcomes in 2010 included:

- » Attendances for the Toyota AFL Premiership Season totalled 6,495,824, the second-highest tally on record. This represents an average attendance per game of 36,908, which based on average crowds per game makes the AFL the third most-attended professional sports competition in the world behind America's NFL (67,509 fans per game) and German's Bundesliga soccer (42,499).
- » Across the NAB Cup, NAB Regional Challenge, Toyota AFL Premiership Season and Toyota AFL Finals Series, a record 7,470,606 people attended AFL matches in 2010. The record was made possible by the Toyota AFL Grand Final Replay.
- » For the 10th successive season, AFL clubs established a new record for club membership, with 614,251 people signing up to support their club. This is the first time clubs have passed the 600,000 mark and is just reward for their first-class work in attracting and retaining members.
- » The Toyota AFL Grand Final continued to be the most-watched annual sporting event in Australia, with an average national audience on the Seven Network of 3,639,971 for the drawn Toyota AFL Grand Final between Collingwood and St Kilda.
- » The Toyota AFL Grand Final Replay attracted an average national audience on the Seven Network of 3,522,652, making it the second most-watched sporting event in Australia in 2010.
- » The number of registered participants in our game in Australia in 2010 reached a record 751,015, up 2.5 per cent on the 2009 total of 732,803. This is well ahead of the total participation forecast of 706,000 by 2011 that was outlined in our *Next Generation* financial strategy for the period 2007-11.

A further 60,000 players participated in 38 leagues and 300 clubs on all continents of the world.

“Based on average crowds per game, the AFL is the third most-watched professional sports competition in the world.”

Greater Western Sydney Giants

On July 29, 2010, the AFL Commission announced that it had granted Team GWS a licence to become the 18th team in the AFL competition from 2012.

The announcement the licence had been granted was made after the formal signing of an agreement with the New South Wales Government and the Royal Agricultural Society (RAS) for a \$60 million redevelopment of the RAS Showgrounds at Sydney Olympic Park, which will be the primary home ground for the new club.

The agreement for the development of the Showgrounds Stadium was the final component of criteria set by the AFL Commission to establish a club representing Greater Western Sydney.

Under the agreement, the NSW Government committed \$45 million, the RAS \$5 million and the AFL \$10 million to the redevelopment of the Showgrounds into a venue that will not only host AFL games but provide improved facilities for the Royal Easter Show and other major cultural and sporting events.

On November 16, 2010, the club announced its name as the Greater Western Sydney Giants and revealed its playing strip at a function attended by 1000 people at the Showgrounds.

The licence for the GWS Giants is the seventh issued by the AFL Commission since it was established in 1984.

The initial expansion was based on building with the former VFL competition as the foundation and began in 1987 when the West Coast Eagles and Brisbane Bears participated in their first seasons.

In 2011, the Eagles will be celebrating their 25th season in the competition, as the Gold Coast Suns make their debut from their Gold Coast base where the Bears were originally located before moving to the Gabba from the 1993 season.

Israel Folau

On June 1, 2010, the GWS Giants announced that Australian and Queensland rugby league representative Israel Folau would return to his former home in western Sydney to pursue an AFL career with the new club.

Israel is an exciting athlete who has the athletic ability to adapt to our game after an exceptional rugby league career. He and his family were originally from Minto in western Sydney.

After completing his rugby league commitments with the Brisbane Broncos, he began training with the Giants in November 2010 and will play with the club in the new North East Australian Football League in 2011 in preparation for the Giants' debut season in the AFL in 2012.

His former Broncos teammate, Karmichael Hunt, will make his AFL debut for the Gold Coast Suns in 2011.

ACT Government

In November 2010, the ACT Government and GWS Giants announced they had entered into a partnership that will see a total of 40 AFL Toyota Premiership Season games and pre-season matches involving the GWS Giants played in the nation's capital over the next decade.

Other major components of the agreement include:

- » Establishment of a GWS ACT Academy to help develop young local talent to its potential.

- » Year-round engagement of GWS players, coaches and staff in the local community, including school visits, football development and additional community activities.
- » An ACT representative on the GWS Board.
- » Permanent representation of the ACT community on the playing jumper and an ACT-specific stylised jumper for home games in Canberra.
- » Participation of the GWS reserves team in the peak local competition, further enhancing the local league and improving talent pathways.
- » Annual Community Camp conducted in the ACT.

Player signings

During 2010, the club signed 12 17-year-old players under the list establishment rules adopted by the AFL Commission for the GWS Giants.

That initial group of players included Dylan Shiel (Dandenong Stingrays), Adam Treloar (Dandenong Stingrays), Jack Hombsch (Sturt), Jeremy Cameron (North Ballarat Rebels), Tim Golds (Oakleigh Chargers), Tomas Bugg (Gippsland Power), Sam Darley (North Hobart), Gerald Ugle (Perth), Nathan Wilson (Peel Thunder), Simon Tunbridge (Perth), Jarrod Harding (Woodville-West Torrens) and Josh Growden (Woodville-West Torrens).

“The licence for the GWS Giants is the seventh issued by the AFL Commission since it was established in 1984.”

Chairman appointed

In February 2010, the GWS Giants announced that prominent infrastructure and engineering services industry leader Tony Shepherd had been appointed as the club's inaugural Chairman.

Mr Shepherd is Chairman of Transfield Services Limited, one of the biggest infrastructure and engineering services companies in Australia.

Mr Shepherd, a lifelong AFL supporter, has been involved in a number of major infrastructure and urban renewal projects in Australia, including the Sydney Harbour Tunnel, the Walsh Bay redevelopment and the Melbourne CityLink and EastLink projects.

He is highly respected for his ability to deliver major projects that have changed this country and as someone with a capacity to bring together community, business and government around a vision.

Other members of the inaugural GWS board include Christine Cawsey, Rooty Hill High School Principal and NSW Secondary Schools Principals Association President, Gabrielle Trainor, Director of John Connolly and Partners, Gus Seebeck, ESPN Australia/New Zealand Commercial Director, and Peter Taylor, Kennards/Pedders Proprietor and ACT Football.

Grand Final Draw

For only the third time in our history we had a drawn Grand Final, in the 2010 Toyota AFL Grand Final between Collingwood and St Kilda.

Our executive and senior staff met soon after the drawn Grand Final and by the Sunday plans were in place for the replay, which Collingwood won by 56 points.

The 40,000 tickets that were allocated to the members of both clubs sold out in less than a day, as did the reserved seats for AFL members.

We were disappointed that the MCC members reserve had more than 4000 empty seats for the Toyota AFL Grand Final Replay and we have again asked the Melbourne Cricket Club to reserve the seating in the MCC members for the Grand Final, as we have done for several years in the AFL members reserve for the Grand Final and other big-drawing matches at the MCG.

I would like to thank both clubs, their players, coaches and staff for the way they embraced the week of the replay and contributed to what was a high-quality event.

We also wish to acknowledge the generous financial support from the Seven Network to Collingwood and St Kilda, which was part of an AFL package to compensate the clubs for expenses they had incurred as a result of the drawn Grand Final and to give players of both clubs an appropriate share of the proceeds.

As the table below shows, Collingwood Football Club received \$2.7 million from the Grand Final and Grand Final Replay while St Kilda Football Club received \$2.2 million. Of those amounts, the players of both clubs received \$1.65 million.

From the proceeds of the replay, the AFL Commission agreed to contribute \$100,000 each to the following charities and programs:

- » **Ladder**, a joint project between the AFLPA and the AFL to provide homes for the homeless;
- » **Reach**, a youth support organisation founded by Melbourne president Jim Stynes;
- » **Reclink**, which runs football programs for the unemployed and disadvantaged;

» **AFL Cape York Alliance for Education and Training**, which will incorporate AFL Cape York House, a boarding facility for Indigenous youth from Cape York to be established in Cairns.

We provided 100 tickets for the replay out of the AFL's allocation to the two competing clubs to distribute to community organisations dealing with disadvantaged people, as nominated by the clubs. We also provided a further 100 tickets to be shared equally between, and distributed by, the following charities – Very Special Kids, Women's Domestic Violence Crisis Service Victoria, 20th Man Fund, Reach and the Ladder Project.

At its meeting in December 2010, the AFL Commission reviewed the Grand Final Replay and feedback from 11 AFL clubs on whether or not the replay should be retained. Of the 11 clubs to respond, eight favoured the replay being retained.

The AFL Commission accepted a recommendation from the executive that the replay for a drawn Grand Final should be retained.

Based on what we learnt in 2010, we will develop a detailed contingency plan and provide that to the Grand Finalists each year so they are aware in advance of the steps to be taken in the event of another tie.

Final agreement on World Cup

While Australia's bid to host the 2022 World Cup was unsuccessful, the AFL Commission reached agreement in 2010 with the Federal Government and Football Federation Australia (FFA) to ensure the AFL season could continue in the event Australia hosted the World Cup.

We worked through various fixturing, venue and logistical issues with the Federal Government and FFA in the same way we did to support other major sporting events such as the 2000 Sydney Olympic Games, the 2006 Commonwealth Games, the 2007 FINA World Swimming Championships, the Formula One Grand Prix and other key national and international events.

We were able to work with the Federal Government and the FFA to ensure our season could continue during a World Cup held in Australia, despite relinquishing AFL venues, including the MCG, Skilled Stadium, Gold Coast Stadium, Adelaide Oval and Subiaco Oval, to soccer to stage the World Cup.

CLUB REVENUE FROM 2010 GRAND FINALS

Item	Total	Players' share
Prizemoney from Grand Final September 25, 2010	\$1,700,000 divided equally between the two clubs - \$850,000 per club	\$425,000 per club
Prizemoney from Grand Final Replay October 2, 2010	\$1,700,000 to be divided as follows: - \$1,100,000 to Collingwood - \$600,000 to St Kilda	- \$500,000 to Collingwood players - \$300,000 to St Kilda players
Contribution from the Seven Network and AFL to meet club expenses caused by replay	\$1,500,000 - \$750,000 per club	
Total to Collingwood	\$2,700,000	\$925,000
Total to St Kilda	\$2,200,000	\$725,000



GOING FOR THE DOGS: These Western Bulldogs supporters were part of the nearly 6.5 million people who attended the 2010 Toyota AFL Premiership Season. They had good reason to cheer, with the Bulldogs reaching a preliminary final for the third consecutive year.

Free agency – players

In February 2010, we announced that agreement had been reached with the AFL Players' Association for various categories of free agency for AFL players to be introduced in 2012.

We believe the agreement achieves a balance between increasing the choices available to players and providing greater flexibility for clubs to manage their lists, and also takes into account the interests of members and supporters.

A key feature of the new agreement will be the ability of a club to match any offer from a rival club for a leading player on its list. If the offer is matched, the player can choose to remain with his current club, be traded or nominate for the NAB AFL Draft.

Details of the new agreement are outlined in the Football Operations section of this report. The new system will commence at the end of 2012 after the entry of the GWS Giants into the competition. It will remain in place until the end of 2016 when it will be reviewed.

I would like to thank AFL club representatives Steven Trigg (Adelaide CEO), Andrew Ireland (Sydney Swans CEO), Peter Rohde (Port Adelaide General Manager Football), Chris Pelchen (Hawthorn Recruiting and List Manager), Scott Clayton (Gold Coast Suns Manager, Playing List Strategy) for their invaluable contributions as members of the policy development group. We established the group to consider free agency with our staff, including General Manager, Football Operations Adrian Anderson, General Manager, Legal and Business Affairs Andrew Dillon, Football Administration Manager Rod Austin and Manager TPP Assurance and Advice Ken Wood.

Equalisation

During 2010, the AFL Commission and our executive discussed the future equalisation and revenue-sharing model for the AFL competition.

A component of our revenue-sharing model is the current levy on adult attendees of \$2 per game that is collected and then distributed equally among AFL clubs.

Our discussions with AFL clubs identified the following key principles for a future equalisation framework:

1. A simple system delivering incentives to all clubs.
2. Avoiding new taxes on revenue but changing gate levy to reflect current inequalities.
3. Avoiding new caps on expenditure.
4. Creating a larger pool for distribution.
5. Increasing funding to financially disadvantaged clubs to ensure all clubs have sufficient revenue to:
 - Invest to improve business performance.
 - Reduce debt and pay off facility developments.
 - Invest to a competitive level in on-field performance.
6. Helping clubs achieve improved business performance and on-field competitiveness.

As part of our financial strategy for 2012 and beyond, we will continue to work closely with AFL clubs before finalising a new equalisation and revenue-sharing policy.

In 2010, total AFL payments to clubs were \$141.4 million.

Michael Malthouse

Our Chairman, Mike Fitzpatrick, has acknowledged the exceptional efforts of Toyota AFL Grand Finalists Collingwood and St Kilda during 2010.

Collingwood's premiership added another chapter to an extraordinary contribution to our game by the club's senior coach Michael Malthouse. He played 174 games with St Kilda and Richmond and was a member of Richmond's last premiership in 1980.

As a senior coach with the Western Bulldogs, West Coast Eagles and Collingwood, he has participated in 639 games, second only to the 714 games coached by Collingwood legend Jock McHale.

The 2010 season was Michael's 27th consecutive year as a coach, which equals the number of consecutive seasons coached by Kevin Sheedy at Essendon. In terms of consecutive years coached, they are behind only McHale, who coached for 38 consecutive seasons.

Michael's total number of games as a player and coach, 813, places him third on the AFL's all-time list, behind Kevin Sheedy, 886 games as a player and coach, and Jock McHale, 878.

Collingwood's 2010 premiership was his third as a coach; he previously led the West Coast Eagles to their first premiership in 1992, and another flag in 1994.

Geelong Football Club

I would also like to acknowledge the performance of Geelong Football Club on being preliminary finalists for the fourth successive season in 2010, following its 2007 and 2009 premierships and runner-up finish to Hawthorn in 2008.

By the end of 2010, Geelong had completed the most successful four-year period in the history of the competition, with 83 wins and just 17 losses from 2007-10.

Hawthorn Football Club (81 wins and 18 losses from 1986-89) and Collingwood Football Club (70 wins, 11 losses and one draw from 1927-30) set the next best records during a four-season period.

Jill Lindsay

On February 7, 2011, our Ground Operations Manager Jill Lindsay passed away after losing her battle with cancer.

During 2010, Jill reached the exceptional milestone of 41 years' service to our organisation.

Jill came to the VFL in March 1970, from the western suburbs of Sydney, knowing nothing about Australian Football.

She was a 20-year-old softball champion, had represented NSW and would soon represent Victoria.

She started at Harrison House, the VFL headquarters in Spring Street, and one of her earliest jobs was to answer the telephone on match days at VFL Park in Waverley.

Jill was subsequently appointed match-day manager at VFL Park and then became VFL Membership manager before being appointed Ground Operations Manager in 1991.

It is remarkable to think that Jill served the game with such commitment for more than a quarter of its total existence.

The only person who has had a similar connection was William McClelland, who served football as president of the VFL from 1926-55 – not even 30 years.

His service has been immortalised with the presentation of the McClelland Trophy, won by the minor premier each year.

In recognition of her outstanding service to the game, the AFL Commission created an annual Jill Lindsay Scholarship to be presented each year to a young woman to further her education and give her the opportunity that Jill was given by the VFL more than 40 years ago.

The scholarship will provide \$20,000 to the graduate with the most potential to come through the AFL SportsReady program each year.

Apart from her working career with the AFL, Jill also gave a lifetime of service to softball as a player, coach and administrator.

She represented New South Wales as a junior and New South Wales and Victoria at senior level and coached the Victorian women's team from 1998-2001 and the Victorian under-19 women's team from 1979-87.

She also coached the Rebels and Melbourne Majestics in the National League and played a leading role in the establishment of the Brentwood Rebels Softball Club in 1981, which played in the Waverley Softball Association.

Jill became a life member of Brentwood Rebels in 1991 and received the Australian Sport Medal in 2000 for her service to softball.

Vale Jill Lindsay – pages 26-27.

AFL Executive

During 2010, our General Manager, National and International Development, David Matthews, relocated to our Sydney office. He continues to be responsible for all of our development programs from Sydney, while working closely with the Sydney Swans and Greater Western Sydney Giants.

Paul Waldren, General Manager, Commercial Operations and Marketing, resigned in 2010 to return to his family's media business.

Darren Birch, who was our Manager, Consumer Business was appointed Acting General Manager, Commercial Operations in August 2010 and promoted to the position permanently in December 2010.

Supporters the key

Finally, I would like to thank our most important stakeholders – the supporters and club members who attend games in such large numbers, and watch and participate in the game through all forms of media, along with the volunteers who are vital to the successful running of NAB AFL Auskick centres and community clubs throughout Australia and in various parts of the world.

Your support and passion is fundamental to the success of the AFL competition, AFL clubs and players and the game itself and is greatly appreciated.



ANDREW DEMETRIOU
CHIEF EXECUTIVE OFFICER

A HIGH POINT: Hawk Luke Hodge takes a 'screamer' over Geelong's Darren Milburn in round 15, 2010, as Cats skipper Cameron Ling and Hawk Michael Osborne look on. The game was one of the season's best, the Cats prevailing by two points.



VALE JILL LINDSAY

SORELY MISSED:
AFL Ground Operations Manager Jill Lindsay, who passed away in February 2011 after a long battle with cancer, will be fondly remembered for the remarkable 41-year contribution she made to the VFL/AFL and football in general.

PHOTO COURTESY HERALD SUN
PHOTOGRAPHER: COLIN MURTY



This is a transcript of the eulogy delivered by AFL CEO Andrew Demetriou at Jill Lindsay's funeral service, held at the MCG Olympic Room on Friday, February 11.

I've never met anyone like Jill Lindsay. She was honest to the limit of what that word means. She was forthright to the limit of what that word means. She was loyal to the limit of what that word means. And she loved the AFL like no other I know ... or have known.

Earlier this week, I spoke to the AFL staff about Jill. Our staff, all of them, without exception, loved Jill. Monday was a difficult and emotional day for all of us. I told them that her passing was hard to explain, that someone with so much to give was leaving us forever. I said that we should all search for meaning, not from her death, but from her life. We all felt that her contribution was, and will be everlasting, and that her personality is now part of the AFL's DNA.

I want to tell you a personal story that covers every part of that wonderful personality. It was my first day in the job of football operations manager of the AFL. Jill came to see me in that huge office bequeathed to me by 'Collo' at the MCG.

She strode up to the desk, which was about five metres from the door and as she approached I said: "Hello Jill, I'm Andrew Demetriou."

She said: "You're the bloke who has (expletive deleted) the AFL."

The expletive was one that many of us in the room would have heard said by Jill – in frustration and in joy. For those who missed those wonderful moments, it's that wonderfully versatile word that rhymes with ruck.

Her description of me came from the heart: she believed the collective bargaining agreement, forged between the AFL Players' Association – my old job – and the AFL was too generous to the players, and would restrict the growth of the AFL and its clubs.

This was typical of Jill.

At the time, we hardly knew each other, but she was not about to be politically correct with her new boss: she was telling me that nothing will be held back between us, and there never was.

She was ... who she was. Who else would sign emails as SHE?

I visited Jill in hospital a little over a week ago. I spent a beautiful and memorable half hour with her. We laughed together when I reminded her she had told me a million times that they'd have to carry her out of the AFL in a box.

We both knew we were making our last farewells, but she said she would not change one thing about herself, or about her life.

She told me she had loved her life. She had loved her job. She had loved the people she worked with, she had loved those she had ripped into along the journey. Tough love applied in some cases, but honest love – a love based on the search for excellence. She told me she was ready to go.

She would love being here today, her last show, to see that this room is full to the brim. It has started on time, the agenda is running smoothly, and there are vacant seats in the MCC Members.

I am sure many of you have read the long list of tributes that have flowed in to the AFL website, to newspapers, on radio and television.

I have never seen such a heartfelt outflow of emotion and unabashed respect and love for a person who, in reality, preferred to just do her job, and leave any profile to others.

In a video playing on the AFL's website, we see Jill hamming it up with her long-time friend and great colleague Sandra Thomas.

Jill, with a big smile on her face, says to the camera: "It's ten past six, the season's over, and we're still here, hard at it."

The thing was there was never a day's end, or a season's end for Jill, never a time when work wasn't at the forefront of her mind.

In fact, there was not even a life's end for Jill, even though she's left us ... who has ever heard of a person who would write her own farewell, and tell Craig (Willis) how to deliver it?

Who has heard of a person who wrote the order of service at her own funeral? Who has heard of a person who tells her CEO, from her deathbed, the things that are right and wrong in her department, and how to fix them?

We'll miss her so, in ways that I and we haven't even considered. We'll find ourselves thinking, as a problem evolves, "I'll ask Jill." I know we will.

I'll miss her annual Christmas card, in which she rated my year out of a mark of 10, and always, always wished the best to me and my family, and particularly my wife Symone. Each time we became pregnant our first call came from Jill. We'll never forget that.

I'll miss her text messages sent from every game every week in the season, when she gave me the crowd figures, and a quick review of the Tigers' performance.

I'll miss our banter at the Brownlow as the votes were flowing through: unfortunately none of that can be repeated, even on this stage.

I'll miss the security that comes from knowing that whatever happens, Jill will know what to do. How did we get so much right with last year's Grand Final Replay? Because Jill had been ready for that time for 20 years.

I'll miss that brutal honesty in moments when we did things wrong, but also when we did things right.

I'll miss the memories of moments that remain priceless:

Like the time she abused the ground management staff at Homebush Stadium before the first ever AFL game there between the Swans and Essendon because the ground wasn't ready.

The time she abused the ground staff at The Oval in London before an exhibition game.

The time that she showed such extraordinary compassion and empathy in preparation for the game between Richmond and Essendon in Mildura following the tragic roadside deaths of six teenagers.

I'll miss the fact that she, a latecomer to football, loved the game and protected it with all her might.

During that last visit, she said to me: "I've loved watching the game become what it has become."

Remember she was talking about something she had worked in for three quarters of her life, and more than a quarter of the life of the game itself!

"Look after the game," she said. "It means so much to so many people."

"The game means so much to so many people": words none of us should ever forget.

I'll miss her knowledge, her care, her respect, her humour, her teaching, her example, her spirit, the way she led her staff by example, and by offering herself, and I'll never forget her capacity to be doing 10 things at once, all with the same level of excellence.

She became a master of her own destiny, a spiritual giant in a world of footy that was not hers when she entered it, but was surely hers when she left it.

And I know that she had just this with her love of softball, and her brilliant mentoring and coaching of many of our great players, some of whom are here today.

Today we are celebrating a life of beauty and honesty, and must all remember the Jill we loved, and take some of that legacy and personality and spirit with us into our work life, and into our personalities.

Finally, I want to read to you a note sent to us from Ireland, from Fergal McGill of the GAA. This is particularly heartwarming when you know that in a private dinner in Dublin, with the executive of the GAA, Jill started the conversation with the comment: "We know you're just a front for the IRA!"

Fergal was at that dinner. He wrote:

"Jill was a unique character. I believe there was literally nothing she wouldn't say regardless of convention or perceived political correctness. She just called it as it was.

A few minutes in her company could lift you out of even the darkest mood. Her tremendous wit and kindness of spirit will be sorely missed.

On my first couple of trips to Australia she had an almost motherly regard for a naive Irish youngster and wasn't afraid to scold me if I showed up in the morning a little worse for wear!

To be honest, if you knew Jill for an hour, you felt you knew her all your life.

Please accept the deepest sympathies of everyone in the GAA on your loss."

The Irish have a lovely saying at times like this in the Gaelic tongue.

Nil sí imithe uainn ach romhainn – She's not gone from us, just from around us, or from our sight.

I think that's the way it is with Jill; she mightn't just be there at work with you, but her spirit will always be with you.

Last year during the finals campaign, Jill's condition began to deteriorate. The treatment wasn't working, Jill was in pain and she was becoming very tired.

Jill continued to work. She never missed a beat. Determined to serve at her 42nd Grand Final, Jill deferred her treatment and worked on the day doing what she did best.

Jill loved Grand Final day. "It's the day we get to showcase our great game", she would say to me. We all remember the result of that game, one of the great Grand Finals – a draw.

Half an hour after the game, we met as a group, as planned by Jill. But Jill was nowhere to be seen. With her body failing her, she had to go home.

But we sprung into action. We were so well drilled, so organised, so professional. We were in fact doing what Jill had taught us.

Jill rang me that night to apologise for not being at the meeting but promised she would be at work on Monday, and be working on her 43rd Grand Final.

She then told me what a fantastic game of football we had witnessed. Typical Jill – the game came first.

Jill knew the Grand Final Replay would be her last Grand Final. We made it special for her, but in truth, she made it easy for us.

Every Grand Final, I shall spare a thought for Jill. I know she will be watching, just checking to see if we're doing it right.

Rest in peace Jill.

I already miss you.

OUTSIDE GAME-DAY:

AFL Ground Operations Manager Jill Lindsay was a regular fixture at Brownlow Medal counts. Below, she enjoys the 2007 count with colleagues (from left) Football Operations Manager Rod Austin, CEO Andrew Demetriou and Football Operations General Manager Adrian Anderson.



STRATEGIC PLANNING & MARKETING

ANDREW CATTERALL
GENERAL MANAGER

THE CONVERT: Former rugby league star Israel Folau was the Greater Western Sydney Giants' highest-profile recruit in 2010, and will play a big part in promoting football in the region he grew up in over the coming seasons.





THE SUNS AND GIANTS ARE WELL ON TRACK

Much work has gone into ensuring the AFL's 17th and 18th clubs are success stories.

The AFL Commission's competition expansion plans for Queensland and New South Wales, supporting AFL clubs and the 2010 AFL Industry Conference on the Gold Coast were among the major responsibilities of the Strategic Planning and Club Support Department in 2010.

The department also led a number of major reviews for the AFL executive and AFL Commission in 2010 that will help shape the competition in the years to come, including the financial strategy for 2012-16.

Among the key achievements in 2010 were:

Gold Coast Suns

- » Gold Coast Stadium Lease agreement, commercial rights and stadium operating model in place.
- » Club board, executive structure and governance in place.
- » Club name – the Suns – colors and theme song announced.
- » Converted GC17 submission into a strategic plan for Gold Coast Football Club.
- » Training oval funded with an aim to be operational by start of season 2011.
- » Recruits Gary Ablett, Michael Rischitelli, Jared Brennan, Josh Fraser, Nathan Bock, Jarrod Harbrow and Campbell Brown signed. Draftees picks selected in NAB AFL Draft in November.
- » A second major sponsor – Virgin Blue – signed.
- » Membership exceeded 10,000 target for 2010.
- » Financial support received from Events Queensland and Gold Coast Tourism for the AFL Industry Conference and NAB AFL Draft on the Gold Coast in November 2010.
- » Agreement reached with the Federal and Queensland governments for an upgrade of Cazaly's Stadium in Cairns and one premiership season game there from 2011-13 between Gold Coast and Richmond.

Brisbane Lions

- » The AFL worked closely with the Lions in developing their membership and match-by-match crowd-building strategy for their home matches at the Gabba.
- » A crowd-building framework was developed that included a sales, marketing and match-day activation plan for each match.
- » This resulted in the Lions developing a match-day theme, 'Rock the Gabba'.
- » Average crowds in 2010 were 29,934, which were up on their 2009 average of 29,172.
- » The Lions' membership was 26,709 in 2010, up 7.6 per cent from 24,873 in 2009.
- » The Lions also led the way with the Auskick Club Connect program providing a tailored match-day experience for first-time attendees, which included a first-time booth and mascot visits to the seats.

Greater Western Sydney Giants

- » New South Wales Government and Royal Agricultural Society funding totalling \$50 million was secured for the redevelopment of RAS Showgrounds at Sydney Olympic Park, which will be the primary venue for GWS home games.
- » The AFL Commission issued a licence to GWS Giants to participate in the AFL competition from 2012.
- » A 10-year agreement was reached with the ACT Government for GWS Giants to play four games per year, including three premiership games, at Manuka Oval in Canberra.
- » Tony Shepherd appointed Chairman and six other board members appointed.
- » Dale Holmes appointed CEO and Graeme Allan appointed as General Manager, Football Operations.
- » Queensland State of Origin and Australian rugby league representative Israel Folau signed, along with under-17 and rookie players.
- » Club name – the Giants – and playing strip unveiled in November 2010.
- » Skoda announced as joint major sponsor of the club.
- » 20,000 registered supporters.

Sydney Swans

- » In 2010, the AFL and Swans worked together to achieve a range of outcomes, including building crowds at the SCG and ANZ Stadium, growing membership and increasing the club's presence in the Sydney media.
- » The AFL and the Swans developed a strong retail campaign to drive attendances at Swans matches, which included a series of television commercials to promote the fan experience at the SCG and the big matches at ANZ Stadium.

- » The AFL and the Swans also co-invested in improving the match-day experience at Sydney home games with stadium themes, family entertainment on the concourse and big-screen content.
- » The Swans' total membership in 2010 was 28,671, up 9.14 per cent on the 2009 total of 26,269. The 2010 total included growth of 13 per cent in the club's Sydney-based membership.
- » Average SCG crowds grew by nine per cent from 26,865 in 2009 to 28,976 in 2010.
- » The AFL, Swans and ANZ Stadium worked together to attract a crowd of 41,596 to Homebush for the elimination final between Sydney and Carlton.
- » Media Monitors reporting also shows that the Swans have increased their presence in the Sydney media. This has been achieved by raising the profiles of up-and-coming players such as Daniel Hannebery, Lewis Jetta and Gary Rohan.
- » The AFL's presence in the Sydney media was further increased by the commencement of *The Bounce*, a one-hour AFL show on Sydney's highest-rating radio station 2GB every Saturday morning from 11am-noon.

Competition structure

A joint working group with club CEOs was formed to explore options for the NAB Cup, Toyota AFL Premiership Season and Toyota AFL Finals Series when the AFL competition expands to 18 teams in 2012.

This led to the development of the new triangular series for round one of the NAB Cup in 2011. An online survey received thousands of responses and submissions from the public and further development of models for the home and away season and finals will occur in 2011.

Equalisation review

A major review was undertaken of the gate levy mechanism and models by which revenue is shared between the clubs. This work has laid the foundations for a future club-funding framework for 2012-16.

Strategy for 2012 and beyond

In 2010, a process was started to engage clubs, state bodies and other stakeholders to identify key strategies and investment priorities for 2012-16. This will be completed in 2011.

Industry Conference and NAB AFL Draft

More than 500 delegates attended the AFL Industry Conference at RACV Royal Pines Resort from November 17-19, 2010. They included 300 AFL club personnel, 100 broadcast and corporate partners, 50 media and 50 AFL staff.

A number of leading experts from Australia and around the world addressed the conference.

The keynote speaker was the former Vice President of Business Affairs and Head of Strategic Planning for the NFL's media group,

Frank Hawkins. Other speakers included Queensland Premier Anna Bligh, Sir Rod Eddington, demographer Bernard Salt, NBA Digital Vice-President Bryan Perez, Coyle Media President Pat Coyle and Bernie Mullin, Chairman and CEO of the Aspire Group based in Atlanta.

AFL game development manager Ali Faraj, who is based at the AFL's Sydney office, ANZ Global Markets Foreign Exchange Manager Jiaming Pi, AIS-AFL Academy Head Coach Michael O'Loughlin and broadcaster Angela Pippas led a session based around the theme of diversity for growth.

The conference was supported by the Queensland Government and Events Queensland and delivered significant economic and tourism benefits for the Gold Coast as well as broad exposure through the media.

On November 18, 2010, more than 1500 people attended the NAB AFL Draft at the Gold Coast Convention Centre. This included 500 AFL industry personnel, 100 national media and 900 members of the public.

This was only the second time the NAB AFL Draft has been held outside Melbourne. The event was broadcast live on Fox Sports, three major metropolitan and two regional radio stations, and live streamed on the AFL website.

It was the AFL's second-largest media property after the Toyota AFL Grand Final, generating nearly 6000 media reports across radio, television and print at a value of more than \$9 million.

Together, the NAB AFL Draft and AFL Industry Conference delivered \$2.3 million in economic benefits for Queensland with more than 660 people travelling to the Gold Coast for both events.

FIFA World Cup

Analysis was carried out on the potential impact on the AFL competition, including its stadiums, of Australia's bid for the 2022 FIFA World Cup. In December, FIFA announced Qatar had won the right to host the 2022 World Cup.

Marketing and fan development

The department was given additional responsibility for all marketing activities in 2010, which were linked to the broader role of club support provided by the department to various AFL clubs.

Key marketing programs and initiatives

The 2010 season saw the continuation of the successful *In a League of its Own* brand campaign, celebrating Australian Football as the 'strongest, hardest, highest, fastest game on Earth'.

In line with the AFL's expansion strategy, targeted marketing activity and investment increased in the key regions of New South Wales and Queensland.

Specific campaigns were developed by the Sydney Swans and Brisbane Lions in partnership with the AFL to deliver brand, membership and attendance outcomes. Both clubs increased their membership and attendances as detailed earlier in this report.

In addition, club and AFL-led match initiatives were undertaken across a number of rounds during the season. Under a revised theme-round model, the AFL assisted in delivering activities around the following themes: Anzac Day and HMAS Sydney commemoration (round five), Women (round seven), Umpiring (round eight), Indigenous

(round nine), Port Adelaide's 140-years celebration (round 10), Green (round 11), 25 years of Friday night football (round 12) and the Adelaide Showdown (round 17).

Season launch

The marketing support for the 2010 Toyota AFL Premiership Season launch saw the development of a tactical initiative titled *Can't Wait*. The campaign tapped into the anticipation and excitement of players, coaches, club members and fans as round one approached.

With strong links to *In a League of its Own*, the campaign was delivered through PR, online, direct marketing and AFL broadcasts. It also included new match-experience initiatives such as a scoreboard countdown and the delivery of the match ball by a legend of the home club.

“Each club will be assigned an AFL Account Manager to provide support across fan development.”

Toyota AFL Finals Series

The 2010 Toyota AFL Finals Series campaign focused on the teams competing and asked 'Who will be the hardest, fastest, most formidable team of all?' The campaign was launched nationally on August 15 and was integrated into all key AFL consumer marketing activity – television, radio, online, direct, outdoor/visual and PR.

The campaign's core objectives were to drive attendances at all finals, support corporate products and promote Grand Final week events and activities, including those at Federation Square and other live sites.

Major fan engagement activities were launched for both Toyota AFL Grand Finals.

Fan development and club support

In 2010, the AFL created a fan-development framework that was presented to all clubs and followed up with individual club workshops to establish where clubs needed support and development.

Support was also provided to the GWS Giants and Gold Coast Suns as they developed their fan and membership strategies in their respective markets.

New fan-engagement initiatives were trialled throughout the season with various clubs, and included new ways to use the video screen at AFL matches with enhanced content and production.

Social media channels were also used to engage with new fans, including a dedicated website to promote the Kaspersky Cup, Shanghai Showdown in China.

A plan is now in place for 2011 with each club assigned an AFL Account Manager to provide support across all aspects of fan development with the major focus being increasing attendances at Toyota AFL Premiership Season matches.

FOOTBALL OPERATIONS

ADRIAN ANDERSON
GENERAL MANAGER

ALL CLASS:

Long-time Sydney Swans co-captain Brett Kirk retired at the end of 2010, but will continue his involvement with football in 2011 as AFL International Cup Ambassador.





RECOGNISING BOTH CLUB AND PLAYER NEEDS

The new free agency agreement will help create a more harmonious football industry.

Football Operations played the lead role in 2010 when the AFL and AFL Players' Association reached a historic agreement on a model for free agency.

As the AFL competition expands its base with the inclusion of the Gold Coast Suns and the Greater Western Sydney Giants across the 2011 and 2012 seasons, an agreement with the players to enable further movement around the competition was a key step in laying the foundations for long-term industrial harmony.

The agreement achieved a balance between increasing the choices available to players and giving clubs greater flexibility to manage their lists, while also recognising the interests of members and supporters.

A key feature of the new agreement will be a club's ability to match any offer from a rival club for a leading player on its list when he first becomes eligible for free agency. If the offer is matched, the player can choose to remain with his current club, be traded or nominate for the AFL Draft.

The expansion rules around the introduction of the Suns and Giants were revisited in 2010, allowing the Suns to access players for the creation of the new club's list and the Giants to build their list in 2011.

On the field, in 2010, the game continued to be played at the highest standard in the final season of the 16-team competition.

Changes made to the Laws of the Game in recent years have assisted with this outcome. The Laws of the Game have continued to be closely monitored and, after an extensive period of consultation and research throughout the past four years, a decision was made to introduce a new interchange/player substitute system for the 2011 season.

The Football Operations department managed all operational aspects of another successful NAB Cup and NAB Challenge series, the exhibition match in China between Melbourne and the Brisbane Lions, along with the International Rules Series in Ireland, where the Australians emerged victorious.

A number of umpiring initiatives were enacted, highlighted by the *Umpiring is Everyone's Business* campaign, and the implementation of the Player to Umpire Pathway.

AFL Anti-Doping Code

The 2010 AFL testing program for performance-enhancing drugs was described by ASADA as a “gold-standard” program and incorporated strategic elements of blood profiling and advanced sample screenings, including tests for Human Growth Hormone and CERA-EPO for the first time.

The key features of the Anti-Doping Code include: testing all first-year primary list players, conducting a blood-profiling program across all clubs, and conducting an in-competition program spread as evenly as possible across all clubs, including all finals matches.

The AFL and ASADA also agreed to cooperate by exchanging information and intelligence.

Illicit Drug Policy

Out-of-competition testing results from 2009 under the game’s Illicit Drugs Policy showed the rate of failed tests dropped for the fourth consecutive year. In 2009, the AFL conducted its largest number of out-of-competition tests under the Illicit Drug Policy, raising test numbers to 1568 from the previous year’s figure of 1220, with a total of 14 failed tests. This represented 0.89 per cent of all tests conducted.

Since the policy was introduced in 2005, the rate of failed tests has dropped each year from 4.03 per cent (2005), 1.85 per cent (2006), 1.2 per cent (2007), 0.98 per cent (2008) to 0.89 per cent (2009).

The AFL remains the only professional sport in Australia to publicly release its testing figures and the results collated by the AFL Medical Commissioners over the past five years show that the Illicit Drug Policy has been successful in changing player behavior and attitudes.

Two players recorded a second failed out-of-competition test in 2009, and a total of 4898 tests have been conducted to February 2010 since the policy was introduced.

The AFL and AFLPA agreed to extend the hair-testing trial for a further two years and agreed to an enhanced education program before players go on holidays at the end of the season.

An initiative introduced in 2010 made it mandatory for players to be referred to a drug and alcohol specialist after any failed test, as it is believed this assists in earlier identification of serious health issues such as mental illness.

AFL Illicit Drug Policy Results – Year By Year

Year	Total Test numbers	Total Failed Tests	Second Failed Tests	Failed Tests %
2005	472	19	3	4.03
2006	486	9	0	1.85
2007	1152	14	3	1.20
2008	1220	12	2	0.98
2009	1568	14	2	0.89

The breakdown by type of illicit drug is as follows:

Year	2005	2006	2007	2008	2009
Cannabinoids	6	0	4	3	1
Stimulants	12	8	10	8	13
Mixed	1	1	0	1	0

In 2010, Hawthorn player Travis Tuck became the first player to record a deemed third failed test under the policy. An AFL Tribunal hearing was held and Tribunal Chairman John Hassett accepted an application that there would be sensitive medical evidence from Mr Tuck’s treating clinician and drug counsellor that would require an in-camera hearing. Mr Tuck continues to be in the care of doctors. The player was sanctioned as follows:

- a. For the first positive test, a financial sanction of \$5000;
- b. For the second positive test, suspension from six AFL or state league home and away and/or final series matches for which the player is eligible to compete;
- c. For the deemed third positive test, a suspension of six further AFL or state league home and away and/or finals series matches for which the player is eligible to compete.

The Tribunal was satisfied there were exceptional and compelling circumstances that would make it harsh and unreasonable to apply the minimum sanctions in all the circumstances of the case. Accordingly, player Tuck was not required to pay the fine and was entitled to resume playing state league matches, but not AFL matches, after serving eight weeks of his 12-week suspension. The evidence given clearly established that Travis Tuck’s drug use was a severe by-product of clinical depression.

The AFL Medical Officers Association again affirmed its strong support for the Illicit Drug Policy, re-stating that the current approach was more appropriate than punishment in the first instance.

AFL Integrity Rules

Football Operations played the primary role in further strengthening the game's integrity provisions throughout 2010.

Recent experience in a range of professional sports around the world had shown that supporters' faith in elite sport was severely challenged when a sporting contest could not be trusted to be played on its merits.

Throughout the past 12 months, Football Operations examined all of the AFL's internal processes and made subsequent amendments to competition rules in a number of areas. The department also worked with government and regulatory bodies to provide further comfort with innovative policy development, and dealt with a number of gambling-related incidents involving players and club staff.

All AFL officials and club staff were formally registered with the AFL as a key pillar of the game's integrity strategy.

To ensure a level playing field for on-field competition, the AFL implemented a world-leading approach to anti-doping in concert with ASADA, the Federal Government's peak body responsible for enforcing pure performance.

All players, club staff and board members were participants in a new gambling education program, and the AFL's Illicit Drug Policy oversaw its fourth consecutive annual decrease in the percentage of failed tests.

The AFL took serious action under the competition rules after a number of investigations found that certain AFL and club staff had been involved in betting on AFL matches or events.

The AFL entered into information sharing agreements in 2008 with all major bookmakers in Australia and, as a result of these agreements, a number of matters were brought to light after examining betting records. One of the incidents was brought to the AFL's attention by a club.

The AFL re-stated that all players, coaches, umpires and officials should be in no doubt that betting on the AFL was prohibited.

Free agency

The AFL and AFL Players' Association reached agreement to introduce various categories of free agency for AFL players from 2012.

The agreement achieved a balance between increasing the choices available to players and providing clubs with flexibility to manage their lists. A club will have the ability to match any offer from a rival club for a leading player on its list. If the offer is matched, the player can choose to remain with his current club, be traded or nominate for the AFL Draft.

Under the agreement:

- » Players delisted by a club on or before October 31 will become unrestricted free agents.
- » Players who are not in the top 25 per cent of salary earners at their club will be eligible for unrestricted free agency if they have served eight years on the primary list of the club.
- » Players who are in the top 25 per cent of salary earners at their club will become eligible for restricted free agency for their first new contract after they have served eight years on the primary list of the club. This is the case regardless of when the first new contract arises.
- » A top 25 per cent player will then become eligible for unrestricted free agency for his next contract, provided they have completed at least 10 years' service at one club.
- » Restricted free agents have the right to move to a club of their choice subject to the current club's right of first refusal over their services. If the current club can match the offer from a rival club, the player must stay or enter the draft.
- » Compensation in the form of AFL-allocated draft picks will be given to clubs with a net loss of free agents. This will be based on a formula to be determined by the AFL.
- » The Veterans' List allowance will be amended to apply to players with 10 years' service at one club and will be based on a set amount of Total Player Payment (TPP) per player calculated as a percentage of TPP.

The new system will remain in place until the end of 2016, when it will be reviewed.

“Football Operations played the primary role in further strengthening the game's integrity provisions throughout 2010.”

Competition expansion – changes to player rules

The AFL Commission approved changes to the AFL Player Rules designed to further widen the ability of clubs to attract and develop talent during the expansion period when Gold Coast and Greater Western Sydney join the competition.

The changes came into immediate effect for the 2010-11 player movement period, including:

- » Rookie Lists – clubs have the option to leave one rookie position open during the Rookie Draft to be filled in the period between the NAB Cup Grand Final and the start of the Toyota AFL Premiership Season.
- » Clubs have the ability to attract elite athletes from other sports using an Alternative Talent Rule. The player must not have been registered or played in an Australian Football competition for at least three years, but may have played in another recognised elite sporting competition.
- » Removal of the age requirement for rookie eligibility.
- » Clubs permitted to include international players (not including players from Ireland) and three-year non-registered players to their three additional rookie spots, rather than the main rookie list.
- » International Scholarship Player Rule expanded to allow the inclusion of athletes who were born overseas but have resided in Australia for three years or less.
- » Inactive List – clubs may apply for a special ruling that a player can return directly to a club's list after a one-season absence due to exceptional or compelling circumstances.

Competition expansion – player compensation rules

The AFL Commission reviewed the compensation rules for clubs that lost a player to either the Gold Coast Suns or Greater Western Sydney Giants, following key recommendations from the List Development Working Group.

It was determined:

1. The player's age and the new contract offer to a player from the expansion club would be the key criteria used to determine the compensation for his original club.
2. Greater compensation would be awarded for the loss of a top-echelon player.
3. A committee comprising Kevin Sheehan and Andrew McKay would be established to examine each compensation selection to ensure it did not produce a materially anomalous result.

Players were to be ranked in five separate categories, with the Commission accepting a recommendation to increase the compensation for top-echelon players. It was resolved that the highest level of compensation would now see a club receive a round-one selection and a second selection at the mid-point of round one, placed after the teams that had missed the finals had made their round-one selections and before the teams that had competed in the finals made their round-one selections.

The other categories of compensation were – round-one selection, end-of-round-one selection, round-two selection and round-three selection.

“It was decided to restrict the interchange on the basis of (1) congestion, (2) fairness and (3) injuries.”

A club was given the right to use its compensation selection(s) at any of the next five national drafts and its compensation pick in a round would come immediately after its pick in that year's draft, with the exception of any round-one picks at the 2010 and 2011 drafts, which may only be utilised at the end of round one.

The compensation rules were designed to reflect the relative values of players to one another and to reflect the upside of younger players.

However, it was not designed to fully compensate a club for the loss of a player as the List Establishment Working Group acknowledged that all clubs will have to make some sacrifices for the benefit of the overall competition as the expansion teams establish their lists. Clubs at the bottom of the ladder are sacrificing early draft picks in the compromised drafts and successful clubs will make sacrifices when they receive lesser compensation for losing established players.

Laws of the Game

The Laws of the Game Committee recommended that a restriction should be applied to the use of the interchange from the 2011 season onwards, after closely monitoring the issue over the past four seasons.

In August, the Laws Committee sought club and public feedback on a range of interchange options, as well as other laws-related topics. Further research was also conducted. The committee recommended the interchange restriction at its September meeting, which was endorsed by the AFL Executive and formally ratified by the AFL Commission.

In 2011, AFL teams will have a bench comprised of three interchange players and one player to be used as a substitute.

It was also decided:

- a. To change the advantage rule, so that the player and not the umpire will decide if there is an advantage to a team in playing on after a free kick.
- b. To simplify the rough conduct (bumping) rule and make it consistent with the head down over the ball rule, so that a player who elects to apply a bump in any situation is liable if he makes forceful contact with the head, unless:
 - the player was contesting the ball and did not have a realistic alternative way to contest the ball; or
 - the contact was caused by circumstances outside the control of the player which could not be reasonably foreseen.

The AFL had closely monitored the rising number of interchange rotations and their effect on the game. Interchange numbers per club doubled from an average of 58 per game in 2007 to 117 per game in 2010. It was decided to restrict the interchange on the basis of (1) congestion, (2) fairness and (3) injuries.

A club will not be required to demonstrate a player is injured and unable to finish the match. The club will be allowed to introduce a substitute at any time, on the condition that the replaced player cannot return to the game, as trialled in the 2009 and 2010 NAB Cup competitions.

The AFL was set to trial four rules in the 2011 NAB Cup pre-season competition, along with one trial rule that was to be used in round one matches only:

1. A player awarded a 50m penalty that takes them inside 50m can elect either to kick from outside 50m for nine points or kick from inside 50m for six points.
2. The official scorer can assist with scoring decisions by reference to technology.
3. Boundary umpires can pay free kicks for holding and high-contact infringements.
4. A free kick will be awarded against a player who drags or holds the ball under an opponent.
5. A free kick will be awarded against the player who last touches the ball before it goes out of bounds: to be trialled in the first round of NAB Cup matches only.

Luke Power was added to the Laws Committee to replace Brendon Gale, who stepped down last year when he took the role of CEO at Richmond. The current panel is Adrian Anderson (chairman), Kevin Bartlett, Luke Darcy, Andrew McKay, Leigh Matthews, Matthew Pavlich, Luke Power, Rowan Sawers and Michael Sexton.



STANDING TALL: Fremantle's Aaron Sandilands was again the most dominant ruckman in the AFL in 2010, playing a key role in the Dockers' return to the finals for the first time since 2006 and winning All-Australian selection for the third consecutive year.

CHOSEN ONES: Field umpires (from left) Shaun Ryan, Brett Rosebury (holding the football) and Ray Chamberlain lead out boundary umpires Mark Foster, Ian Burrows, Adam Coote and Mark Thomson (obscured) for the 2010 Toyota AFL Grand Final, the pinnacle of the season for umpires as well as players.



Responsible use of alcohol

Further developments were made with the industry's responsible alcohol initiatives in 2010. One of the highlights included the planning that took place with other AFL departments, with clubs, players, broadcasters and corporate partners in promoting the responsible consumption of alcohol at the Brownlow Medal function. Federal and State Government bodies, including the Victorian Drug and Alcohol Prevention Council, along with health-promotion organisations, including VicHealth and the Australian Drug Foundation, were partners in several of the projects undertaken. The significance of the industry's efforts was acknowledged at the 2010 VicHealth Awards where the AFL and AFLPA received an award for "Building capacity in alcohol policy making". The AFL has also been invited by Massey University in New Zealand to be a keynote speaker at its 2011 Sport and Alcohol Conference.

Grand Final Draw

The Grand Final Draw between Collingwood and St Kilda required the AFL to examine sections of the Player Rules before the replay match. The AFL Commission resolved by circular resolution to clarify the AFL Player Rules regarding players found guilty of reportable offences in a drawn Grand Final, as the rules were silent on the question of whether double penalties for any offence would apply in the case of a draw.

The Commission confirmed this rule should not apply for any Grand Final that was drawn, and should only continue to apply for the replay match, as the final game of the season. It was not the intent of this rule that any player who committed a minor infraction of the rules of up to 100 points in a drawn Grand Final, whereby he would normally be able to accept a reprimand, should have his points penalty doubled so that he was forced to miss a replay of the Grand Final.

The AFL determined a 2010 AFL premiership medal would be awarded to each playing member of the premier club, whether they play in the Grand Final only, Grand Final Replay only, or both Grand Final matches.

Cultural strategy and education

In March 2010, the AFL Cultural Strategy and Education Unit was established within Football Operations, incorporating the Respect and Responsibility Program and Community Education Project.

Having experienced significant growth over the past decade, the AFL Education Program is considered best practice in professional sport and comprises nine programs that are delivered to AFL players, coaches, club staff and umpires by both the AFL and AFLPA. The program includes alcohol and player behaviour, respect and responsibility, gambling, depression, Laws of the Game and Tribunal, medical issues, anti-doping code, discrimination, racial and religious vilification, and illicit and performance-enhancing drugs.

Throughout 2010, the Respect and Responsibility Program was delivered to eight AFL clubs and about 1000 16-18-year-olds competing in state leagues and at representative level.

Injury survey

The incidence and prevalence of injuries at AFL level increased in 2009, as detailed in the 2009 AFL Injury Report. Head and neck injuries, however, were low.

The report, by Associate Professor John Orchard and Dr Hugh Seward, Executive Officer of the AFL Medical Officers Association, stated that injury incidence (the number of new injuries per club per season) was the highest it had been since 2000 (37.6 new injuries). Injury prevalence (missed games per club per season) was the highest it has been since 1997 (151.1 missed games). The doctors stated that interchange use, player speed and tackling had increased parallel to injuries in recent seasons.

However, recurrence rates had halved from 20 per cent in 1997 to 10 per cent in 2009; a positive reflection on the professional standards of injury management across the AFL.

Importantly, the 2009 survey again showed consistently low incidence and prevalence for head and neck injuries, suggesting that reduced tolerance of head-high contact, stricter policing of dangerous

tackles and the introduction of rules to penalise a player who makes forceful contact to another player with his head over the ball has contributed to these positive trends.

Analysis of injuries by age for the past five seasons showed that older players missed more time through hamstring and calf strains and knee cartilage injuries. Younger players missed more time through groin injuries, shoulder instability and leg and foot stress fractures.

Umpiring

The AFL launched *Umpiring is Everyone's Business* in May 2010, a campaign to support umpires at the community level of the game. The campaign emphasised that everyone involved in Australian Football – coaches, players, administrators, parents and supporters – has a role to play in creating a positive match-day environment. The campaign was supported by a poster featuring Hawthorn coach Alastair Clarkson, St Kilda captain Nick Riewoldt and 2008 and 2009 All-Australian umpire Brett Rosebury, which was distributed to every club and league in Australia.

The Player to Umpire Pathway program was also implemented in 2010. Jordan Bannister and Scott Howard started their umpiring careers under the guidance of coach Brett Allen.

Five new umpires were included on the AFL umpire list in 2010. They were Michael Jennings and Corey Bowen (field), Brett Dalglish and Jace Collingridge (boundary), and Steven Paunovic (goal).

There were some significant retirements at the completion of the season with field umpire Scott McLaren and goal umpire Steven Stirling both ending their careers after more than 300 games each.

The following umpires reached key milestones in 2010:

- » **100 games** – Chris Appleton, Nathan Doig, Luke Walker, Chris Donlon, Alan Zanich, Ian Burrows.
- » **200 games** – Mark Thomson, Justin Schmitt, Brett Rosebury.
- » **300 games** – Shane Jansen, Shane McInerney, Steven Stirling.

» 2010 AFL Grand Final and Grand Final Replay umpires

– Field: Shaun Ryan, Brett Rosebury, Ray Chamberlain;
Boundary: Mark Thomson, Adam Coote, Mark Foster,
Ian Burrows; Goal: Luke Walker, David Dixon.

» All-Australian – Shaun Ryan.

AFL research program

The AFL Research Board funded a number of projects to advance the game at AFL and community level. One of these, Recruitment and Assessment of Senior Coaches, identified objective- and evidence-based criteria that could be used by clubs to assist their selection, evaluation and retention of senior coaches.

There are four key deliverables provided by the coaching research:

1. A list of generic selection criteria for an AFL senior coach.
2. A suggested recruitment process for an AFL senior coach.
3. A generic job description for an AFL senior coach.
4. KPIs, with an example of weighting to assess a senior coach's performance.

Tribunal and Match Review Panel

The annual tribunal review resulted in a number of changes for the 2010 season. Staging was made a reportable offence with sanctions introduced, ranging from a reprimand to a \$2400 financial sanction, on the basis staging may affect umpires' decision-making or incite a melee, and was not in the spirit of the game.

Bumping a player on the mark with excessive force was now considered rough conduct and therefore reportable. Sling tackles were included in the scope of those actions considered dangerous and dealt with as misconduct, while adjustments were made to the table of offences for misconduct (headbutt/contact

TRIBUNAL RESULTS 2004-10

	2004*	2005	2006	2007	2008	2009	2010 [#]
Charges	173	150	137	150	128	144	153
Tribunal hearings	123	26	32	42	22	32	23
Number of cases not sustained at Tribunal	40	6	11	12	6	15	4
Number of players suspended	57	46	45	37	41	40	49
Matches lost through suspension	117	77	71	71	77	62	83
Financial sanctions	\$223,100	\$108,600	\$66,900	\$114,800	\$65,700	\$101,700	\$75,350
Reprimands (offences < 100 points)	0	21	36	38	31	29	40
Number of players accepting the prescribed penalty as set out by the Match Review Panel	-	124	105	108	106	112	130
Percentage of players accepting Match Review Panel classification	-	83%	77%	72%	83%	76%	85%

*2004 was the last year the previous Tribunal system operated. The current Tribunal system was introduced in 2005.

[#]2010 figures are as at the end of round 22.

with head including face), so that it is more in line with the seriousness of the offence.

In addition:

- » Negligent Contact with an Umpire – a reduction was made to the financial sanction scale for negligent contact.
- » Reckless Contact with an Umpire – the Match Review Panel will now impose a financial sanction without direct referral to the Tribunal, if a player sets up behind the umpire before a bounce.
- » Abusive Language – the financial sanction for abuse was increased, in line with the need to set a positive example to the broader football community regarding umpire abuse.
- » Financial Sanctions for First- and Second-year Players – first- and second-year players on minimum wages and rookie list players can now only be fined a maximum of 50 per cent of their match payment for a first offence attracting a financial sanction.
- » Intraclub Matches – the AFL will now not report players in intra-club matches for any incident, other than those relating to umpires.

Key achievements of the system in 2010 included:

- » 85 per cent of players accepted Match Review Panel charges.
- » Only 25 Tribunal hearings held, compared with 123 in the last year of the previous system (2004).
- » Five cases not sustained at Tribunal – 40 in 2004.
- » 51 players suspended – 57 in 2004.
- » 86 matches lost through suspension – 117 in 2004.
- » \$77,300 in fines – \$223,100 in 2004.

For 2011, the key changes include the following:

- » Simplifying the rough conduct (bumping) rule so it is consistent with the head down over the ball rule.
- » Giving the Tribunal flexibility to depart from the table of offences only in exceptional and compelling circumstances that would make it inappropriate or unreasonable to apply the mandated penalty.
- » Doubling the financial sanctions for the reportable offences of wrestling, melee and misconduct (instigator of melee) when they occur in a Grand Final, to be consistent with other reportable offences in a Grand Final.

Mark Fraser was appointed Chairman of the Match Review Panel in 2010, replacing Andrew McKay who resigned after three seasons in the role.

Australian Football Hall of Fame

A review committee, headed by Australian Football Hall of Fame Selection Committee Chairman Mike Fitzpatrick, examined the charter of the Hall of Fame, to ensure the charter remained relevant and appropriate.

It was determined that Legend status, the highest honour that can be bestowed upon an inductee of the Australian Football Hall of Fame, should remain exclusively for recognition of the most significant playing and coaching records. Further, the number of Legends that can be part of the Hall of Fame is to remain at a maximum of 10 per cent of the total inductees, ensuring the exclusivity of Legend status.

The other key changes accepted by the AFL Commission were as follows:

- » The maximum number of inductees in any single year was reduced from eight to six, to increase the emphasis and honour for those inducted.
- » The requirement to induct a minimum of three recently retired players (retired within 10 years of each induction ceremony) was reduced to a minimum of two, to ensure older players deserving of induction are represented in proportion.
- » The requirement to have one inductee from the grouping of categories Umpire/Administrator/Media every year was changed to a minimum of one from this category every two years.
- » The Hall of Fame Selection Committee is to be the ultimate decision-making body and be independent of the AFL Commission.

The AFL Commission also accepted a recommendation that provided unanimous support for keeping the current selection criteria in place regarding character. The charter states that the Selection Committee “may consider individual record, ability, integrity, sportsmanship and character”. Such decisions are at the committee’s discretion.

Total Player Payment (TPP) Rules

The Football Operations Department, through the TPP Assurance & Advice Department, has direct responsibility for the monitoring of clubs’ TPP and enforcement of the TPP rules – a key equalisation plank of the competition.

While the TPP limit increased by 3.3 per cent in 2010, gross player payments increased by 1.9 per cent from \$134.1 million to \$136.7 million. The additional services limit for the provision of marketing services by players also increased 3.3 per cent from \$8.6 million to \$8.85 million, but the amount spent on these services by clubs increased by 5.7 per cent, from \$7.69 million to \$8.13 million.

In addition to the above amounts, players earned almost \$2.2 million from employment and marketing arrangements with associates of clubs.

Taking into account the \$136.7 million in gross player payments, \$8.13 million in additional services agreements and almost \$2.2 million from employment and marketing arrangements with club associates, the total earned by players in 2010 was \$147.03 million.

The average payment by clubs for a listed player in 2010 was \$226,165, an increase of 2.1 per cent on 2009. When including employment and marketing agreements with associates, the average was \$229,545.

No club was sanctioned during 2010 for a breach of the TPP rules.

“Legend status in the Australian Football Hall of Fame should recognise the most significant playing and coaching records.”

1990-2010 Summary of AFL Player Earnings

Earnings	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009 PLAYED	2009 LISTED	2010 PLAYED	2010 LISTED
\$0-60,000	442	448	409	373	337	307	260	178	152	121	87	71	51	51	35	47	34	24	10	9	40	9	40
\$60,001-100,000	88	100	125	126	147	162	173	217	191	143	132	102	116	102	111	119	99	92	90	80	116	67	114
\$100,001-200,000	8	17	19	33	45	91	126	159	209	249	237	219	194	184	188	183	198	177	168	156	169	153	161
\$200,001-300,000	-	-	1	1	1	9	12	17	26	52	80	92	100	102	107	101	109	134	142	151	159	158	160
\$300,001-400,000	-	-	-	-	-	-	2	5	5	7	22	34	36	47	57	47	57	60	77	85	87	91	93
\$400,001-500,000	-	-	-	-	-	-	-	-	-	4	8	14	20	31	24	21	30	35	39	37	39	45	45
\$500,001-600,000	-	-	-	-	-	-	-	-	-	-	-	4	9	8	12	18	10	13	18	16	16	9	9
\$600,001-700,000	-	-	-	-	-	-	-	-	-	-	2	3	3	4	4	7	7	5	3	6	6	8	8
\$700,001-800,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	0	3	5	3	3	2	2
\$800,001-900,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1	4	3	4	2	-	2	2	2	2
\$900,001-1,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	2	2	4	4
\$1,000,001+	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	2	-	-	-	-
TOTAL	538	565	554	533	530	569	573	576	583	576	568	539	529	530	542	547	549	546	554	547	639	548	638

NB: Details listed under heading "Played" relate only to primary-listed players who participated in at least one senior match during the season. Details listed under heading "Listed" include all primary-listed players. Earnings listed are total player earnings including ASAs.

1998-2010 AFL Total Player Earnings

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Movement % 2009-2010
TOTAL GROSS PLAYER PAYMENTS (TGPP)	62,186,000	71,985,000	80,951,208	88,957,912	97,701,770	101,843,018	108,645,462	110,960,485	114,215,259	121,340,818	128,847,606	134,146,837	136,698,418	1.90%
Deductions:														
Finals/relocation, living and other allowances	1,093,000	1,073,000	844,209	812,883	1,478,536	1,657,728	1,660,839	2,096,184	1,816,889	2,242,291	2,137,838	1,891,522	2,130,159	12.62%
Retention and cost-of-living allowances	991,000	838,000	1,112,500	1,178,125	1,390,625	1,484,375	1,406,450	1,291,500	1,175,574	680,488	728,263	753,988	779,100	3.33%
Veterans' allowance 50% deduction	N/A	1,721,000	2,549,017	2,595,883	2,542,428	2,553,503	4,870,772	5,326,653	5,014,770	5,137,978	4,843,849	4,814,190	4,614,162	-4.15%
Other deductions	-	-	646,799	703,427	837,984	237,500	1,098,720	338,705	941,007	2,082,388	2,379,364	2,561,369	2,296,275	-10.35%
Total deductions	2,084,000	3,632,000	5,152,525	5,290,318	6,249,573	5,933,106	9,036,781	9,053,042	8,948,240	10,143,145	10,089,314	10,021,069	9,819,696	-2.01%
TGPP LESS DEDUCTIONS	60,102,000	68,353,000	75,798,683	83,667,594	91,452,197	95,909,912	99,608,681	101,907,443	105,267,019	111,197,673	118,758,292	124,125,768	126,878,722	2.22%
Injury Allowance	8,176,000	5,688,000	3,500,608	4,266,984	3,850,200	3,531,000	4,314,200	4,332,000	4,836,000	4,936,629	5,684,600	6,403,200	5,572,800	-12.97%
TPP LESS INJURY ALLOWANCE	51,926,000	62,665,000	72,298,075	79,400,610	87,601,997	92,378,912	95,294,481	97,575,443	100,431,019	106,261,044	113,073,692	117,722,568	121,305,922	3.04%
TPP LIMIT	52,400,000	68,000,000	76,000,000	83,000,000	89,000,000	95,000,000	97,840,000	100,800,000	103,564,992	111,100,000	118,900,000	123,100,000	127,200,000	3.33%
TPP	51,926,000	62,665,000	72,298,075	79,400,610	87,601,997	92,378,912	95,294,481	97,575,443	100,431,019	106,261,044	113,073,692	117,722,568	121,305,922	3.04%
Margin (excess)	474,000	5,335,000	3,701,925	3,599,390	1,398,003	2,621,088	2,545,519	3,224,557	3,133,973	4,838,956	5,826,308	5,377,432	5,894,078	9.61%
Additional services agreements (ASAs)	N/A	N/A	3,413,383	4,186,233	5,311,316	5,176,700	5,840,950	6,071,450	6,579,394	6,725,773	7,440,463	7,692,843	8,128,960	5.67%
Average gross player earnings (including ASAs)**	\$101,957	\$117,398	LISTED \$126,996 PLAYED \$140,295	LISTED \$149,749 PLAYED \$165,062	LISTED \$167,229 PLAYED \$177,076	LISTED \$176,019 PLAYED \$189,484	LISTED \$184,656 PLAYED \$200,971	LISTED \$187,251 PLAYED \$204,271	LISTED \$192,962 PLAYED \$208,104	LISTED \$203,280 PLAYED \$218,560	LISTED \$213,953 PLAYED \$233,281	LISTED \$221,482 PLAYED \$241,436	LISTED \$226,165 PLAYED \$249,239	

**** Average Gross Player Earnings (AGPE)**

The AGPE is a result of the payments (GPP plus ASAs) made to primary-listed and pre-season nominated rookies only (grouped as "Primary Listed"). Played figure is the TGPP plus ASAs for those primary-listed players who played games divided by number of primary-listed players who played. Listed figure is the TGPP plus ASAs divided by the number of primary-listed players.

COMMERCIAL OPERATIONS

DARREN BIRCH
GENERAL MANAGER

ROARING BACK:

Trent Cotchin was part of a young Richmond side that recovered from a 0-9 start to the 2010 season to win six of its remaining games and, more importantly, show some encouraging signs for the future.





PARTNERS IN THE GAME'S FUTURE

The AFL's corporate partners continued to support football at all levels.

The Commercial Operations Department manages commercial partnerships, ticketing, membership, events and hospitality, and consumer products.

Corporate partners

The 2010 season marked another successful year of collaborative partnerships between the AFL and corporate Australia. The AFL welcomed new partners in 2010 including OPSM, Bailey Ladders, Swisse Vitamins, Under Armour and Rio Tinto. In addition to these season-long partners, the AFL formed partnerships with Kaspersky and Woodside as sponsors of the AFL's Shanghai exhibition game. The AFL is delighted to be associated with these leaders in Australian business and industry, and thanks them for their support in 2010.

Toyota Motor Corporation Australia

In 2010, Toyota concluded its seventh year as the AFL's premier partner and title sponsor of the AFL Premiership Season, AFL Finals Series and Grand Final, the Brownlow Medal function, the Brownlow Medal 'Blue Carpet' Arrivals and other key events in support of AFL Grand Final week.

Toyota's commitment to Australian Football, and in particular grassroots football, will continue to reinforce the fact it is the yardstick for sports sponsorship in this country. Toyota has again committed to delivering \$1 million to regional and community football clubs nationally via their Good for Footy community support program over the next three years.

Toyota's partner integration and leverage of the relationship is brought to life via:

- » The return of the Toyota's *Legendary Moments* advertising campaign. The hugely successful and popular campaign this year focused on legendary Hawthorn full-forward Peter Hudson reliving some of the classic moments from his illustrious career. Also featuring loveable larrikins Steve Curry and Dave Lawson, Toyota's *Legendary Moments* ads have captured the imagination of sports fans nationwide since they burst on to the scene in 2005 to celebrate famous (and infamous) moments in AFL history.
- » The 2010 Toyota Good for Footy Tour that visited 13 regional locations in Victoria and southern New South Wales during September. The bus was packed with AFL superstars, past and present, who ran football clinics for young and aspiring football fans, and gave people the chance to see the AFL Premiership Cup.

CORPORATE PARTNERS

The AFL is delighted to be associated with these leaders in Australian business and industry, and thanks them for their support in 2010:

Premier Partner



Protected Partners



Official Partners



- » Toyota Volunteer Round, when Toyota raised thousands of dollars for grassroots footy during the Essendon-Brisbane Lions match at Etihad Stadium. Toyota donated \$5000 for every goal kicked during the game and a substantial \$10,000 for every goal kicked by Toyota ambassador and Brisbane Lions captain Jonathan Brown, as part of the 2010 Toyota Good for Footy program.
- » Planet Ark's National Tree Day, proudly sponsored by Toyota, is Australia's biggest community tree-planting event. Toyota ambassadors and AFL stars Jonathan Brown, Luke Hodge, Brian Taylor, Adam Goodes and James Hird teamed up to get their hands dirty by contributing to the 15 million native trees and shrubs planted by around two million volunteers throughout the campaign.
- » A growing commitment to engage and interact with AFL fans via the Toyota AFL Grand Final week 'Live' site at Federation Square and the provision of vehicles to support major Grand Final week activities, including the Toyota AFL Grand Final parade, Toyota AFL Grand Final retiring legends motorcade and, during the Grand Final Replay, the Toyota AFL Grand Final 1966 Grand Final players motorcade.

Foster's Group Limited

A partnership that spans more than 100 years, Carlton Draught's relationship with Australian Football can be traced back to the 1800s. In 2010, Carlton Draught is still the beer behind footy.

Highlights of the AFL's partnership with Foster's in 2010 included:

- » The Carlton Draught Magnatron promotion – Australia's biggest test of skill – located outside the MCG on Grand Final day.
- » Carlton Draught as the presenting rights partner of the headline musical act for the 2010 Toyota AFL Grand Final pre-match entertainment featuring Australian rockers INXS, and pop legend Lionel Richie for the Grand Final Replay entertainment.
- » Carlton Draught as the presenting rights partner of the post-match entertainment at Centre Square, where INXS performed in front of 2500 fans.
- » Crown Lager hosting the Crown Lager Brownlow After Party at Studio 3, Crown. The Crown Lager Best Dressed Male was awarded at the after party to the Sydney Swans' Adam Goodes.

Coca-Cola

The Coca-Cola-AFL relationship enjoyed another exciting year in 2010, with the AFL's exclusive non-alcoholic beverage partner bringing the relationship to life via Australia's No. 1 sports drink, Powerade.

Coca-Cola continued its important role of hydrating and improving the physical performance of elite AFL players via Powerade Isotonic, to ensure they can perform at their peak, while also supporting football consumers via their range of soft drinks and still products.

The strategic integration of the Powerade *Picture of Success* was strong across the industry. A brand campaign with Carlton champion Chris Judd and the continued roll-out of the Powerade hydration carts during games at the MCG and Etihad Stadium were highlights of 2010.



FIRST BLOOD:
Collingwood ruckman Darren Jolly revels in the applause from Pies supporters after kicking the opening goal of the drawn 2010 Toyota AFL Grand Final.

Coca-Cola supported all AFL clubs and 2011 will see the Gold Coast Suns become the newest member of the Coca-Cola-AFL family.

The AFL is cemented as Coca-Cola's leading sports marketing asset domestically and we thank Coca-Cola South Pacific and Coca-Cola Amatil for their continued commitment to the AFL industry, and look forward to meeting their business objectives again in 2011.

National Australia Bank

The AFL's long-term association with the NAB continued in 2010 with a focus on identifying and supporting young Australian footballers around the country.

Through the NAB AFL Auskick program, the NAB Cup and the NAB AFL Rising Star Award, NAB is associated with some of the highest-profile and most well-regarded football programs in the country. What links these programs to NAB is a shared, simple and enduring belief in potential.

In 2010, the Western Bulldogs claimed their first AFL trophy in 40 years, with a seven-goal haul from star recruit Barry Hall spearheading a 40-point NAB Cup Grand Final win over St Kilda.

NAB's partnership with Auskick has again provided much-needed support to the 168,000 participants, 2500 centres and more than 25,000 local volunteers involved with the program around the country. NAB donated more than \$450,000 worth of resources to NAB AFL Auskick centres around Australia to assist with the program's continued success.

NAB also ran the search for the 2010 NAB AFL Auskicker of the Year and the groundswell of interest was tremendous. From more than 4500 entries, 22 finalists flew into Melbourne for a three-day ultimate Grand Final experience. Following the draw between Collingwood and St Kilda, the children returned to Melbourne for the Grand Final Replay and were given the opportunity to present the medals to the premiership players.

Daniel Hannebery, from the Sydney Swans, won the 2010 NAB AFL Rising Star Award and, through NAB's Club Recognition Award, the 22 junior clubs of all Rising Star nominees shared in more than \$65,000 of cash and resources.

In 2010, NAB partnered with Fox Sports to broadcast the NAB AFL Draft live from the Gold Coast on prime-time television. The broadcast was an overwhelming success, going live into more than 300,000 Australian homes.

The partnership between the AFL and NAB is forever evolving, with a concerted focus on grassroots support and programs.

“The AFL is delighted to be associated with leaders in Australian business and industry, and thanks them for their support.”

FEVER PITCH:

Collingwood and St Kilda fans lined the streets of Melbourne to catch a glimpse of their heroes in the 2010 Grand Final parade, as the inevitable mix of anticipation, excitement and tension that precedes football's biggest day gripped the city.



Events and Hospitality

AFL Events and Hospitality had another successful year in 2010 in its four key areas: match-day functions, major events, Grand Final week events and the Premiership Club.

Match-day functions

Match-day functions are held during the NAB Cup, Toyota AFL Premiership Season and all Toyota AFL Finals matches, including finals played outside Melbourne.

Etihad Stadium hosted the 2010 NAB Cup Grand Final, with an official function held in the Limelight Room for 233 guests.

During the 2010 Toyota AFL Premiership Season, almost 4000 guests attended official functions hosted at the MCG and ANZ Stadium.

The Toyota AFL Finals Series and Grand Final attracted more than 7500 people to official functions, including Prime Minister Julia Gillard and several federal ministers and state premiers. A further 2000 guests were hosted at the Grand Final Replay on October 2.

Major events

Major events during 2010 included the Toyota AFL Premiership Season Launch, Australian Football Hall of Fame Induction Dinner, NAB Rising Star Lunch, Four'N Twenty All-Australian Awards and the Charles Brownlow Medal count. The NAB AFL Draft was relocated to the Gold Coast and held concurrently with the biennial AFL Industry Conference.

All events ran successfully with strong attendances.

Grand Final week events

The Toyota AFL Grand Final week 'Live' site at Federation Square attracted 234,980 fans.

Football fans enjoyed activities hosted by a range of AFL corporate partners, a Brownlow fashion parade, live performances by Thirsty Merc and The Potbelleez and appearances by players and personalities.

The Toyota AFL Grand Final Parade attracted some 140,000 people to the streets of Melbourne. The popular event gave supporters the opportunity to see their favourite players and to show their support for the competing Grand Final teams.

The Seriously Party, a joint venture between the AFL and Network Ten, saw footballers and television personalities join to celebrate Grand Final week at Trak Lounge in Toorak. The burlesque theme saw 700 guests astounded by magicians, sword-swallowers and acrobatic feats.

The 2010 Toyota AFL Grand Final pre-match entertainment included the traditional motorcade for 2010 retiring greats, as well as 2010 Hall of Fame Legend Kevin Murray. A packed MCG enjoyed a performance by Australian rock band INXS before the Premiership Cup was delivered to former Geelong captain Tom Harley by a stuntman abseiling from a giant Sherrin football.

September Club hosted 1700 corporate guests on Grand Final day in an exclusive 'village' on the steps of the MCG. Guests enjoyed a full day of entertainment, including pre-match hospitality, tickets to the game and post-match hospitality and entertainment by Jon Stevens.

Now in its fourth year, Centre Square hosted 2000 guests pre-match and 2800 guests at a post-match concert with INXS performing.

The Grand Final Replay presented an enormous challenge to organise pre-match entertainment, but it didn't disappoint. A motorcade of retiring players from St Kilda's 1966 premiership team and players from the drawn Grand Final in 1977 paid tribute to the great history of both clubs.

Securing an internationally renowned performer like Lionel Richie as the headline musical act at such short notice was a major achievement. The music legend entertained supporters pre-match at the MCG and returned post-match to perform at the AFL live site at AAMI Park, where the Collingwood premiership team was also presented.

AFL Premiership Club

The Premiership Club had a record membership base in 2010 with a total of 463 members.

The year was kicked off in style with the Premiership Club season launch held at Sumac two weeks before the season and culminated with the Premiership Club golf day at Sanctuary Lakes in early December.

The membership renewal campaign has been successful with the Premiership Club in a strong position to reach the targeted 500 members in 2011. The redevelopment of the MCG's Great Southern Stand will also support the growth and visibility of the Premiership Club.

Attendance

The 2010 Toyota AFL Premiership Season produced a home and away attendance of 6,495,824, which was up two per cent in comparison to 2009 and was the second-highest attendance on record.

The season was capped off with a record-breaking finals series in which attendance numbers reached 650,924 across the 10 games,

ATTENDANCE SUMMARY, 2009-2010

	2010	2009	Variance	% Variance
NAB Regional Challenge	96,073	95,443	630	0.66%
NAB Cup	227,481	282,930	-55,449	-19.60%
Toyota AFL Premiership Season	6,495,824	6,370,350	125,474	1.97%
Toyota AFL Finals Series	651,228	615,283	35,945	5.84%
Total Attendances	7,470,606	7,364,006	106,600	1.45%

ATTENDANCE BY VENUE, 2009-2010

	2010 games	Attendance	Average	2009 games	Attendance	Average	Variance
MCG	47	2,515,421	53,520	46	2,258,626	49,101	9.00%
Etihad Stadium	49	1,607,458	32,805	46	1,701,727	36,994	-11.32%
Subiaco	22	786,527	35,751	22	764,741	34,761	2.85%
AAMI Stadium	22	646,887	29,404	22	694,645	31,575	-6.88%
Gabba	11	329,264	29,933	11	320,896	29,172	2.61%
Skilled Stadium	7	173,906	24,844	8	162,815	20,352	22.07%
ANZ Stadium	3	105,625	35,208	4	147,498	36,875	-4.52%
SCG	8	231,810	28,976	7	188,054	26,865	7.86%
Aurora Stadium	4	64,690	16,173	4	69,609	17,402	-7.07%
Gold Coast Stadium, Carrara	-	-	-	3	30,580	10,193	-
Manuka Oval	1	14,308	14,308	2	19,853	9927	44.14%
TIO Stadium (Marrara Oval)	2	19,928	9964	1	11,306	11,306	-11.87%
Total	176	6,495,824	36,908	176	6,370,350	36,195	1.97%

HOME GAME ATTENDANCE BY CLUB, 2009-2010

	2010	Average	2009	Average	Variance
Adelaide	393,406	35,764	426,806	38,801	-7.83%
Brisbane Lions	329,264	29,933	320,896	29,172	2.61%
Carlton	528,094	48,009	526,177	47,834	0.36%
Collingwood	695,816	63,256	587,782	53,435	18.38%
Essendon	486,027	44,184	554,147	50,377	-12.29%
Fremantle	402,288	36,572	364,589	33,144	10.34%
Geelong	430,471	39,134	330,312	30,028	30.32%
Hawthorn	416,639	37,876	435,981	39,635	-4.44%
Melbourne	411,169	37,379	303,268	27,570	35.58%
North Melbourne	262,356	23,851	306,987	27,908	-14.54%
Port Adelaide	253,481	23,044	267,839	24,349	-5.36%
Richmond	411,969	37,452	474,818	43,165	-13.24%
St Kilda	418,252	38,023	373,397	33,945	12.01%
Sydney Swans	337,435	30,676	335,552	30,505	0.56%
West Coast Eagles	384,239	34,931	400,152	36,377	-3.98%
Western Bulldogs	334,918	30,447	361,647	32,877	-7.39%
Total	6,495,824	36,908	6,370,350	36,195	1.97%

with 100,016 attending the 2010 Toyota Grand Final and 93,853 attending the Grand Final Replay.

Overall attendance for the year, including the NAB Cup and NAB Challenge series matches, was 7,470,606.

The top five clubs in terms of average attendance per home game were:

- » Collingwood 63,256
- » Carlton 48,009
- » Essendon 44,184
- » Geelong Cats 39,134
- » St Kilda 38,023

The average attendance per round was 295,265 – 36,908 per game.

The attendance highlights by venue included:

- » 47 premierships season matches at the MCG attended by 2,515,421 people, at an average of 53,520.
- » 49 premierships season matches at Etihad Stadium attended by 1,607,458 people, at an average of 32,805.

Ticketing

Nationally, the AFL generated more than 7.4 million in attendances in 2010, across 11 key venues with multiple ticketing and membership programs. More than 63 per cent of ticket volume was delivered through the two major Victorian venues, the MCG and Etihad Stadium.

The AFL announced that ticket prices for the 2010 Toyota AFL Premiership Season would remain at 2009 levels.

Club Membership

For the 10th consecutive year, AFL clubs reached a record level of total membership, with 614,251 members, an increase of 4.5 per cent on the previous record of 586,748 in 2008. One in every 36 Australians was a member of an AFL club in 2010.

Eleven of 2010's 16 AFL clubs posted a year-on-year increase in membership, highlighted by an increase of 20 per cent for Collingwood, which reached the highest membership on record with 57,408. Other significant increases were 18 per cent for St Kilda and 12 per cent for the Western Bulldogs. Geelong, Melbourne and the Sydney Swans all secured membership growth of more than five per cent.

Seven clubs exceeded 40,000 members in 2010 – Adelaide, Carlton, Collingwood, Essendon, Geelong, Hawthorn and West Coast, with Hawthorn and Collingwood exceeding 50,000.

AFL Membership

AFL Membership grew again in 2010, reaching a total figure of 53,959. The breakdown of membership included 29,854 full members, 21,618 silver members and 2487 absentee memberships. Some 45,809 were club support members, representing 7.5 per cent of the total club membership nationally.

AFL CLUB MEMBERSHIP

Club	Adults	Conc.	Juniors	Total access Members 30/6/10	% Variance 2009-2010
Adelaide	34,876	5297	5372	45,545	-1.99%
Brisbane Lions	19,183	2807	4789	26,779	7.66%
Carlton	26,709	4179	9592	40,480	-4.55%
Collingwood	42,673	4702	10,033	57,408	24.88%
Essendon	28,160	4301	8128	40,589	0.44%
Fremantle	31,115	3933	4806	39,854	1.65%
Geelong	26,763	5783	7780	40,326	8.52%
Hawthorn	34,694	4360	14,924	53,978	2.82%
Melbourne	25,182	2465	5711	33,358	5.88%
North Melbourne	17,037	3087	6829	26,953	-4.89%
Port Adelaide	21,374	2660	5058	29,092	-4.94%
Richmond	23,253	3938	8769	35,960	-2.76%
St Kilda	26,487	4126	8408	39,021	22.30%
Sydney	19,816	3518	5337	28,671	9.14%
West Coast	33,473	6306	4381	44,160	0.53%
Western Bulldogs	21,266	4235	6576	32,077	13.69%
Totals	432,061	65,697	116,493	614,251	

AFL MEMBERSHIP CLUB SUPPORT

Club	Adults	Conc.	Juniors	Total	% AFL Club Support Members
Adelaide	368	33	28	429	0.9%
Brisbane Lions	515	70	77	662	2.5%
Carlton	5115	712	824	6651	16.4%
Collingwood	8309	1033	1470	10,812	18.8%
Essendon	5109	574	653	6336	15.6%
Fremantle	108	6	12	126	0.3%
Geelong	3340	442	354	4136	10.3%
Hawthorn	2576	283	346	3205	5.9%
Melbourne	1354	180	122	1656	5.0%
North Melbourne	1436	175	239	1850	6.9%
Port Adelaide	135	19	0	154	0.5%
Richmond	3183	382	659	4224	11.7%
St Kilda	2254	293	364	2911	7.5%
Sydney	584	70	61	715	2.5%
West Coast	224	8	26	258	0.6%
Western Bulldogs	1348	188	196	1732	5.4%
Totals	35,958	4468	5431	45,857	100%

Membership Shared Services

The AFL continues to provide membership administrative support and guidance to clubs through the AFL Membership Shared Service program.

In 2010, eight Victorian clubs utilised the service incorporating about 325,000 members. In 2011, Shared Services will include all Victorian clubs, the Fremantle Dockers, Gold Coast Suns, GWS Giants and Vixens Netball, increasing the number of members supported by the service to about 440,000.

Consumer Products

In 2010, an independent review of the AFL Consumer Products business carried out by global consulting firm Booz & Co highlighted significant opportunities for AFL-licensed products to further build brand awareness, reward fans and members, support AFL expansion and deliver an increased sustainable revenue stream.

Now, the strategic priorities of the AFL Consumer Products division are to define and utilise a customer segmentation model, adopt a category-management approach to the business, work with market-leading licensees to effectively target products to channel to consumers, and to realign the retail distribution to focus on Club Stores and deliver a wider range nationally through strategic partnerships with mass, grocery and major third-party retailers.

Overall, the AFL Consumer Products business continued to perform strongly in 2010 despite the continued lag effect of the global financial crisis. While it was a slow start to the season, sales continued to

build throughout the year and peaked during the Father's Day and finals periods.

The value of the retail program remains at about \$165 million across the full range of licensed categories. While there was a slight decrease in sales among the gift and collectible lines in 2010, this was balanced by supporter apparel having a very strong year (up 35% on 2009) and a new venture into fast-moving consumer goods.

Player-product lines also continued to be strong performers throughout 2010 with the product ranges continuing to expand into homeware lines.

Despite the tough retail climate and fall in consumer spending, the 17 AFL Stores also had a successful year, their revenue up slightly from 2009. Proportionally, Victorian stores accounted for 65.6 per cent of total sales, an increase of 4.9 per cent on the previous year.

“For the 10th consecutive year, AFL clubs reached a record level of membership. One in 36 Australians was an AFL club member in 2010.”

FINANCE & ADMINISTRATION

IAN ANDERSON - CHIEF FINANCIAL OFFICER

LEGAL & BUSINESS AFFAIRS

ANDREW DILLON - GENERAL MANAGER

CORPORATE AFFAIRS & COMMUNICATIONS

BRIAN WALSH - MANAGER

HUMAN RESOURCES

CHRISTINA OGG - GENERAL MANAGER

STEPPING UP: West Coast Eagles forward Mark LeCras took his game to a new level in 2010, winning the club's best and fairest and goalkicking (63), All-Australian selection and, in round 16, kicking 12 goals against Essendon.





FINANCE & ADMINISTRATION
IAN ANDERSON – CHIEF FINANCIAL OFFICER

FINANCIAL REPORT

Total revenue increased again in 2010, with another record operating profit.

Key highlights of 2010

- » AFL revenue increased to \$336 million.
- » A record operating profit of \$230 million.
- » A net surplus of \$4.8 million.
- » Cash on deposit of \$54 million.
- » Net assets increased to \$111 million.

The continued growth of the AFL throughout Australia resulted in another record financial result in 2010. A number of factors contributed to this result including:

- » The AFL invested nearly \$24 million into the Gold Coast and Greater Western Sydney regions in 2010 and this resulted in additional revenues being received from these two new and growing markets.
- » The financial windfall from the Grand Final Replay contributed additional revenues of just over \$16 million.

The AFL continued its policy of investing in a future fund with an additional \$18 million being added to the fund in 2010. The AFL has now set aside \$69 million in this fund up to the end of the 2010 financial year.

The AFL also contributed nearly \$10 million to facility developments during the year. These funds were given to both AFL club facility redevelopments and a number of local community football clubs around Australia. The total funds invested by all parties, including federal, state and local governments, to these facility developments exceeded \$100 million.

Financial performance of AFL clubs

The AFL continues to work closely with all AFL clubs to improve their financial management and financial performance.

The AFL provides direct financial assistance to the clubs in a number of ways, including annual special distributions, strategic partnership funding, facilities development funding and marketing support for fan development initiatives. A total of \$142 million was provided to AFL clubs in 2010.

The AFL is also investing heavily in the two new clubs that will come into the AFL competition in the next two years. Its total investment of \$24 million included funding contributions to the stadiums being built for these teams.

While most AFL clubs traded profitably during 2010, there were five clubs that recorded losses for the year. While some of these losses were due to one-off abnormal items, the AFL will still be monitoring and assisting these clubs in 2011.

Insurance and risk management programs

The AFL manages the insurance arrangements for the Australian Football industry, which includes all AFL clubs, state football bodies and community football leagues and clubs.

The AFL clubs undertook a number of important risk management initiatives as part of their involvement in this program, including reaching minimum standards set by the AFL. These minimum standards include business risk assessments, crisis management training and property inspections and audits by our insurers. This program is managed by the insurance brokers Marsh.

The community football leagues and clubs insurance program continues to provide a significant benefit to local football with quality insurance cover at a reasonable cost. The focus on risk management has led to a reduction in claims over the past twelve months. The insurance brokers Jardine manage this program on behalf of the AFL.

“The renegotiation of user agreements for Etihad Stadium and the MCG achieved significantly improved financial outcomes for clubs and the AFL.”

Information technology

The AFL has continued to work on identifying and implementing the most suitable IT systems for the AFL industry. As part of this program a number of major IT projects were undertaken in 2010, including:

- » The implementation of a contract management system that is now used by the AFL and five AFL clubs.
- » The implementation of the IBM Cognos database tool, which will be used for storing and analysing a range of financial and non-financial information for the AFL and AFL clubs.
- » The further development of an injury management system for use by the football departments of AFL clubs. Thirteen AFL clubs are now using this system.
- » Continuing the roll-out of direct IT support services to AFL state football bodies, with a focus on AFL Northern Territory and AFL Queensland joining the AFL's network in 2010.

Shared services initiatives

The AFL continued to invest in providing financial services to the AFL industry. Significant areas of growing support included:

- » The provision of accounting and payroll services to Greater Western Sydney Football Club.
- » An increase in accounting and payroll services to Gold Coast Football Club.
- » The provision of IT and administrative support for the office relocations of AFL Victoria, AFL SportsReady and the AFL Umpires.

Payments to clubs

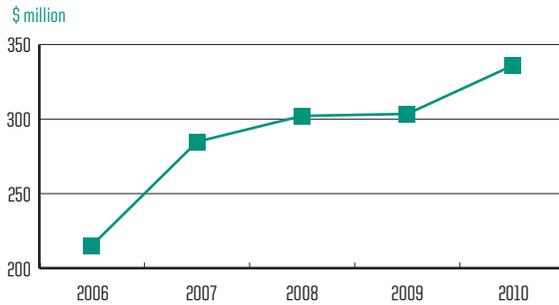
The AFL makes a number of distributions and payments to AFL clubs. These payments included the following in 2010:

- » A base distribution to all clubs that totalled \$94.9 million, an increase of \$4.1 million on 2009.
- » A bonus distribution of \$1.2 million to all clubs from the broadcast rights proceeds.
- » A total of \$7.1 million was paid from the AFL's Annual Special Distribution fund to the following clubs:
 - Western Bulldogs Football Club (\$1.7 million)
 - North Melbourne Football Club (\$1.4 million)
 - Port Adelaide Football Club (\$1.25 million)
 - Melbourne Football Club (\$1.0 million)
 - Sydney Swans Football Club (\$0.8 million)
 - Carlton Football Club (\$0.6 million)
 - Richmond Football Club (\$0.4 million)
- » Other payments to clubs included amounts for ground buyout agreements, distribution of the AFL's signage rights at Etihad Stadium, prizemoney, travel subsidies and promotional funding to help clubs develop the game around Australia.

Club	Base (\$)	Other (\$)	Total (\$)
Adelaide	5,929,500	1,784,036	7,713,536
Brisbane Lions	5,929,500	1,892,350	7,821,850
Carlton	5,929,500	3,712,416	9,641,916
Collingwood	5,929,500	4,362,360	10,291,860
Essendon	5,929,500	2,898,787	8,828,287
Fremantle	5,929,500	2,040,140	7,969,640
Geelong	5,929,500	2,776,638	8,706,138
Hawthorn	5,929,500	2,312,514	8,242,014
North Melbourne	5,929,500	3,880,444	9,809,944
Melbourne	5,929,500	3,036,424	8,965,924
Port Adelaide	5,929,500	2,059,306	7,988,806
Richmond	5,929,500	2,811,081	8,740,581
St Kilda	5,929,500	3,922,227	9,851,727
Sydney Swans	5,929,500	2,943,554	8,873,054
West Coast Eagles	5,929,500	1,941,674	7,871,174
Western Bulldogs	5,929,500	4,732,007	10,661,507
Total	94,872,000	47,105,958	141,977,958

KEY FINANCIAL INDICATORS

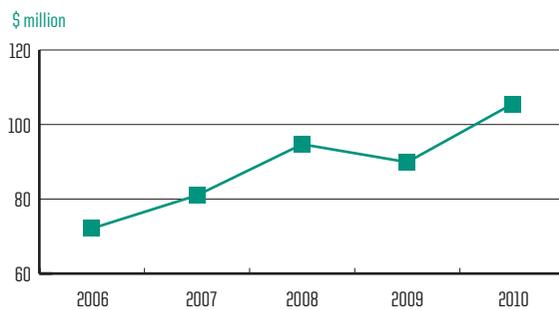
REVENUE



Revenue increased by \$32 million with the major movements comprising:

- » Finals Series up \$16 million.
- » Commercial Operations revenues up \$8 million.
- » Broadcasting up \$4 million.

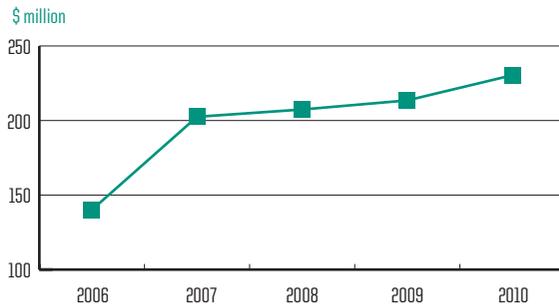
EXPENDITURE



Expenditure increased by \$16 million with the major movements comprising:

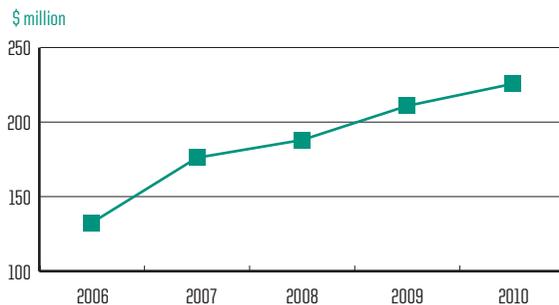
- » Finals Series up \$10 million.
- » Expenditure on the International Rules Series up \$1 million.

OPERATING PROFIT



The AFL's Operating Surplus increased by \$17 million to \$230 million. This increase enabled greater distributions to all stakeholders.

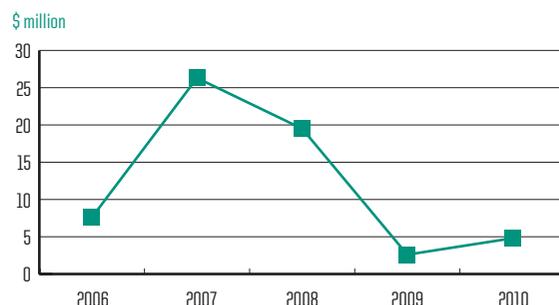
DISTRIBUTIONS



Distributions increased by \$15 million in the following areas:

- » Funding the AFL's expansion to the Gold Coast and Western Sydney up \$10 million.
- » Payments to clubs up \$6 million.

NET PROFIT



The AFL's net profit increased by \$2 million in 2010. This was in line with the budget.

FLYING KANGAROO:
North Melbourne forward Lindsay Thomas hitches a ride on Cat Paul Chapman's back, his eyes firmly on the ball as he prepares to mark during the sides' round 14 clash at Skilled Stadium.



LEGAL & BUSINESS AFFAIRS
ANDREW DILLON – GENERAL MANAGER

MAJOR MILESTONES REACHED

As the new AFL clubs continued to take shape, venue and free agency deals were major achievements.

In 2010, the Legal and Business Affairs Department continued its provision of legal services, commercial advice and support to all departments across the AFL, as well as working with AFL clubs, the AFL Players' Association and the AFL's state-affiliated bodies on various projects.

The department had significant involvement in the negotiation of a number of sponsorship agreements and renewals with the Commercial Operations Department, which included new partners Virgin Blue, the Sports Health Insurance business (GMHBA), OPSM, Bailey Ladders, Swisse and Woodside.

Our involvement with the Consumer Products and Licensing Department continued to grow, particularly in relation to commodity licence agreements, AFL Store licences and the extensive review undertaken of the department and its activities.

Our department worked closely with the Strategy Department, providing commercial and legal advice and documentation in relation to a host of special projects and the two new AFL clubs – the Gold Coast Suns and GWS Giants.

This included a large volume of contractual work and the protection of each of the new clubs' intellectual property. Other projects included our continued work on various venue/stadium arrangements for Gold Coast Stadium and the Sydney Showgrounds, agreements for scheduling Toyota AFL Premiership Season matches in Cairns, Darwin and Canberra, and the agreement with Queensland Events to hold the 2010 NAB AFL Draft on the Gold Coast.

The audit of the AFL's trademark, design and intellectual property portfolio that commenced in 2007 was completed and resulted in a comprehensive update of the portfolio, including new trademark and design applications and acceptances, and the renewal of existing trademarks and designs.

This update provided the AFL and its clubs with a broad portfolio of valuable and well-protected intellectual property, which continues to grow with the addition of the two new clubs.

The department has an on-going major role in the implementation of the current television and radio broadcast agreements, as well as the new media rights agreement with Telstra.

There was an increased focus on Game Development Department projects for state bodies, particularly in relation to multiple facility arrangements, on negotiating and advising on a range of funding grants and related agreements, and also on providing general legal advice.

The department's involvement with state bodies will continue to grow with the implementation of the North East Australian Football League, the Foxtel Cup and the restructure of AFL Victoria.

Major projects conducted for the AFL's Football Operations Department included: legal advice in relation to the list development rules for the Gold Coast Suns and GWS Giants; total player payments advice to the AFL Investigations Department; playing a leading role in the development and implementation of the Anti-doping Code and Illicit Drug Code; negotiating agreements, compliance guidelines and procedures with ASADA and testing agencies.

Three key issues dealt with by the department during 2010 were:

1. Gold Coast Suns and GWS Giants

The scope of work included all the legal and compliance matters of the AFL's two newest clubs, as well as general legal support and advice on major components such as:

Trademarks/club branding

The department worked closely with each club to advise on various branding directions, including the ability to register numerous marks, designs, names and nicknames. Once the preferred brands and marks were determined, the department worked to have each mark and design protected prior to release, a task that also involved advising on confidentiality aspects and strategies prior to public release.

“The renegotiation of user agreements for Etihad Stadium and the MCG achieved significantly improved financial outcomes for clubs and the AFL.”

Commercial partnerships

Department members have worked closely with the commercial departments of the Gold Coast Suns and GWS Giants, providing advice and drafting numerous agreements with corporate partners.

This has involved providing the clubs with direction on the various AFL Rules and Regulations, the Collective Bargaining Agreement and the AFL Commercial Operations Guidelines and their impact on each clubs' corporate partnerships.

Each club has also been provided with various template documents to be used across its business, along with review and drafting assistance where required.

Player rules

In addition to playing a leading role in the creation of the GWS Giants' list establishment rules, the department provided the Gold Coast Suns continued advice on the operation and interpretation of the Suns' list establishment rules and the AFL Player Rules in general.

This work also included the development of the compensation formula for clubs which had uncontracted players sign with the Suns.

Venue agreement

The other major bodies of work for the department were the negotiation and drafting of many agreements with respect to the venues to be used by the Gold Coast Suns and GWS Giants, including the agreement for the construction of Gold Coast Stadium.

Most significant were the agreements negotiated and drafted for the use of Gold Coast Stadium and the Sydney Showgrounds – the home grounds of the Gold Coast Suns and GWS Giants respectively – and for the Giants to play three home matches a year in Canberra from 2012-21.

2. MCG and Etihad Stadium user agreement renegotiation

In 2010, the department finalised renegotiated user agreements for both Etihad Stadium and the MCG, which were the culmination of significant negotiation periods with each stadium operator. The renegotiation of these arrangements, among other things, achieved significantly improved financial outcomes for AFL clubs and the AFL with matches played at these venues.

3. Free agency negotiation

In 2010, department staff were involved in the negotiation and drafting of the Free Agency Agreement with the AFLPA and the associated rules for the movement of certain players after the 2012 season.

This was a significant negotiation and outcome for the AFL and the AFLPA.

Our staff were part of the working party that started preliminary work on this issue as far back as 2008, and then continued to negotiate with the AFLPA, culminating in the signing of a heads of agreement between the parties in February 2010.

Other major issues

Other major issues dealt with by Legal and Business Affairs in 2010 were:

1. The World Cup Soccer Memorandum of Understanding with the Commonwealth Government;
2. The Grand Final ticketing scheme and Grand Final Replay ticketing scheme;
3. Involvement with the television and new media rights negotiations;
4. Preliminary preparation for the renegotiation of the Collective Bargaining Agreement;
5. The Grievance Tribunal, in particular the hearings in relation to the Andrew Lovett matter; and
6. Redrafting the Laws of International Rules.

SPEED THRILLS:

Carlton's Jeff Garlett (left) and Eddie Betts formed a highly effective forward-line partnership with Chris Yarran in 2010, the trio of smalls troubling opposition sides with their pace and evasive skills. Here, Garlett celebrates after kicking one of his three goals against Geelong in round five.



CORPORATE AFFAIRS & COMMUNICATIONS
BRIAN WALSH – MANAGER



GROWING COVERAGE SPREADS GAME'S APPEAL

With interest in football now year-round, the media is taking the game to new markets at home and abroad.

The level of media coverage of the AFL at both a national and international level continues to grow, providing another busy year for the Corporate Affairs Department in promoting the code. The number of AFL-accredited media also continued to grow in 2010. While in 1998 there were 621 journalists or broadcasters covering AFL football, in 2010 that figure had jumped to 1073. A further 450 broadcast, technical, stats and support staff were also accredited, taking the total number beyond 1600.

The coverage of Australian Football has moved from a seasonal pursuit to a 24-7, 365-day-a-year coverage, where the growth in traditional media coverage has been matched or exceeded by the growth in online coverage.

Much of the AFL Corporate Affairs team's time was spent providing support for AFL programs and initiatives, ranging from the Field of Women event through to the first NAB AFL Draft and AFL Industry Conference to be held on the Gold Coast. Media support was also

provided for overseas trips, including the AIS-AFL Academy tour to South Africa, the Shanghai Showdown in China, the International Rules Series and the Pacific Cup in Tonga, among others.

Media support and issues management advice were also provided to various AFL clubs, players, coaches, state leagues and governments where required.

With the move towards a team on the Gold Coast and the awarding of the licence to the GWS Giants, the coverage of the game also reached new heights in Queensland and New South Wales. Strong support from the coaching departments at the Brisbane Lions and Sydney Swans also ensured greater access to players and the resultant increase in coverage that created.

The AFL Corporate Affairs team also generated more than 820 media releases during the year, prepared more than 78 speeches for AFL Commission and executive members and organised dozens of media calls and picture opportunities in all states and territories.

YOUNG AMBASSADORS:

The Flying Boomerangs side travelled to South Africa in January 2010 and took on the South African Lions at Nyanga Rugby Stadium in Cape Town. Here, the Boomerangs' Terence Curley, having gathered the ball, takes off with the Lions' Sandile Xhasa in pursuit.



NAB AFL Draft on the Gold Coast

With the support of Events Queensland and Gold Coast Tourism, the AFL flew more than 75 media representatives from around the country to the Gold Coast for the AFL Industry Conference and NAB AFL Draft in November. More than 100 media covered the event held at the Gold Coast Convention Centre.

The coverage, valued at more than \$9.1 million, extended to more than 100 front and back pages of newspapers across the country, more than 5861 media reports, as well as live television coverage from Fox Sports and radio broadcasts from 3AW, SEN1116, FIVEaa, Crocmedia, Hot Tomato and *afl.com.au*. ABC Radio provided crosses to all capital cities as did Triple M.

The Channel Seven *Sunrise* program also broadcast its sports segments on the draft from Burleigh Heads the following day, with live crosses featuring new Brisbane Lions draftees, Michael Voss, new Gold Coast Suns draftees, Gary Ablett, Guy McKenna and local AFL fans. More than 40 media representatives also toured the Gold Coast Stadium and attended breakfast with Gold Coast CEO Travis Auld and Gold Coast Tourism.

Israel Folau announcement

On June 1, 2010, the GWS Giants and AFL announced the signing of Brisbane, Queensland and Australian rugby league star Israel Folau.

In front of a packed media conference at Blacktown Olympic Park, Folau shocked the sporting world by announcing he had signed with GWS.

The announcement resulted in more than 6311 newspaper, TV and radio items in the first week alone, which in publicity was valued at \$12.3 million, easily eclipsing the coverage for the signing of Karmichael Hunt by the Gold Coast Suns (\$7.5 million) and the announcement Kevin Sheedy would coach GWS (\$6.5 million) in 2009.

Sky News, Fox Sports, Channel Seven and Channel Nine all broke into normal programming to cover the media conference with Folau, Sheedy, GWS CEO Dale Holmes and the AFL's General Manager of National and International Development, David Matthews.

The announcement also featured on the front and back pages of newspapers on 46 occasions in the first two days, with the vast majority of coverage in New South Wales and Queensland.

Toyota AFL Grand Final Draw and Grand Final Replay

The AFL worked closely with both clubs to extend media access to players during this period and appreciated the support of the Collingwood and St Kilda football clubs.

The Corporate Affairs team also worked with the AFL Strategy and Marketing Department to build up Grand Final week and with Channel Seven's *Sunrise* and the various TV news services to run Grand Final week content and live crosses.

Expansion

Significant media support was provided to the Brisbane Lions, Sydney Swans, Gold Coast and GWS football clubs to assist in building coverage of the game in Queensland and NSW.

As well as issues management assistance, the AFL Corporate Affairs team worked on projects including the Gold Coast Stadium communications plan, the Karmichael Hunt arrival strategy, the Israel Folau announcement, the RAS Showgrounds Stadium announcement, the NAB AFL Draft on the Gold Coast and the launch of the Sydney Swans' and Brisbane Lions' seasons.

The department worked with Brisbane Lions coach Michael Voss and his Sydney Swans counterpart Paul Roos, their player leadership groups and the clubs' respective communications managers to build greater media coverage in both Sydney and Brisbane, and to continue the ongoing work of building attendances and memberships in both the Brisbane and Sydney markets.

There was also significant work done to source interviews and content for new radio programs, including 2GB's *The Bounce*, in both markets.

Issues management

The AFL Corporate Affairs team continued to provide issues management advice and support for the AFL Commission and executive, as well as AFL clubs, state leagues, coaches and players. This involved a number of issues ranging from the free agency agreement to issues around player behaviour and the AFL's support for the 2022 Soccer World Cup.



NEW BEGINNINGS: Essendon coach James Hird (far left) welcomed Dyson Heppell to the club at the 2010 NAB AFL Draft on the Gold Coast; GWS signed rugby league star Israel Folau (with Giants coach Kevin Sheedy) in June; while teams from China and Japan played an Australian Football match before the first AFL game in China, the Kaspersky Cup, at Shaghai's Jiangwan Stadium in October.

International media

There was significant work undertaken to promote and build the crowd for the Kaspersky Cup, AFL Shanghai Showdown, between Melbourne and the Brisbane Lions at Jiangwan Stadium on October 17.

Various stories were developed for TV, radio and newspapers in China, Australia and across Asia. Several Australian-based media representatives went to China to cover the game along with the local Chinese-based media, and stories, such as that of Jamie Pi, the Chinese-born radio commentator who broadcast the game in Mandarin, were covered in various media outlets.

The International Rules Series was also played in Ireland in October with a number of Australian-based media representatives reporting back home and an extensive Irish contingent reporting locally.

A *60 Minutes* crew also travelled with the AIS-AFL Academy squad to South Africa to cover the growth of the game there.

The Pacific Islands Cup, for which Israel Folau and Karmichael Hunt accompanied Nic Natanui, Andrew McLeod and the Flying Boomerangs squad to Tonga, also resulted in significant coverage around the country.

Field of Women

While specific games such as the Dreamtime at the 'G clash between Essendon and Richmond continued to gather pace and build awareness of various community issues, one of the highlights of the year was the Field of Women game between Melbourne and the Western Bulldogs at the MCG in round nine.

A crowd of more than 14,000 pink-clad women and men stood on the MCG in the shape of a pink lady to raise money and awareness for the Breast Cancer Network Australia. The lead-up to the game and the match itself generated enormous interest, which included Channel Nine's *Footy Show* devoting an entire program to promote the evening.

AFL Captains Day

The interest in the annual Captains Day, which helps launch the coming season, has grown at a rapid rate with more than 100 media representatives from around the country attending. Pictures, vision and copy from the day dominated the media in the days after the event held at Etihad Stadium.

Corporate and commercial support

In 2011, there were a number of key media and promotional initiatives organised for our corporate partners. As well as the work performed in relation to the Toyota AFL Premiership Season, Toyota AFL Finals Series and NAB AFL pathway, a number of launches were held for corporate and commercial partners, including the OPSM umpires' program, the Swisse Vitamins-Karmichael Hunt partnership, the Rio Tinto-AFL Footy Means Business Indigenous program and the Carlton Draught Grand Final entertainment announcement.

“60 Minutes travelled with the AIS-AFL Academy to South Africa to cover the game's growth there.”

NAB AFL Rising Star

Promotion of the NAB AFL Rising Star program included weekly coverage in local, metropolitan and national media outlets.

Highlights included the NAB AFL Under-16 Championships in Sydney that featured World XVIII and South Pacific teams, while the NAB AFL Under-18 Championships matches were played across every state and territory in 2010, ensuring good coverage of the country's best under-age talent, with more than 300 media mentions.

The combined media coverage of both championships was valued by Media Monitors at more than \$2 million.

BIG IMPROVER:

Todd Banfield was a revelation in his second season with the Brisbane Lions in 2010. The speedy forward made his debut in round one, played all of the Lions' 22 games and kicked 27 goals.



HUMAN RESOURCES
CHRISTINA OGG – GENERAL MANAGER

PROMOTING EMPLOYMENT OPPORTUNITIES FOR ALL

As the new AFL clubs continued to take shape, venue and free agency deals were major achievements.

The human resources (HR) function within the AFL industry went from strength to strength in 2010 as more clubs recognised the value that a dedicated focus on people management can bring to their organisations.

Ten clubs now have a dedicated HR resource in some form and many of the remaining clubs are considering employing a dedicated resource in 2011. The first AFL HR conference was run in March to bring together the HR professionals across the clubs and state-league bodies to share key initiatives.

Employee engagement across the AFL is tracking well with an employee survey conducted in May showing improved engagement scores and decreased turnover.

Embracing diversity and inclusion

As part of the AFL commitment to diversity, two new initiatives were launched in 2010: the People with a Disability Employment Program and the AFL Women's Mentoring Program.

People with a Disability Employment Program

The AFL formed an alliance with the Department of Employment, Education and Workplace Relations, the Federal Government and Disability Works Australia (DWA) to employ 50 people with a disability across the industry and industry partners over the next two years. People with a disability make up 20 per cent of Australia's population and unfortunately still face high levels of discrimination when seeking employment.

The aim of the program is to:

- » Provide employment for people with a disability on a full-time, part-time, casual or supported-wage basis, depending on the individual's needs.
- » Have a particular focus on part-time positions for those on a Disability Support Pension (DSP) to supplement their weekly income.
- » Support the Australian Government's DSP Pilot program.

The program has been running since April and, as of December 2010, 14 placements had been made.

AFL Women's Mentoring Program

At an AFL Women's forum, it was identified that women face some unique challenges around forming networks and gaining access to career opportunities, which contribute to the under-representation of women at management levels across the industry.

Mentoring was identified as a mechanism to foster and support talented women in our industry and to diversify the pool of talented people for leadership roles. AFL Commissioner Sam Mostyn launched the program during the Women's theme round in June 2010.

The program's objectives are to connect women working in the AFL industry with men and women in the industry who can provide developmental support and coaching to:

- » Assist with career advancement in the industry.
- » Assist with building professional networks.
- » Raise the mentee's profile with key decision-makers.
- » Expand the mentee's experience and knowledge outside their current role and sector of the industry.
- » Provide opportunities to give mentees a chance to display their capabilities and build skills and experience.
- » Assist the mentee to navigate the challenges of working in male-dominated environments.

The program received an extremely positive response from both mentees and mentors. There are currently 63 mentees participating in the program. It is intended that a new intake of mentees will occur in June 2011.

Indigenous Employment Strategy

In its second year, the AFL's Indigenous Employment Strategy continues to promote Indigenous employment across the industry.

The greatest challenge with Indigenous employment is supply. The AFL Indigenous programs provide the opportunity to grow and develop young Indigenous people to ensure they are job-ready.

In February, Julie Warren was appointed as the national manager to lead the strategy across the industry with a particular focus on our state affiliates. Brett Goodes (Northern Territory), Luke Jeffery (Queensland) and James Moore (South Australia) were also employed to drive the growth of Indigenous employment in their regions.

The AFL has achieved a retention rate of 100 per cent with its Indigenous staff – a remarkable achievement in a highly competitive employment market. In addition, the organisation has employed eight staff this year, including former AFL players Michael O'Loughlin, Chris Johnson, Malcolm Lynch (traineeship) and Andrew McLeod, along with Narelle Long (cadet). This brings the total number of Indigenous employees at the AFL and its state affiliates to 22, with a further three employees at clubs.

NATIONAL & INTERNATIONAL DEVELOPMENT

DAVID MATTHEWS
GENERAL MANAGER

KICKING GOALS:

The NAB AFL Auskick program introduced nearly 167,000 boys and girls across the country to Australian Football in 2010, allowing them to learn the game's skills and encouraging them to lead an active lifestyle – all in a family friendly environment.





AUSTRALIAN FOOTBALL CONTINUES TO GROW

As the 'keeper of the code', the AFL invested significantly in 2010 to stimulate partnerships with community football across Australia and increasingly in international regions.

Annual investment in community game development and engagement has seen Australian Football continue to expand in new and international markets.

The record number of 751,015 participants reached in 2010 is ahead of projected forecasts with growth particularly strong in school and female competitions.

Talent identification in New South Wales and Queensland provided another of last year's highlights. Thirty per cent of the Gold Coast Suns' inaugural list hails from Queensland while 18 players from New South Wales were listed with AFL clubs.

Following the successful recruitment of Karmichael Hunt to the Gold Coast Suns in 2009, another rugby league star, Israel Folau, signed with Greater Western Sydney in June. The Giants signed another 29 players during the year as they build their list in readiness for their introduction to the AFL competition in 2012.

International highlights included the first exhibition match in Shanghai, China, and the World XVIII and South Pacific teams' inclusion in the NAB AFL Under-16 Championships.

The department also welcomed retired greats of the game: Brett Kirk, in his role of International Cup Ambassador, and Andrew McLeod, who accepted the role of Community Engagement and Talent Coordinator.

At the grassroots community level, the AFL continues to provide industry-leading support to volunteers at all levels of the game. The new community development website provides education and communication tools for every Australian Football participant.

The department also wishes to acknowledge the excellent service of Dean Warren, who, after 22 years working in different development roles with AFL Queensland and the AFL, accepted the position of General Manager Football Operations at the Brisbane Lions.

Participation

Total Australian Football participation numbers grew by 2.5 per cent in 2010 to reach a record 751,015 participants. School ambassadors and volunteers at community clubs have played a critical role in this growth and the AFL is indebted to their continued support of the game.

The Australian Football participation census is compiled annually and includes only formal participants and players in organised competitions and programs of at least six weeks' duration.

Participation highlights from 2010 reveal there were:

- » 305,997 participants in club competitions.
- » 166,781 in NAB AFL Auskick.
- » 256,475 in school competitions.
- » 3889 in recreational football.
- » 6882 in veterans' competitions.
- » 17,873 in dedicated women's/girls' competitions (including schools and club levels, total female participation in the game in 2010 was 73,408).



NAB AFL Auskick

The NAB AFL Auskick program is the cornerstone of the AFL's development strategy and continues to provide an outstanding introductory football experience to children and their families across all states and territories.

It introduces boys and girls and their families to Australian Football through a sequentially developed coaching and match program that is conducted in a fun and safe family environment. Not only does the program ensure participants develop fundamental movement and game-specific skills, it also provides the ideal opportunity for boys and girls to interact and learn with their parents.

Through the passion and commitment of thousands of volunteers, 2010 saw the NAB AFL Auskick program provide an opportunity for 166,781 children and their families to participate at one of the 3000 centres around the country. Volunteer coordinators are the lifeblood of the program and each year the AFL, our program partner NAB and state football bodies recognise the outstanding contribution by coordinators who have excelled in their roles through recognition awards.

In 2010, 23,000 NAB AFL Auskick participants and their families were also provided with the experience-of-a-lifetime opportunity to play grid games during half-time of AFL matches across the country.

A highlight of the year was the presentation of the NAB Auskicker of the Year award, which involved a search to find the most committed and enthusiastic Auskickers around the country. Max Sievers from the Beaumaris North centre was adjudged the winner, with 21 runners-up joining him as participants in the Toyota AFL Grand Final week activities. This involved them marching in the parade, participating in the pre-match entertainment and grid games at half-time and presenting the medals to the premiers team.

The AFL would like to acknowledge the tremendous support provided by the program's partner, the National Australia Bank.



AFL Schools

A critical component of the Next Generation strategy is to enhance our presence in primary and secondary schools. The school system continues to be an integral element in providing opportunities for all students (girls and boys) wanting to participate in Australian Football.

The AFL is also committed to providing the Australian education system (teachers and students) with exciting and engaging curriculum resources that bring our great Indigenous game into the classroom.

The continued growth in Australian Football participation has occurred due to an array of initiatives, programs and resources designed specifically to improve our presence in the classroom and physical education/sports programs in schools. In 2010, 256,475 students participated in primary (177,905) and secondary (70,570) school competitions and programs greater than six weeks in duration. This is an overall increase of 6.3 per cent from the 2009 census figures.

The continually evolving and expanding AFL Schools program includes the following:

Inter-school primary and secondary school competitions (male and female)

The large AFL development staff network works in collaboration with the school system to provide significant opportunities for male and female students to participate in structured inter-school football competitions. In 2010, inter- and intra-school team numbers increased by 7.7 per cent to 14,444 in competitions that were greater than six weeks in duration, the total including 10,772 primary school and 3672 secondary school teams.

Intra-school football competitions (AFL Sport Education)

Schools are faced with many challenges to implement a sporting model due to factors such as transport costs, venue access, staffing and crowded curriculums. To assist schools to overcome such impediments, the AFL supports schools to participate in an AFL Sport Education program.

The program provides teachers and students with training and support from AFL development staff to facilitate their own intra-school competition. Students manage their own season of sport (AFL) and not only fulfil the role of a player but learn other roles such those of an umpire, team manager, coach, team captain, sports journalist and publicity officer.

Female school football competitions

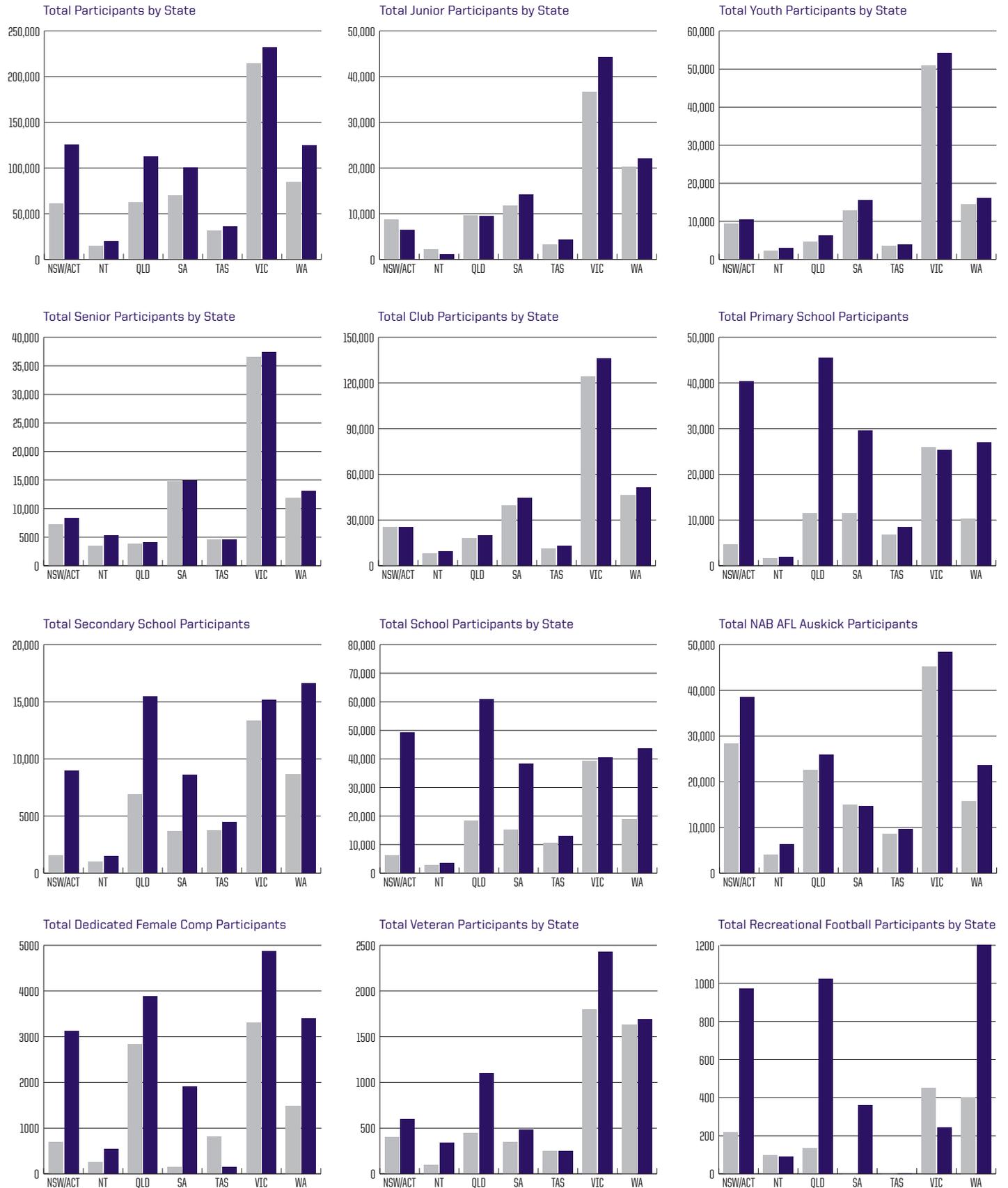
To provide greater opportunities for female students wishing to participate in Australian Football, the AFL development network conducts dedicated female competitions. In 2010, 12,974 female students participated in dedicated female competitions and a further 24,473 in mixed school teams.

Carnivals and knockout competitions

In addition to inter- and intra-school competitions, the AFL development network conducts carnivals and knockout competitions to introduce schools and students to Australian Football. In 2010, more than 145,233 students participated in these activities.

Participation levels 2005 v 2010

■ 2005 ■ 2010



Promotional clinics and visits

Promotional clinics and visits are used to introduce students to the game and to promote ongoing participation. In 2010, the AFL development network conducted school visits and clinics that reached a massive 1,434,708 children.

Northern States Cup

The Northern States Cup was conducted in Sydney at Bruce Purser Oval and the Blacktown Olympic Park facility in September. This competition is in its third year and provides an opportunity for schools that have won their state championship to participate against champion schools from other states.

The under-14 school teams represented from the participating states and territories were Palm Beach Currumbin SHS (Queensland), Kildare College (New South Wales), Knox Grammar (New South Wales) and Centralian Middle School (Northern Territory). The 2010 Cup winners were Palm Beach Currumbin SHS, which defeated Kildare College in the final 7.7 (49) to 4.4 (28).

Curriculum developments

In recent years, the AFL has produced a number of curriculum resources including *It's More Than a Game* and *You Can Kick Goals*. In 2010, new curriculum content was added to the 1Seven site and a review of the AFL Sport Education resource was started. Initial development also occurred on the Dreamtime at the 'G curriculum framework.

AFL Learning Management System

The AFL Learning Management System (LMS) aims to provide educators with an array of innovative resources to enhance education outcomes and help engage students in unique and meaningful ways. The LMS will serve as a central repository of all our AFL online resources, activities and lesson plans. The system will be an evolving program that will continually be enhanced as it receives feedback, lessons, activities and ideas from key stakeholders.

AFL Quiz

In 2010, 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 4600 students from 1150 schools were involved in this activity, working in small groups that participated in three rounds of questions. Winning teams from the following schools were the recipients of an AFL match-day experience: North Kalgoorlie PS (WA), Nollamara PS (WA), Glen Forrest PS (WA) and Berwick PS (Victoria).

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 AFL School Ambassador Program was established in 2007 with the aim of establishing an alliance between schools and the AFL development network to achieve such an objective. The School Ambassador program continues to grow with more than 4300 teachers actively involved in 2010.

The following teachers received AFL School Ambassadors of the Year awards for their outstanding service to the game in 2010:

Teacher (AFLSA)	School	State
Eryn Nottage	St Anthony's PS	SA
Shane Masson	Tumby Bay Area School	SA
Justin Burt	Wanneroo SHS	WA
Anthony Middleton	Nollamara PS	WA
Tim Mapley	St Edward the Confessor School	QLD
Brendan Gillespie	St Edward the Confessor School	QLD
Chris Riewoldt	Gagebrook PS	TAS
Stuart Shaw	St John's College	NT
Sam Typuszak	Our Lady of Sacred Heart PS	NT
Ben Robins	Belmont Christian College	NSW
Christin Macri	Mater Dei Catholic PS	NSW
Brad Lynch	Lyneham HS	ACT
Chris Pentland	Beaconsfield Upper PS	VIC
Dean Hendrikse	Marist-Sion College	VIC

1Seven Program – A national health and wellbeing program for Australian children

The 1Seven program was launched in primary schools in August 2006. 1Seven promotes the benefits of a healthy diet and participation in physical activity, with the aim of improving the health and wellbeing of Australian children. The basic message of the program is captured in the slogan: *Move More. Eat Well.*

The AFL, with the support of Netball Australia, promotes the 1Seven program in more than 1400 primary schools across Australia. In 2010, more than 80 schools across the country received sports kits including footballs and netballs to help promote and reinforce the key messages of the program. The program's interactive website continues to offer an array of information and activities for teachers, parents and students.

Professional development funding for school teachers

The professional development of teachers has been an integral element of the AFL Schools program with more than 130 teachers attending specific AFL professional development sessions, the AFL subsidising the teacher relief costs incurred by their schools because of their absence.

Goal Post subsidy scheme

In 2007, the AFL introduced the AFL Goal Post subsidy scheme in conjunction with state and territory football bodies to assist schools to buy permanent Australian Football goal posts. Goal posts provide a visible presence of our game at school level and help to grow our game's community capacity.

The aim is to provide a grant of at least \$1000 per school for the purchase of permanent posts. Schools must meet set criteria, with the aim that the provision of the posts will lead to potential growth in participation and increased access by the local football community.

These grants are managed by each state in consultation with regional development staff and the respective schools. In 2010, 42 schools received funding to erect goal posts.



AIMING HIGH:
The first Women's High Performance Academy Camp was held in June 2010 and culminated in a game at the MCG between the Green All-Stars and Brilliant Gold teams.

Female participation

Across all segments of female football, participation levels reached more than 73,000 players taking part in competitions six weeks or longer. Gala days and one-day carnivals attracted an estimated 125,000 girls. Major segments of increase were:

Auskick – All-girls Auskick centres proved highly successful with an increase in their numbers across every state and territory. Gala days were also a popular promotional tool.

Primary school – There was a 56 per cent increase in inter-school competition numbers, with the Northern Territory, Queensland, South Australia and Western Australia introducing new competitions.

Youth girls – Female participation in club-based youth girls competitions rose again by 60 per cent in Queensland, Victoria and Western Australia. New competitions were introduced in Cairns, Darwin, Adelaide, country Victoria and two regional areas in WA. The transitional pathway between secondary school competitions and club-based youth girls appears to be working as most states recorded increased numbers in their schools competitions while also growing club numbers.

School Sport Australia also conducted the second 16s Schoolgirls Invitational and has a commitment from six states and territories to conduct a national competition in 2011.

Women's leagues – AFL Victoria conducted a major review of female football in its state, with the focus of encouraging integration and ensuring its huge youth girls numbers can move to strong and sustainable women's league clubs. Tasmania grew its women's league by 40 per cent, while Australia-wide there was a 10 per cent increase in registrations at senior level.

Talent academies – there are now eight academies, two youth girls and six open age, which are self-funded. States and territories have been encouraged to not only develop their players but also provide mentoring for female coaches in the program. This year, five women from the eight Academies were head or assistant coaches with state teams.

New initiatives

The inaugural High Performance Academy played a curtain-raiser at the MCG in round 12. Academy members – the 40 most-talented female footballers in Australia – attended a five-day camp conducted by the AFL's high performance team and established some baseline fitness data for female footballers.

The inaugural Youth Girls Under-18 carnival was conducted in September at Melbourne's Craigieburn Reserve. The participants were Victoria (winner), Western Australia (runner-up), South Australia, Queensland, NSW/ACT and a Victorian development team.

Female umpires were involved at both the High Performance Academy and the Youth Girls Under-18 carnival.

The number of accredited female Level 2 coaches increased from five to 16 due to a Level 2 scholarship scheme. States and territories supported their outstanding applicants by matching the AFL's funding to ensure all suitable nominees received funding to attend a Level 2 course. Scholarship-holders were also partially subsidised to attend the National Coaching Conference in 2011.

Website and social media development with Facebook and Twitter will ensure a stronger following in the future in terms of fan engagement. A promotional DVD was also produced to assist leagues in competition development and recruiting new players.



NAB AFL Rising Stars program

The NAB AFL Rising Stars program provides recognition and a clearly identifiable player pathway. It comprises the following elements:

- » NAB AFL Rising Star.
- » NAB AFL Draft.
- » NAB AFL Combine.
- » NAB AFL Under-18 Championships.
- » AIS-AFL Academy.
- » NAB AFL Under-16 Championships.

NAB AFL Rising Star Award

The NAB AFL Rising Star Award is the pinnacle of the AFL's player-identification program.

The winner of the 2010 NAB AFL Rising Star was the Sydney Swans' Daniel Hannebery. The 19-year-old midfielder, originally from the Kew Rovers Junior Football Club in Melbourne, was presented with the Ron Evans Medal and an investment portfolio and dedicated personal banker, courtesy of National Australia Bank. Hannebery was the unanimous winner, claiming the maximum 45 votes. He was followed by Melbourne's Tom Scully (35 votes) and the Brisbane Lions' Tom Rockliff (24 votes).

Round	Name	Club
1	Chris Yarran	Carlton
2	Daniel Hannebery	Sydney Swans
3	Ryan Bastinac	North Melbourne
4	Nic Naitanui	West Coast Eagles
5	Jack Trengove	Melbourne
6	Todd Banfield	Brisbane Lions
7	Tom Scully	Melbourne
8	Jake Melksham	Essendon
9	Nathan Fyfe	Fremantle
10	Dustin Martin	Richmond
11	Jordan Gysberts	Melbourne
12	Ben Reid	Collingwood
13	Tom Rockliff	Brisbane Lions
14	Ben Stratton	Hawthorn
15	Jack Redden	Brisbane Lions
16	Phil Davis	Adelaide
17	Jarrad Grant	Western Bulldogs
18	Michael Hurley	Essendon
19	Jeff Garlett	Carlton
20	Jackson Trengove	Port Adelaide
21	Sam Wright	North Melbourne
22	Anthony Morabito	Fremantle

NAB AFL Draft

The NAB AFL Draft was conducted at the Gold Coast Convention and Exhibition Centre on November 18. It was the second time the Draft had been conducted outside Victoria. The event was broadcast live by Fox Sports, 3AW, FIVEaa, SEN, Crocmedia and *afl.com.au*. ABC Radio and Triple M conducted live crosses from the event.

West Australian David Swallow from East Fremantle Football Club was the No. 1 selection and, in total, there were 107 players added to AFL lists.

2010 NAB AFL Drafts: Where players came from

	National & Pre-season*	Rookie	GWS	Total
Victoria	47	17	5	69
South Australia	12	13	3	28
Western Australia	14	13	3	30
Queensland	12	1	-	13
NSW/ACT	9	7	-	16
Tasmania	3	2	1	6
Northern Territory	1	-	3**	4
International	-	1	-	1
Totals	98	54	15	167

*Includes new players traded and listed by GWS

**Northern Territory zoned players

AIS-AFL Academy

The AIS-AFL Academy is a joint initiative of the AFL and the Australian Institute of Sport (AIS). The non-residential program involves 30 scholarship holders attending three camps and an international tour over a 12-month period. The program is designed to develop players for the challenges of AFL football.

In 2010, the 13th Academy intake toured South Africa in April and played against the South African Lions at Sahara Park Newlands in Cape Town. Matches were also played against the Swans reserves and WAFL side West Perth.

In October, Michael O'Loughlin was appointed AIS-AFL Academy High Performance Coach, succeeding Jason McCartney who accepted a coaching position with Fremantle Football Club. Matthew Lloyd and Tom Harley continued as mentors in the program and were joined by Brett Kirk after his retirement from the Sydney Swans at the end of the season.

There were 16 AIS-AFL Academy players selected at the 2010 NAB AFL Draft, with a further eight taken as pre-selections by Greater Western Sydney as part of its draft concessions for 2012.

The AFL wishes to thank Jason McCartney not only for his efforts as AIS-AFL Academy head coach but also for his contribution over six years, initially as a youth ambassador and later working in the player pathway program as a mentor and coach.



ON THE RISE: Sydney Swans midfielder Daniel Hannebery was the unanimous winner of the 2010 NAB AFL Rising Star Award.

2010 NAB AFL DRAFT SELECTIONS (FIRST ROUND)

No.	Player	League	Club	Selected by
1	David Swallow	WAFL	East Fremantle	Gold Coast Suns
2	Harley Bennell	WAFL	Peel Thunder/Pinjarra	Gold Coast Suns
3	Sam Day	SANFL	Sturt/Mitcham Hawks	Gold Coast Suns
4	Andrew Gaff	TAC Cup	Oakleigh Chargers/Kew Comets	West Coast
5	Jard Polec	SANFL	Woodville-West Torrens/Seaton Ramblers	Brisbane Lions
6	Reece Conca	WAFL	Perth/Perth Juniors	Richmond
7	Josh Caddy	TAC Cup	Northern Knights/Eltham	Gold Coast Suns
8	Dyson Heppell	TAC Cup	Gippsland Power/Leongatha	Essendon
9	Dion Prestia	TAC Cup	Calder Cannons/Greenvale	Gold Coast Suns
10	Daniel Gorringe	SANFL	Norwood/Tea Tree Gully	Gold Coast Suns
11	Thomas Lynch	TAC Cup	Dandenong Stingrays/Sorrento	Gold Coast Suns
12	Lucas Cook	TAC Cup	North Ballarat Rebels/Hopetoun	Melbourne
13	Sebastian Tape	SANFL	Glenelg/Kennilworth	Gold Coast Suns
14	Brodie Smith	SANFL	Woodville-West Torrens/Henley Sharks	Adelaide
15	Billie Smedts	TAC Cup	Geelong Falcons/North Warrnambool	Geelong Cats
16	Ben Jacobs	TAC Cup	Sandringham Dragons/Brighton Grammar	Port Adelaide
17	Shaun Atley	TAC Cup	Murray Bushrangers/Wodonga Raiders	North Melbourne
18	Matthew Watson	TAC Cup	Calder Cannons/Pascoe Vale	Carlton
19	Isaac Smith	VFL	North Ballarat/Redan	Hawthorn
20	Jayden Pitt	TAC Cup	Geelong Falcons/St Albans	Fremantle
21	Jed Lamb	TAC Cup	Gippsland Power/Yarram	Sydney Swans
22	Mitchell Wallis	TAC Cup	Calder Cannons/St Bernard's	Western Bulldogs
23	Cameron Guthrie	TAC Cup	Calder Cannons/Sunbury	Geelong Cats
24	Jamie Cripps	WAFL	East Fremantle/Northampton	St Kilda
25	Patrick Karnezis	TAC Cup	Oakleigh Chargers/Hawthorn Citizens	Brisbane Lions

NAB AFL Under-18 Championships

The NAB AFL Under-18 Championships were played between May 22-June 30 in all states and territories.

Vic Country claimed the Division One title and Tasmania won Division Two. Western Australia's Harley Bennell won the Larke Medal as the best and fairest player in Division One and was also named MVP for his state. Sam Darley from Tasmania claimed the Hunter Harrison Medal for best and fairest player in Division Two.

NAB AFL Under-16 Championships

The NAB AFL Under-16 Championships were played in Sydney from July 3-10 at Blacktown Olympic Park and Rouse Hill.

South Australia won Division One and Tasmania won Division Two. Western Australia's Chris Yarran was presented with the Kevin Sheehan Medal for the best and fairest player in Division One and Alex Sexton from Queensland won the Alan McLean Medal for the best and fairest in Division Two.

Two international teams, South Pacific and World XVIII, participated in the Championships for the first time and competed in Division Two.

The teams provided an avenue for 20 nations to be represented at the Championships and delivered excellent exposure for international development. The teams' inclusion also ensures international players on the international talent pathway now, and in the future, have an elite under-age competition to aspire to.

NAB AFL Combine

In 2010, the draft camp, state screenings and high-performance testing were brought together and renamed AFL Combine. This streamlining of testing activity will see a more uniform approach adopted for all players, from the elite to junior to international.

The national 2010 NAB AFL Combine invited 100 players to the Australian Institute of Sport in Canberra for four days of physical and mental testing. Twelve of the attending players were being considered for recruitment by Greater Western Sydney. The camp included a new clean hands assessment that was developed by former Essendon captain Matthew Lloyd.



Telstra AFL Community Camps

In the 2010 Telstra AFL Community Camps, players met more than 100,000 primary and secondary students. Official camp functions raised more than \$66,000 for junior football and community projects. Players also visited hospitals and aged-care facilities and club staff conducted community football forums.

Footyweb

Footyweb is a national participation system provided free of charge to all leagues and clubs, which stores information on all elements of the game, including participants (Auskick through to seniors), umpires, coaches and volunteers.

Footyweb also provides administrators with a tool to manage football competitions efficiently and reduce the administrative burden on volunteers and club registrars. Such features include:

- » Fixtures, ladders and on-line results.
- » A national player-transfer system.

- » The provision of web sites with full content-management capabilities to leagues/clubs.
- » A data repository for participant and competition data.
- » A communication tool for NAB AFL Auskick participants, local players, umpires, coaches and volunteers.
- » The opportunity for new revenue streams to grassroots football.

It is estimated this shared service provides a saving to the industry of more than \$1 million a year.

Some of the highlights and system developments from 2010 included:

- » 610,909 member records within Footyweb.
- » Two million unique browsers through community football websites.
- » Mobile applications launched providing a functional service to all users.
- » \$3 million received in online registrations via the PayMySport system.

THE TOP THREE:
Gold Coast walked away with the cream of the young talent on offer at the 2010 NAB AFL Draft, headed by the top-three selections - David Swallow (centre, No. 1), Harley Bennell (left, No. 2) and Sam Day (No. 3).



THRILLER IN CHINA:

Melbourne's Liam Jurrah marks in front of Brisbane Lions defender Aaron Cornelius in the Kaspersky Cup at Jiangwan Stadium in October. In a thriller before 7100 spectators, Jurrah starred with five goals, including the match-winner in the dying seconds.

- » Upgrades of all community football websites.
- » SAAFL commitment to utilise FootyWeb from 2011 onwards. This secures all major leagues around the country.
- » The data intelligence was provided for 45,000 participants to attend an AFL game via the Club Connect program.

Footyweb gives Australian Football a functional national database of all participants in our game – a valuable and crucial asset for planning for our next generation. It provides the opportunity to enhance our fan-development programs while importantly creating efficiencies for the broader football community.

Exhibition match in China

More than 7000 people attended the Kaspersky Cup, AFL Shanghai Showdown, between Melbourne and the Brisbane Lions at Jiangwan Stadium on October 17. The match was televised live in English and Mandarin on International Channel Shanghai and G-Sports Channel with a total average audience of 300,000 viewers.

It also attracted significant interest among local Chinese and Australian media who travelled to Shanghai for the game.

The match capped a significant year for the game in its first foray into China. In 2010, a full-time development officer was appointed in China, introducing an Auskick-style program to more than 300

children in Shanghai schools. A Mandarin-language website *51afl.com* introduced Chinese people to the game with the site receiving more than 100,000 visitors between July and October – 90 per cent from mainland China. In June, AFL Chairman Mike Fitzpatrick and Victorian Premier John Brumby hosted the Vice-President of China, Xi Jinping, at the Carlton-Fremantle match at Etihad Stadium.

In 2011, one AFL match will be televised live by broadcaster SMG in China each week of the season.

Foxtel Cup

The 2011 introduction of the Foxtel Cup will be an opportunity for the most successful state league clubs from the various second-tier competitions around Australia to participate in a 16-team knockout competition.

The competition will involve successful 2010 state league clubs in games that will be played as curtain-raisers to AFL games. These games will be part of the Fox Sports coverage between their afternoon and night AFL game broadcasts.

The competition will be played throughout the season in conjunction with existing second-tier competitions and comprise three teams from each of the VFL, SANFL and WAFL, two teams from Queensland, and one from each of Sydney, Canberra, Tasmania, Northern Territory Thunder and GWS Giants.

The Foxtel Cup concept represents an unprecedented opportunity for both the state leagues and their clubs to gain national exposure and will provide an insight into the quality and professionalism of these competitions, while determining the best state league club in Australia.

In line with the AFL's development objective to enhance second-tier competitions around Australia, it also represents a great opportunity for the AFL and the various state and territory bodies to collaborate on an initiative that will grow the profile of and support for second-tier football. It will reinforce the relevance and role – in the community generally and the football industry in particular – that this level of football plays.

North East Australian Football League

In November, the AFL announced that the North East Australian Football League (NEAFL) would be introduced in 2011, bringing together teams from NSW, Queensland, the ACT and Northern Territory into one competition.

The new league will build upon the successful existing competitions of AFL Canberra and AFL Queensland.

In 2011, Team GWS will join the current AFL Canberra teams, including the Sydney Swans reserves, to form the Eastern Conference that will consist of seven clubs.

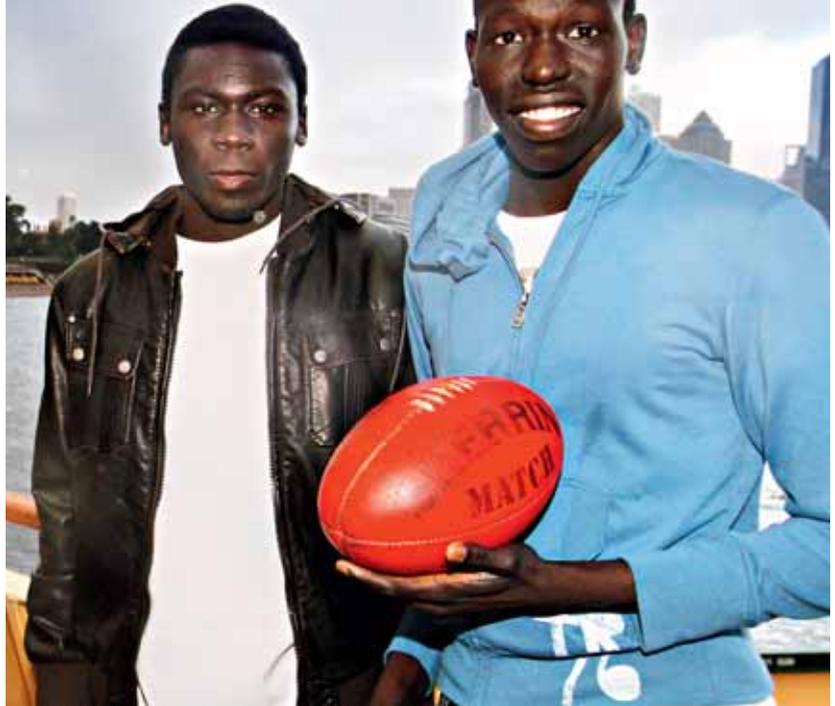
The Gold Coast Suns' feeder team will combine with existing QAFL teams to form the Northern Conference, which will comprise 10 teams including NT Thunder and the Brisbane Lions reserves.

The creation of the NEAFL followed a review of second-tier competitions across Australia during the past two years. The AFL expects the new competition will significantly enhance the pathway for players and the opportunities for clubs in the ACT, NSW, Queensland and Northern Territory.

Key features of the new competition are:

- » The NEAFL will consist of two conferences – the Northern Conference (Queensland and Northern Territory teams) and the Eastern Conference (NSW and ACT teams).
- » For the majority of the year, teams will play the other teams within their respective conferences.
- » One key point of difference with other state leagues is that the NEAFL will provide opportunities for all clubs to play games interstate or host interstate clubs in cross-conference games.
- » NT Thunder's participation in the Northern Conference will mean Queensland teams continue to travel to the Northern Territory for games.
- » Local clubs will continue to play for awards and premiership success within their own conferences but will have the additional opportunity to win the NEAFL Grand Final between the respective winners of each conference.
- » There will be an increased AFL-club presence in each market, with AFL clubs playing each other seven times during the season (five times in their own state and twice interstate).

BROUGHT TOGETHER: World XVIII team members Reuben Riak (left) and Aliir Aliir discovered they were cousins during the 2010 NAB AFL Under-16 Championships in Sydney.



Football brings cousins together

One of the highlights of 2010 occurred when the inaugural World XVIII team participated in the NAB AFL Under-16 Championships.

Almost a decade after war in Sudan separated two sisters, their sons met for the first time and were reunited during the under-16 program in Sydney. In the midst of the war, one sister fled to Kenya and the other to Uganda to save their families.

Reuben Riak and Aliir Aliir were two strangers selected from either side of Australia to play in the World team.

Aliir, his mother Zainab and five siblings live in Brisbane after they left Kenya for Australia in 2002.

Riak's mother Jamila is still in Uganda, but her 17-year-old son moved to Perth with an aunty two years ago.

While only recently taking up Australian Football, they were among 30 players representing more than 14 countries in the World team.

During the week of the Championships, they became friends and during one of their conversations, realised they were related.

The following extract from *The Daily Telegraph* explains how the two realised they were related.

Aliir's sister Yar had been trying to track Riak down in Perth (the previous week), but couldn't find him as he'd left for (the Championships).

The boys were oblivious to their connection until Aliir mentioned Sydney's road tunnels were similar to those in Brisbane. Riak asked if he knew a girl from Brisbane named Yar. She had been trying to contact him because their mothers were sisters.

The words "she's my sister" were barely out of Aliir's mouth before Riak had embraced his (newly discovered) cousin.

"He told me we were cousins and I looked at him and thought, "You can't be right," Aliir said. "I thought about it for a minute and then he just hugged me. It felt good.

"I rang Mum and my sister straight away."

The pair have since spoken to their mothers and relayed the good news to their families on either side of the world.

For Riak, he is no longer as lonely as he used to be in Australia.

"I'm the only one here," he said. "It feels really good to have someone near you that you can visit one day."

Prior to the discovery, Riak had planned to fly to Brisbane on his next school holidays to visit new friend Aliir and try to track down Yar.

She shouldn't be too hard to find now.

Community engagement

Recognising that the AFL has an important role to play within the broader community, the AFL seeks opportunities to use Australian Football as a vehicle to engage communities, develop partnerships, provide leadership, develop capacity and celebrate diversity.

The AFL collaborates with the broader AFL industry, government, community groups and corporate partners to deliver key outcomes aligned with core AFL business, while also focusing on leadership, education and training, particularly within Indigenous and multicultural communities.

These community engagement programs aim to have a significant social and economic impact, creating change by delivering strategic programs:

“The AFL seeks to use Australian Football to engage communities, develop partnerships, provide leadership and celebrate diversity.”

Strategic projects

Indigenous

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, incorporating a three-match series against developing international countries.

Coached by Community Engagement and Talent Coordinator Michael O’Loughlin, the Flying Boomerangs’ fifth tour was conducted in January 2010 with the team visiting South Africa, where it facilitated clinics in townships and played games in Potchefstroom and Cape Town.

The tour provided an outstanding sporting, leadership and cultural opportunity for young Indigenous players. The program’s focus is to provide exposure to an elite training environment.

A tour highlight was a church service and breakfast with Archbishop Desmond Tutu. The Archbishop has previously been quoted as saying Australian Football was the new game for the new South Africa.

Footy Means Business

The AFL and Rio Tinto launched a new partnership that links 18- to 24-year-old Indigenous men with elite AFL programs and training, mainstream employment and education opportunities each year.

The AFL and Rio Tinto are committed to a 100 per cent success rate of participants entering one or more of the NAB AFL Draft, full-time employment, or accredited training or education at the completion of the program.

A successful pilot program was conducted in May as part of the celebrations for Dreamtime at the ‘G. Participants were exposed to professional football and leadership coaching by Michael O’Loughlin and Chris Johnson, as well as sessions facilitated by Rio Tinto, Australia Post, the University of Melbourne and Seven Network. The week culminated with the Southern Australia-Northern Australia curtain-raiser match before the Dreamtime at the ‘G game.

The program officially started in October with an intake of 50 participants spending the week at the National Centre for Indigenous Excellence in Sydney. As well as high-performance training, the group toured the Rio Tinto Coal and Allied mine, the Coca-Cola Amatil plant and the University of Western Sydney.

AFL Club Partnership

In its third year, the program is designed for club staff and players to visit remote communities three times a year to encourage Indigenous children and teenagers to reach their full potential.

The following six clubs participated in the program and have formed partnerships with key stakeholders that have resulted in sustainable outcomes in their partner communities:

- » Essendon – Wadeye and Tiwi Islands.
- » Richmond – Central Australia.
- » Adelaide – APY Lands.
- » Port Adelaide – Ceduna.
- » Hawthorn – Katherine region.
- » Geelong – Groote Eylandt and Gove.

Ambassadors for Life Mentoring Program

Chris Johnson was appointed the AFL Ambassadors for Life Coordinator to ensure Indigenous AFL players have maximum involvement in AFL Indigenous programs.

The program is designed to benefit a player’s personal and career development as well as the participant they mentor.

The Flying Boomerangs squad will attend the AFL Indigenous All-Stars camp for the first time in 2011.

Multicultural

Multicultural Schools Football Program (MSFP)

Delivered by our multicultural development network, 100 primary, secondary and tertiary schools were reached through this major engagement initiative in 2010. The MSFP is a 10-lesson initiative designed to promote the physical and community benefits, and inclusive effect, of participating in Australian Football.

The high point of the MSFP is the Multicultural Schools Cup for 850 grade 5 and 6 students, male and female, with Preston Primary School and Minaret Islamic College winning the female and male competitions respectively.



**PART OF THE
COMMUNITY:**

West Coast players
Nic Naitanui (left)
and Mark LeCras take
time out to give young
Eagles fans the thrill
of meeting two of
their heroes.

Academy and Combine camps

In line with the objective of providing more opportunities for people from migrant communities to become involved with the game, this year two Multicultural Academy camps and high-performance combines took place: one in Sydney and one in Melbourne, with some 200 participants engaged.

The purpose of the camps was to provide students from culturally and linguistically diverse backgrounds the opportunity to engage in a unique football and life education experience that included leadership and skill-development sessions, training by AFL-accredited coaches and players, high-performance testing and talent-identification activities.

The camps and combines are another example of the AFL's investment into a broader social inclusion program that we will continue to develop as a priority through our community engagement agenda.

Community development

Community club football

Our game's community football infrastructure, consisting of 279 leagues or associations, 2536 clubs, 12,373 teams and 305,997 participants, represents 41.8 per cent of all Australian Football participants.

Community club football is the foundation on which the game is built and its substantial infrastructure is supported by the contribution of 150,000 volunteers, who are critical to the growth of the game as they determine the quality of club environments and cultures and, hence, the experience of players and their families.

The AFL sincerely appreciates the dedication, passion and commitment of community football volunteers.

The game faces many challenges over the coming years, including the effects of climate change, the capacity of community facilities and volunteers to meet demand and increasing competition from other sports and leisure activities.

Growing community league and club capacity, including the establishment of new clubs, will be critical for our code's long-term growth and prosperity.

AFL Community Club website

The AFL's community development website (aflcommunityclub.com.au) was developed in response to the recognised need for a world's best-practice online community portal with new technologies that educate, entice and communicate with key community stakeholders.

The website incorporates the five main areas of community development: participation, coach education, umpire development, club management and volunteer recognition. It utilises online learning and interactive media to provide up-to-date information, training and advice for coaches, umpires, players, club administrators and volunteers.

The AFL Community Club website provides:

- » Distribution of fortnightly editions of the AFL Community Development Newsletter. The newsletter provides information and resources for more than 26,000 club administrators, coaches, umpire coaches and umpires.
- » An opportunity for clubs to complete online assessment for bronze level in the AFL's Quality Club Program. The Quality Club Program provides a framework for local clubs to strive for administrative excellence.
- » An e-learning system for community football stakeholders. This includes the AFL Online Junior Coaching Course, How to Manage Priorities, How to Manage Stress, How to Improve Your Risk Awareness, Ethics and Conduct and other generic courses. In 2011, more football-specific training courses will be developed, including coach assessment (player and umpire coaches), financial management, volunteer management and club planning.
- » An opportunity to purchase development resources through the AFL online resources shop.
- » Locator systems that allow for new players, umpires and volunteers to find a club or umpiring group in close proximity to their homes.

Volunteers

The AFL believes volunteers underpin the success of the game at all levels. While the AFL Community Club website provides support for volunteers in Australian Football, in 2010 several other initiatives were implemented to recognise the contribution of volunteers to the game, including:

- » Seven volunteers were recognised in the State Volunteer of the Year program. They attended the 2010 Toyota AFL Grand Final, had morning tea in the AFL media centre with David Matthews, Brett Kirk and David Parkin and walked in the 2010 Toyota AFL Grand Final Parade. Nominations for the awards were accepted online for the first time as part of the AFL Community Club website.
- » The AFL's Volunteer Recognition System, which has run since 2004, has been integrated into Footyweb. The program recognised more than 600 volunteers who have achieved one year, five years, 10 years, 25 years and 50 years of service to the game.
- » The Merit Award program continues to recognise two people from each state who have made outstanding contributions to the game in their local clubs or leagues.

GOING ONLINE:

The AFL Community Club website was developed to provide community clubs with all the up-to-date information they need to thrive, including training and advice for coaches, umpires, players, club administrators and volunteers.





For the first time, two merit awards were awarded to key contributors to the international development of Australian Football – Scott Reid (AFLPNG and AFL Samoa) and Greg Everitt (Great Britain, USA and Canada).

Trainers policy

Following a major research project conducted in 2009-10 that reviewed the roles, competencies and training of people providing first-aid and trainer services for Australian Football, a national policy outlining minimum requirements for providers of first-aid and trainer services was developed and circulated to AFL state and territory affiliates. Training programs will be identified and developed for initiation in 2011 with the policy to be fully implemented from 2012.

Other community development highlights in 2010 included:

- » For the fourth year, 250 community football clubs, centres and umpiring groups from around Australia were awarded Telstra Assistance Fund packs, each containing training equipment valued at \$1000. More than 900 applications were received.
- » The AFL's Junior Match Policy, *Next Generation Australian Football Match Policy: For the conduct of the game for players aged 5-18 years*, continues to be implemented. The implementation of the match policy is critical to ensure the best-practice and uniform delivery of junior football across the country.

- » In 2010, the AFL started the Community Education Project. The project aims to provide a comprehensive training package, targeted at young men, on the topics of Respect and Responsibility, Illicit Drugs in Sport and Alcohol. The project will see the materials used in education programs provided to AFL clubs adapted for delivery to community football participants. The AFL will be working with each of its state and territory affiliates to determine the most effective way of implementing training programs in 2011 and 2012. The Community Education project highlights the AFL's continued commitment to social education and creating safe, inclusive and healthy environments for Australian Football participants.

PLAYER MENTOR:
Former Sydney Swan Michael O'Loughlin was appointed AIS-AFL Academy High Performance Coach in 2010.

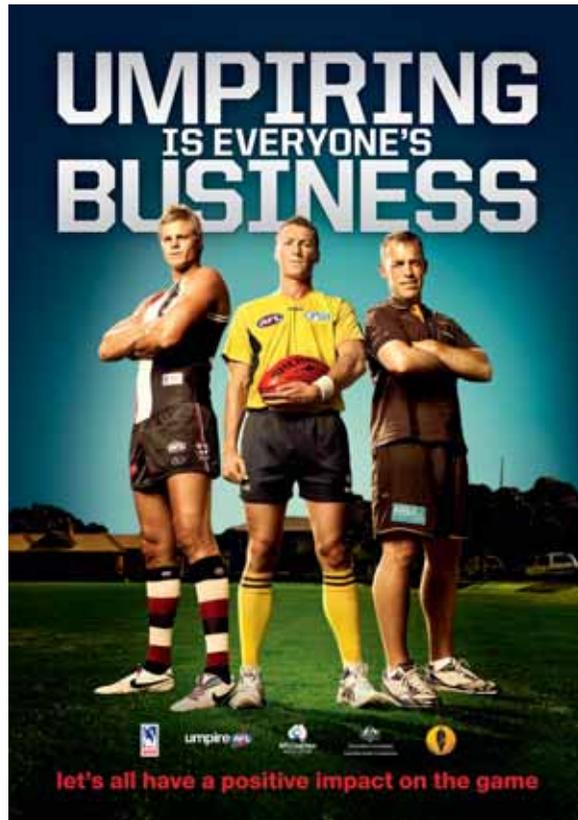
Inclusion of people with disabilities

The AFL continued to promote the value of inclusion and inclusive practices across its development programs. A major aspect of this is the focus in the Level 1 Coaching Course on inclusion and modification of practices to ensure people of all abilities can participate appropriately in training and matches. A keynote address by Don Elgin was included in the 2010 AFL National Coaching Conference, in part, to reinforce this message.

Synergies between the newly developed AFL Disability Employment Strategy (in partnership with Disability Works Australia) and advancing inclusion in general participation in Australian Football are being explored.

IN THIS TOGETHER:

The *Umpiring is Everyone's Business* campaign highlighted the need for players and coaches to create positive match-day environments for umpires.



Strategies involved in the *Umpiring is Everyone's Business* campaign included:

- » Production of a television commercial involving Nick Riewoldt and other high-profile AFL identities to promote appropriate supporter behaviour at junior football. The commercial aired on Channel 7 and Fox Sports.
- » The *Umpiring is Everyone's Business* poster featuring Hawthorn coach Alastair Clarkson, Nick Riewoldt and AFL umpire Brett Rosebury.
- » AFL coaches and assistant coaches umpiring at community football games, including Paul Roos, Michael Malthouse, Alan Richardson and Mark Need.
- » Former players and current television personalities such as Garry Lyon, Luke Darcy, Matthew Richardson and Tom Harley umpiring community football matches.

Key messages delivered in the *Umpiring is Everyone's Business* campaign are:

1. Players, coaches and umpires need to have strong relationships.
2. Umpiring is everyone's business – we all need to have a positive impact on the match-day environment.
3. Green Shirts mean umpires are still learning the game.



Umpiring development

Umpiring is Everyone's Business campaign

The AFL *Umpiring is Everyone's Business* campaign was officially launched in May by AFL General Manager, Football Operations, Adrian Anderson, St Kilda captain Nick Riewoldt, AFL Coaches Association President Danny Frawley and AFL Grand Final umpire Brett Rosebury.

The campaign focuses on educating all football participants to take responsibility for the way they behave at community football matches, as this impacts on the game's ability to retain umpires. The launch of the campaign coincided with the Thanks Ump weekend conducted in round eight.

AFL Umpire Coach Professional Development Program

The AFL Umpire Coach Professional Development Program continues to provide support and education to umpire coaches in community football. The program, which is recognised by the Australian Sports Commission as an industry leader in the development of officials and coaches, aims to encourage coaches to provide positive, inclusive, safe and friendly environments for all their umpires. The program grew by 33 per cent in 2010 and now involves more than 450 umpire coaches in Australia and internationally.

The 2010 AFL National Umpire Coaching Conference was conducted in January. For the first time, the conference was held in conjunction with the AFL National Coaching Conference, in Adelaide. The conference was attended by 106 community-based umpire coaches from every state. Umpire coaches attended selected coaching electives and all keynote presentations, and participated in a specific umpire-coaching stream. The integration of umpire coaches and coaches of players reinforced the philosophy of the *Umpiring is Everyone's Business* campaign.

AFL umpire promotional appearances

In 2010, the continued strong relationship between the AFL Umpiring Development Department and the AFL Umpires Association resulted in 58 AFL umpires making nearly 100 appearances, including visits to schools, umpiring groups and coaching sessions within the umpire talent pathway program. Twenty-two AFL umpires also participated in 11 AFL umpire roadshows in 30 regional towns and community centres around Australia.

“Umpiring is Everyone's Business focuses on educating all football participants to take responsibility for the way they behave at community football matches.”

AFL Talented Umpire Pathway

In partnership with the Australian Sports Commission (ASC), the second intake of the AFL High Performance Umpiring Academy successfully completed the program in 2010. The Academy provides opportunities for young state-league umpires from each state who have been identified as potential AFL umpires.

The program is overseen by seven-time AFL Grand Final umpire Brett Allen and involves development camps run in conjunction with the ASC, AIS-AFL Academy and AFL Umpiring Department.

The Academy utilises AFL umpires such as Brett Rosebury, Michael Vozzo and Hayden Kennedy as mentors and aims to develop participating umpires, preparing them to trial at AFL level within two years.

Forty state-league umpires from across Australia participated in intensive live-in learning experiences throughout the NAB AFL Under-18 and Under-16 Championships.

Both championships form a key component in the AFL Talented Umpire Pathway. Umpires were exposed to coaching from AFL umpires and coaches, match communications and video camera sunglasses technology, video review and presentations from key industry experts. They also attended AFL umpires training to fast-track their development.

AFL Green Shirt Program

AFL research suggests the majority of umpires who leave umpiring in their first year do so because of difficulties involving the Laws of the Game and a lack of support. In light of this, the AFL launched the AFL Green Shirt Program in 2005 to assist first-year umpires in two ways – by providing a trained mentor and using a green shirt to indicate that umpire is still learning.

This year's program involved nearly 2500 umpires and nearly 700 mentors. The *Umpiring is Everyone's Business* campaign and the Thanks Ump weekend reinforced the message that green-shirt umpires are still learning the game.

Other umpiring development highlights in 2010 included:

- » The AFL National Umpire Uniform Supply Program, which provides uniforms to umpiring groups across Australia, supplied more than \$275,000 worth of uniforms to more than 70 umpiring groups. This program is estimated to save the industry more than \$80,000.
- » More than \$250,000 worth of AFL Green Shirt packs, AFL Mentor Jackets and Basic Umpiring Course packs were part of the programs aimed at assisting young people to become involved in umpiring.
- » The AFL Umpiring Development brand logo (Umpire AFL) was implemented throughout 2010. The brand provides consistency with the current participation brand (Play AFL) and provides umpiring development with a sharper, more modern look. Umpire AFL branding represents the code and gives young umpires something to aspire to.
- » After successful negotiations with the NSWAFUA, the AFL regained ownership of the domain name for *umpireafl.com.au*. In line with the Umpire AFL brand, this URL will be used to promote the umpiring section of the AFL Community Club website.

Message from the Australian Sports Commission

It is an honour to serve as the new Chair of the Australian Sports Commission (ASC) Board at this challenging and exciting period for our national sporting system.

The ASC and national sporting organisations (NSOs) have long spoken of a shared ambition to strengthen relationships between all system partners involved in Australian sport.

Aligned with this ambition, the Australian Government is now encouraging a whole-of-sport reform agenda, aimed at establishing a more collaborative, efficient and integrated sports system.

Through new direction for sport, *Australian Sport: the Pathway to Success*, the ASC will work closely with sport to achieve its main objectives; to boost sports participation and strengthen sporting pathways while striving for international success.

The reform agenda seeks for the ASC to assist to provide stability and support for all sporting organisations in their pursuit of a shared common purpose; creating a better sporting pathway for all Australians, from the grassroots up.

The ASC will implement the new direction, and this includes collaboration with all NSOs, to allocate a record amount of new sports funding – with an extra \$195 million committed over the next four years.

This funding is in addition to the current ongoing baseline funding for NSOs. Also, the ASC will assist sporting organisations with access to coaching and officiating programs, governance support, planning and education opportunities and assistance to become more inclusive – particularly in the areas of Indigenous sport, sport for people with a disability, sport for people from culturally and linguistically diverse backgrounds and women's sport development programs.

This is the first time key sport partners, such as state and territory institutes and academies of sport, and state



and territory departments of sport and recreation, have collaborated on a Commonwealth funding decision in the interests of Australia's sporting future.

This is an exciting time for all of us involved in Australian sport. With significant new funding from the Australian Government, sports will be better positioned than ever before to lead the drive for higher participation levels and strong success on the sporting field by promoting the unique nature of their sport, creating a legacy and a lasting impression for communities across the country.

The ASC will continue to work with all NSOs, the state and territory institutes and academies of sport, and state and territory departments of sport and recreation, reinvigorating access to, and participation in, sport across the community and driving Australia's continued sporting success.

The Hon. Warwick Smith AM
Chairman
Australian Sports Commission



Australian Government
Australian Sports Commission

Coaching development

Accreditation courses

In 2010, more than 5600 coaches participated in AFL coach-accreditation courses, with 5423 taking part in Level 1 courses and 191 in Level 2 courses. Twenty-three coaches attended the six-day AFL High Performance Coaching Course held at the Australian Institute of Sport in conjunction with the AIS-AFL Academy Camp and the NAB AFL Draft Combine. Level 2 courses were conducted in every state and territory during the year. In January, the annual AFL-AFLPA Level 2 coaching course was attended by 23 recently retired or experienced players nominated by the AFLPA.

AFL Online Junior Coaching Course

The newly developed AFL Online Junior Coaching Course was made available through the AFL Community Club website mid year, with around 90 coaches completing the course that is designed to assist AFL Auskick and junior coaches in their development. It does so by focusing on the role of the coach and how to conduct a training session – the emphasis being on safety, teaching football skills and conducting and umpiring junior games.

AFL National Coaching Conference

The eighth AFL National Coaching Conference was held at AAMI Stadium in Adelaide from January 29-31. More than 500 coaches attended the conference, including community coaches from all states in Australia and representatives from all 16 AFL clubs.

Coaching resources

The AFL produced several new and updated resources in 2010:

- » *Game Day Coaching* DVD (new) – West Coast Eagles General Manager of Football Operations and former Melbourne Coach Neale Daniher presents the key areas of effective game-day coaching.
- » *Style of Play* DVD (new) – WA High Performance Coach Robert Wiley presents a comprehensive video analysis of the style of play in modern football and the fundamental principles that underpin it, and the strategies and the tactics of our game.
- » A new edition of *Drills & Skills in Australian Football*, by David Wheadon, was produced with additional drills and practices relating directly to key aspects of the modern game.

Work continued in 2010 on the development of resources which are nearing completion:

- » *The Ultimate Kicking Guide* DVD series for players and coaches (new) – outlines the fundamentals to good kicking as identified by the expert kicking working party during 2009. These DVDs present individual, small-group and large-group activities designed to improve the various types of kick required in the modern game.
- » *The Skills Guide* DVD (new) – Presents the skills required in Australian Football using the stars of the AFL as role models.

Other highlights in coaching development in 2010 included:

AFL Coaching Ambassadors

Long-standing AFL Coaching Ambassadors Stan Alves and David Parkin, along with the AFL Coaches Association (AFLCA) CEO Danny Frawley and David Wheadon, presented at Level 2 coaching courses around Australia. The ambassadors also played important roles in AFL coaching and development activities.

Coach recognition awards

Australian Football Coaches Association (AFCA) awards functions were held in Queensland, South Australia, Victoria and Western Australia.

AFL coach appearances program

The partnership between the AFL and the AFLCA in respect of game development continued to grow, particularly through the coach appearances program. Overall, AFL senior and assistant coaches participated in development activities and appearances in all states and territories, including most regions around the country. In total, assistant coaches made more than 650 appearances.

University course for coaches

The Bachelor of High Performance (Sport & Business) Degree started in 2010 with an initial intake of 22 coaches, mainly AFL club assistants, undertaking four units throughout the year. A new intake is scheduled to start in January 2011.

AFL senior coach recruitment and assessment research

Through the AFL Research Board, Stride Sports Management completed a research project into senior coach recruitment and assessment. While the findings from this research are aimed at the elite level, they can be modified to provide a number of practical tools for coach recruitment and assessment in community football.

Peter Schwab's appointment

Peter Schwab was appointed AFL Director of Coaching and will manage the High Performance Coaching strategies across the High Performance programs, the state academies and the talent pathway. He will also mentor the AIS-AFL High Performance Coach and AIS-AFL mentors, the state academy coaches and talent coaches. He joined the AFL after resigning as Chief Executive Officer of AFL Victoria.



Coach AFL

The AFL Coaching Development brand logo (Coach AFL) was implemented throughout 2010. The brand provides consistency with the participation brand (Play AFL) and provides coaching development with a sharp and modern look.



A NEW GAME:
Teams representing the Pacific Islands and a World XVIII took part in the NAB AFL Under-16 Championships for the first time, in 2010. Here, Dylan Wolfgramm, from Fiji and representing the Pacific Islands, takes his kick with Snera Boki, from South Africa and a member of the World team, in hot pursuit.

AROUND THE REGIONS

A snapshot of the 2010 programs and initiatives in each state and territory and internationally.



South Australia

- » Participation levels in South Australia exceeded 100,000 for the first time, representing a 44 per cent increase over the past three years.
- » Home and away SANFL attendances reached 276,583 and culminated in a Grand Final crowd of 34,335 watching Central District claim its ninth flag in 11 years at AAMI Stadium.
- » In its best year for combined under-18 and under-16 results, SA was runner-up in the NAB AFL Under-18 Championships and won the Under-16 Championships.
- » Thirty-one South Australians were included on a senior or rookie AFL list in 2010, equalling the state's best draft result since 1998.
- » The South Australian Community Football Board raised more than \$1 million for amateur and regional football clubs across the state.
- » AAMI Stadium hosted record numbers for the AFL National Coaching Conference in January.
- » The SANFL, together with the SA Cricket Association, welcomed the June release of plans for a redeveloped Adelaide Oval as a city-based football and cricket venue.
- » An administrative merger of the Port Adelaide Football Club and Port Adelaide Magpies Football Club was approved in November, effectively forming 'one club'.
- » Josh Francou, John 'Snowy' Hamilton, Horrie Riley, Mostyn Rutter, Bill Sanders, Terry Von Bertouch, Ernest Wadham and Bruce Winter were inducted to the SA Football Hall of Fame.
- » Former SA premier John Olsen was appointed the new SA Football Commission Chairman and SANFL President following the retirement of Rod Payze.



Victoria

- » Total participation numbers were 232,288.
- » The number of female players increased by 350 to 4874.
- » 86 new teams were formed across Victoria during 2010.
- » Victoria produced 59 per cent of the players selected in the 2010 NAB AFL Draft.
- » Victoria won the state representative game against WA.
- » The VFL and TAC Cup Grand Finals were played at Etihad Stadium, with North Ballarat and the Calder Cannons winning their respective Grand Finals – North Ballarat for the third year in a row and Calder Cannons for the second.
- » 48,322 registered participants took part in NAB AFL Auskick.
- » AFL Victoria's Under-18 Youth Girls team claimed the inaugural National Under-18 Youth Girls Championship.
- » Coach education was well up on 2009 with Level 1 course attendance numbers up to 3243 and AFCA seminar attendees up to 1818.
- » Field umpire numbers increased by 258 to 3149.
- » AFL school ambassador numbers increased by 122 to 1508.



Tasmania

- » Tasmania's teams won their respective Division Two sections of the NAB AFL Under-16 and Under-18 Championships.
- » Eight players produced by the Tasmanian football system were selected to join AFL clubs in the 2010 NAB AFL Draft and Rookie Draft.
- » Clarence won its second consecutive Tasmanian State League (TSL) premiership.
- » Public interest in the TSL competition continues to grow and the competition produced its second consecutive AFL draftee in only its second year of existence – Jeremy Howe, selection 33, Melbourne.
- » Tasmania's participation rate is steady, with strong growth and interest in female football. Total participation reached 35,809 with nearly 10,000 Auskickers.
- » Alastair Lynch was just the ninth Icon to be inducted into the Tasmanian Football Hall of Fame; Graeme Lee, Darrin Pritchard and Matthew Richardson were elevated to Legend status.
- » AFL Tasmania announced the removal of reserves football from TSL club structures from 2011, its replacement a new TSL colts competition (a combination of under-21 and under-18 football).
- » AFL Tasmania completed a review report for all levels of the game below the TSL.
- » The Tasmanian Government renewed Hawthorn's AFL game deal at Aurora Stadium in Launceston for a further five years (2012-16).
- » North Melbourne expressed interest in playing AFL games in Hobart, at Bellerive Oval.



Western Australia

- » A multi-million dollar partnership was formed with Perth-based stockbroker Patersons Securities to rename WA's home of football, Subiaco Oval, Patersons Stadium.
- » The WAFL attracted its largest season attendance since 1994 with a total of 249,269 – a 1.6 per cent increase on 2009.
- » A total of 31 players were added to AFL lists from WA clubs.
- » Auskick participant numbers increased from 22,638 to 23,743.
- » The number of junior girls' sides more than tripled.
- » More than 23,000 juniors (9-12 years) and 16,000 youth players (13-17 years) participated across the state.
- » Community multicultural carnivals involved 13 schools and 458 participants.
- » WA country football exceeded 40,000 participants for the first time with growth of 10.6 per cent.
- » Each week about 15,000 umpires fulfilled appointments across WA.
- » Nine of WA's football icons were inducted into the NAB West Australian Football Hall of Fame.
- » More than \$3.47 million was allocated to WA clubs and football facilities.
- » The \$9.07 million redevelopment of Bendigo Bank Stadium in Mandurah neared completion.
- » The WAFC invested more than \$4.7 million into game development in collaboration with the AFL and its affiliates.



Northern Territory

- » AFLNT achieved another record year of participation with 20,248 participants. The number of senior NT teams grew by 29 per cent. NAB AFL Auskick participant numbers in metropolitan areas (Darwin and Palmerston) grew by 68 per cent.
- » Record NTFL home and away, finals and Grand Final attendances were achieved. The NTFL Grand Final between St Mary's and Tiwi Bombers was watched by more than 10,000 people at TIO Stadium.
- » Facility upgrades undertaken at TIO Stadium, including new lights on TIO Stadium Oval #2 and new administration offices for AFLNT and NT Thunder Football Club staff.
- » NT Thunder made the QAFI finals in only its second year in the competition. 55 per cent of the Thunder's list was made up of Indigenous players.
- » One NAB Challenge Game was held in Alice Springs, along with two Toyota AFL Premiership Season games in Darwin.
- » The NTFL and Top End Football Association merged into a three-division 16-club NTFL competition.
- » In Division Two, NT Thunder finished fourth in the NAB AFL Under-16 Championships and third at the NAB AFL Under-18 Championships.
- » NT players selected by AFL clubs in 2010 were Zephaniah Skinner (Western Bulldogs), Shaun Edwards and Curtly Hampton (GWS) and Steven May (Gold Coast Suns).
- » AFLNT employed a full-time Indigenous employment manager along with a full-time female football development manager.
- » 25 players were inducted into the AFL NT Hall of Fame with Michael Long, Michael McLean, David Kantilla, Cyril Rioli snr, Darryl White, and Bill Dempsey named Legends.
- » AFLNT provided football programs to many remote Indigenous communities in NT with full-time development managers located in five of its most isolated regions.



Queensland

- » Total participation numbers reached 112,447 – up nine per cent on 2009.
- » More than 60,000 primary and secondary school children participated in AFL competitions.
- » Queensland defeated Tasmania by 79 points in the state representative game played at Southport.
- » Queensland finished third in the inaugural Under-18 Youth Girls Championships held in Melbourne, with three girls selected in the All-Australian team.
- » 16 Queenslanders were listed by the Gold Coast Suns for their debut AFL season in 2011, with a further three players – Claye Beams, Lachlan Keefe and Jake Spencer – elevated to senior AFL lists.
- » Morningside won its eighth and second consecutive QAFI premiership, defeating Labrador in the Grand Final. Danny Wise won the Grogan Medal.
- » Bruce Pie, Kevin Crathern, Michael Becker, Ralph Geschke, Brett Voss, Brian Warlow, Spencer Thompson, Wave Bowers and Brad Jones were inducted into the Queensland Australian Football Hall of Fame, with Marcus Ashcroft elevated to Legend status.
- » Indigenous Engagement Manager Luke Jeffrey started work in September and a new multicultural program was established.
- » Gold Coast Suns and Brisbane Lions Talent Academies were launched to provide coaching and training opportunities for 300 youths aged 12-18 years.
- » South-east Queensland hosted the 2010 NAB AFL Draft with a live audience of 1500 fans attending the Gold Coast Convention and Exhibition Centre.



New South Wales/Australian Capital Territory

- » North East AFL competition established to improve the standard and profile of state league football in NSW, the ACT and Queensland.
- » In a positive outcome for the region's talent program, 18 players were AFL-listed from NSW/ACT, including seven from Greater Sydney.
- » The new AFL club academies model entered its first year.
- » Another 19 facility projects were approved. To be funded from FDR, these will leverage \$28 million worth of improvements and provide access to seven new grounds for a \$1.2 million spend.
- » Establishment of two new senior clubs in Sydney, including Auburn.
- » Significant funding gained from NSW Department of Education, Employment and Workplace Relations to establish new Indigenous Parental and Community Engagement (PACE) program.
- » Participation numbers increased in focus areas – 20 per cent for community Auskick and 12 per cent for secondary interschool competitions.
- » Expansion of coach coordinator program into ACT.
- » Established new governance model and competition structure under AFL Riverina banner.
- » Umpire numbers grew to 1000, up from 885.
- » Conducted successful NAB AFL Under-16 Championships in Western Sydney.
- » Sell-out crowd at Blacktown Olympic Park for round one of the NAB Cup.
- » Introduction of girls-only grades for Paul Kelly Cup.



International

- » Tony Woods appointed inaugural AFL International Development Manager.
- » International participation numbers exceeded 60,000 for the first time.
- » The AIS-AFL Academy toured South Africa in April.
- » Australian under-23 amateur side successfully toured South Africa during the 2010 South Africa national championships in Cape Town.
- » South Pacific and World XVIII teams participated in the NAB AFL Under-16 Championships in July.
- » Retiring Sydney Swans champion Brett Kirk appointed International Cup Ambassador.
- » Launch of 2011 International Cup held in Sydney.
- » More than 7000 people attended the Kaspersky Cup, AFL Shanghai Showdown, between Melbourne and the Brisbane Lions at Jiangwan Stadium on October 17.
- » Canadian Mike Pyke signed a two-year contract extension with the Sydney Swans.
- » The second Oceania Youth Championships held in Tonga in December with participants from eight Pacific nations competing. The Flying Boomerangs also travelled to Tonga to compete against two representative teams drawn from the Pacific nations at the carnival. Karmichael Hunt, Israel Folau and Nic Naitanui attended the carnival and assisted the participating nations. Papua New Guinea defeated Tonga for the title.

COMMUNITY PARTNERSHIPS



COMMON CAUSE:
14,000 men and women formed the shape of the BCNA Pink Lady before the Melbourne-Western Bulldogs match in round seven, 2010.

Ladder – Youth homelessness



Ladder was established in 2007 by a group of former AFL players who witnessed the issue of homelessness first-hand and recognised that the AFL, other sporting industries and the private sector could do more to address this issue.

Ladder, in partnership with the AFL and AFL Players' Association, helps young people break the cycle of homelessness by developing essential life skills and community connections that build a sustainable pathway to independence.

Ladder is well positioned to build awareness of the issue of youth homelessness and leverage public and private sector support.

In 2010, Ladder oversaw its Melbourne project's – Ladder Hoddle Street – first full year of operation. In partnership with the Victorian Government (Department of Human Services), Melbourne City Mission and Yarra Community Housing, a total of 15 clients were engaged in the program and some outstanding outcomes were achieved, including:

- » Two clients moved back in with family and have maintained a commitment to education.
- » One client moved to regional Victoria with employment and stable housing.
- » 11 clients have been engaged in education or training.
- » Six clients secured employment.
- » All clients engaged in the Ladder Living Skills Program, Peer Support and Leadership Program.
- » Group mentoring under way with 26 athletes involved in activities ranging from cooking classes to budgeting, to recreational activities.

This year also saw Ladder St Vincent Street (Adelaide) in the final stages of development. In partnership with the South Australian

Government (Department of Families and Communities), St John's Youth Service and the Housing Trust of South Australia, Ladder St Vincent Street will offer life-changing opportunities to a further 23 young people who have experienced homelessness.

The facility will offer self-contained accommodation, common areas, meeting rooms, office space and retail tenancies including a training café.

During the construction of the building, mentoring coordinator Kris Massie (a former Carlton and Adelaide player) ran a 15-week pilot program in partnership with the Service to Youth Council and Uniting Care Wesley Port Adelaide.

This program provided sports and team-building activities for 17 young people at risk of homelessness and/or disengaging from education. Fourteen Port Adelaide and Adelaide Crows players were involved in the program.

As Ladder continues to expand its reach nationally, growing in profile and demonstrating its impact, a broad revenue-raising strategy has become a priority.

In 2010, Ladder was pleased to receive in-kind and financial backing from a growing corporate supporter base including Boston Consulting Group, Mallesons Stephen Jaques, George Patterson Y&R, Drake International and Devine Homes.

Ladder also received tremendous financial support from the AFL industry with the AFL players donating \$150,000 from match payments via the AFL Players' Association charity trust. This was matched by a contribution from the AFL Foundation, which consisted of revenue from the Devine Homes AFL Legends Lunch (\$67,000) and a direct donation.

The AFL donated a further \$100,000 from the proceeds of the 2010 AFL Grand Final Replay, as well as Grand Final tickets that were given to the young people in the Ladder Hoddle Street program. Ladder clients were greeted at the game by AFL players and thoroughly enjoyed the day.

Breast Cancer Network Australia – Field of Women

The confronting statistics of breast cancer were brought to life at the MCG on May 7, when 14,000 women and men formed the shape of Breast Cancer Network Australia's (BCNA) Pink Lady before the Melbourne-Western Bulldogs match. The number of registered participants represented those expected to be diagnosed with the disease in 2010.

This was the third Field of Women LIVE event held at an AFL game. The first was at the MCG in 2005 and the second at ANZ Stadium in 2007. In that time, the number of women diagnosed with breast cancer each year has grown from 11,500 to 14,000, meaning about 38 Australian women are being diagnosed with breast cancer every day.

With 100 per cent of the registration fee donated, some \$850,000 was raised from the 2010 event that will enable BCNA to continue to offer its extensive range of programs and services to women across Australia who have been newly diagnosed with breast cancer.

White Ribbon Day

The AFL reaffirmed its commitment to White Ribbon Day this year, again holding its annual breakfast in conjunction with Victoria Police.

AFL General Manager, Football Operations Adrian Anderson, Victorian Police Chief Commissioner Simon Overland and AFL players attended the breakfast.

White Ribbon Day is part of an international campaign to eliminate violence against women and aims to increase awareness of the impact and consequences of violence in the lives of women and children, encouraging men from all walks of life to join together and lead the charge in its prevention.

Players who attended the event included Carlton's Brock McLean, North Melbourne's Daniel Pratt and Scott McMahon and Melbourne's Joel Macdonald and Jordan Gysberts.

AFL SportsReady



In 2010, AFL SportsReady completed its 16th year of providing employment opportunities to young people in the football industry and wider community.

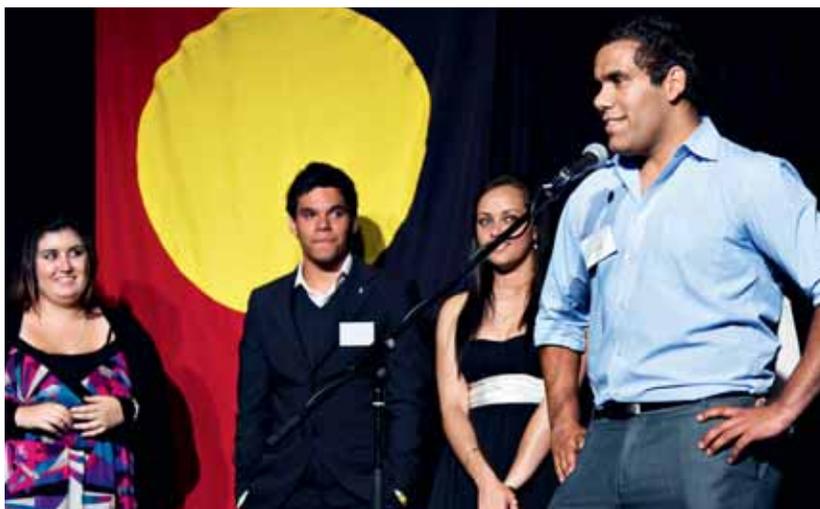
A total of 750 trainees across the country were supported by the AFL SportsReady program in 2010, an increase of seven per cent from 2009.

Significant milestones for the program in 2010 included the induction of the 8000th trainee, as well as the placement of its 1000th Indigenous trainee.

AFL SportsReady continues to expand and evolve and, while firmly entrenched as a first-choice sports traineeship provider, it has also established a number of successful partnerships within the corporate sector.

Indigenous Employment Program

Along with the induction of the 1000th Indigenous trainee, 2010 marked 10 years of federal funding for AFL SportsReady's Indigenous Employment Program.



The achievement was celebrated with an industry dinner attended by past graduates, AFL Commissioners Sam Mostyn, who chairs AFL SportsReady, Justice Linda Dessau, Chris Langford and Bill Kelty, who, with Kevin Sheedy, played a leading role in the establishment of AFL SportsReady. The function was also attended by the Federal Minister for Indigenous Health, Warren Snowden.

Through the continuation of corporate partnerships with organisations including ANZ, Commonwealth Bank of Australia, NAB and Australia Post, the opportunities provided to Indigenous trainees by the Indigenous Employment Program in 2010 included 83 full-time, seven part-time, 54 school-based and 26 career-transition and work placements.

MAJOR MILESTONE:

In 2010, AFL SportsReady's Indigenous Employment Program inducted its 1000th Indigenous trainee, Owen Love, who is pictured above speaking at the official function to celebrate the milestone.

“The Next Goal program helped 25 players make a smooth transition from the AFL to the workforce.”

AFLPA partnership

Through three key development programs – Next Goal, Football Apprenticeship and Sporting Trade Skills – AFL SportsReady assisted in the development of more than 200 AFL players through education and training opportunities in 2010.

The Next Goal program helped 25 players make a smooth transition from the AFL to the workforce through work placements in a variety of fields. A further 10 players took part in the Next Coach program that assists AFL players to pursue a coaching career. Thirty more players were placed in the Sporting Trade Skills program, which promotes athletes' participation in trades including horticulture, plumbing and carpentry.

A further 110 players participated in the Football Apprenticeship program, which prepares players for a career in the AFL. These players were taught important skills to better themselves as players and public figures on and off the field.

AWARDS, RESULTS & FAREWELLS

BOWING OUT: Western Bulldogs skipper Brad Johnson is chaired off the ground by Matthew Boyd (left) and Lindsay Gilbee after his final game, the Bulldogs' 24-point loss to St Kilda in the 2010 second preliminary final.





MAGPIES RULE AFL ROOST AFTER LONG DROUGHT

While Collingwood took the main prize, the 2010 Toyota AFL Premiership Season gave everyone plenty to cheer about.

The 2010 season had a thrilling – and extended – finale when the Toyota AFL Grand Final ended in a draw for only the third time in history. The combatants in that epic encounter, Collingwood and St Kilda, fronted up again the following week for the Toyota AFL Grand Final Replay, with the Magpies finally breaking the Saints' will, and their own 20-year premiership drought, to claim their 15th flag. Heroes emerged from both games and both sides, most notably the two Norm Smith medallists – St Kilda vice-captain Lenny Hayes in the first game and Magpie midfielder Scott Pendlebury in the replay – and Collingwood coach Michael Malthouse, who claimed the third flag of his 27-season coaching career.

The rest of the season produced its own share of stars and highlights. Few players shone brighter in 2010 than Carlton skipper Chris Judd, who despite missing the first three home and away games because of suspension, won his second Brownlow Medal. Richmond spearhead Jack Riewoldt won the Coleman Medal at 21, the sixth youngest player in history to do so, while another youngster, Daniel Hannebery, gave Sydney Swans' fans reason to believe their future will be bright when he took out the NAB AFL Rising Star award.

Two of the season's most spectacular moments came from established excitement machines, with Demon Liam Jurrah calling on his incredible spring to claim Hungry Jack's Mark of the Year and Hawk Lance Franklin showcasing his freakish athleticism and skill to its fullest in his Panasonic Goal of the Year.

Dane Swan was undoubtedly another of 2010's standout players and his year-long dominance did not stop after the Grand Final Replay, the star Collingwood midfielder winning the Jim Stynes Medal as Australia downed Ireland in the International Rules Series.

On a more sombre note, stars such as Andrew McLeod, Ben Cousins and Brad Johnson farewelled the game, while fans everywhere mourned the premature passing of Richmond great and Indigenous trailblazer Maurice Rioli.

GRAND FINAL DRAW



MIXED EMOTIONS: It's just after the final siren has sounded in the drawn Grand Final, and the reactions of the Collingwood and St Kilda players capture the unique mix of feelings only draws can produce.

In an epic encounter, Collingwood and St Kilda produced just the third drawn Grand Final in history.

History has no choice but to record the Toyota AFL 2010 Grand Final as a five-star epic. Collingwood got off to a fast start. Dane Swan won the first clearance of the match and Darren Jolly had the first goal 20 seconds later.

Stephen Milne answered for the Saints but goals from Jarryd Blair, Alan Didak and Dale Thomas saw the Pies race to a three-goal lead.

St Kilda, aided by the drive out of defence from the ubiquitous Sam Fisher, responded and majors from Nick Riewoldt and Adam Schneider had the Saints trailing by a kick at the first change.

In the second quarter, Collingwood dominated, as did Thomas. Swan won clearances and nine scoring shots to one told the story.

The Saints were four goals down at the long break, but a different St Kilda emerged for the third term, with Lenny Hayes and Brendon Goddard, in particular, refusing to surrender.

Defender Sam Gilbert went forward and when he slotted his first major, and the Saints' third of the term, they trailed by just seven points.

In the final stanza, the rarely sighted Leon Davis brilliantly gathered and stepped through traffic to goal and give Collingwood a 14-point buffer.

But Hayes kept his team alive when he goaled from outside the 50m arc. Then came Goddard's unforgettable towering screamer and goal. The Saints were suddenly in front.

Travis Cloke regained the lead for the Pies but, fittingly, in the dying seconds, Hayes bombed it forward and the ball eluded Milne and dribbled through for a behind to level the scores.

Time was up; players slumped to the ground and a strange silence filled the arena as emotions of pain and hope blurred. And eventually reality was digested – there was another 120 minutes to go.

TOYOTA AFL GRAND FINAL				
Collingwood	4.2	7.8	7.13	9.14 (68)
St Kilda	3.2	4.2	7.5	10.8 (68)
BEST: Collingwood – Shaw, Thomas, Swan, N. Brown, Maxwell, Pendlebury. St Kilda – Hayes, Goddard, Fisher, Gilbert, Gwilt, Schneider.				
GOALS: Collingwood – Cloke 2, Thomas, Didak, Jolly, O'Brien, Macaffer, Blair, Davis. St Kilda – Goddard 2, Riewoldt 2, Milne 2, Hayes, Schneider, Gilbert, Koschitzke.				
Umpires: Chamberlain, Ryan, Rosebury				
Crowd: 100,016 at the MCG				

TEAMS AS SELECTED

Collingwood v St Kilda

F	Dayne Beams	Chris Dawes	Steele Sidebottom
B	Jason Gram	Zac Dawson	Sam Gilbert
HF	Alan Didak	Travis Cloke	Luke Ball
HB	Jason Blake	Sam Fisher	Robert Eddy
C	Sharrod Wellingham	Dane Swan	Ben Johnson
C	Brendon Goddard	Nick Dal Santo	Farren Ray
HB	Harry O'Brien	Ben Reid	Heath Shaw
HF	Brett Peake	Justin Koschitzke	Leigh Montagna
B	Nick Maxwell	Nathan Brown	Alan Toovey
F	Adam Schneider	Nick Riewoldt	Stephen Milne
R	Darren Jolly	Scott Pendlebury	Dale Thomas
R	Michael Gardiner	Lenny Hayes	Clinton Jones

IC: Leon Davis, Leigh Brown, Brent Macaffer, Jarryd Blair
Em: John McCarthy, Tarkyn Lockyer, Tyson Goldsack

IC: Sean Dempster, Andrew McQualter, James Gwilt, Steven Baker
Em: Jarryn Geary, Rhys Stanley, Ben McEvoy

GRAND FINAL REPLAY



SECOND TIME LUCKY: Collingwood coach Michael Malthouse and his side celebrate the club's 15th premiership after defeating St Kilda in the Grand Final Replay.

In the Grand Final Replay, Collingwood finally prevailed over St Kilda.

The 2010 Toyota AFL Grand Final Replay will be remembered as the game that broke a 20-year premiership drought for Collingwood and the hearts of St Kilda fans.

It will also be remembered for the Magpies' ferocious attack on man and ball. Over four hours of relentless football, after laying 176 tackles, Collingwood steamrolled its older opponent to be crowned the 2010 premier.

As in the drawn Grand Final, the Magpies started well. Leon Davis had been dropped for the replay and Tyson Goldsack, his replacement, bobbed up to give the Pies the first goal of the game.

St Kilda looked to fight back but when Nick Riewoldt marked in the goalsquare, he played on only to have his kick smothered by a lunging Heath Shaw.

St Kilda went into the first break goalless; changes were made, Sam Gilbert went forward again, but the Saints continued to blow chances.

Meanwhile, Collingwood made the most of its, and Alan Didak had the first goal of the second term.

Although Saint Brendon Goddard was trying to inspire his side again, at half-time St Kilda had managed only one goal and the 27-point margin seemed insurmountable.

Adam Schneider hit the post at the start of the third term and it was another smother, this one from Didak, that signalled the end for the Saints. Didak charged at a Jason Blake kick, smothered the ball, gathered it and snapped a right-foot goal.

Scott Pendlebury was classy and Steele Sidebottom again showed why he was born for the big stage, kicking the final goal of the third quarter to put him into Norm Smith Medal contention.

Collingwood's relentless pressure eventually added up to a 56-point win, tackles becoming embraces as the Magpie celebrations began.

TOYOTA AFL GRAND FINAL REPLAY				
Collingwood	3.2	6.5	11.8	16.12 (108)
St Kilda	0.2	1.8	4.9	7.10 (52)
BEST: Collingwood – Pendlebury, Jolly, N. Brown, Sidebottom, Ball, Shaw, Thomas, Wellingham. St Kilda – Goddard, Gwilt, Dawson, Gilbert, Jones.				
GOALS: Collingwood – Didak 2, Wellingham 2, Sidebottom 2, Macaffer 2, Daves 2, Goldsack, O'Brien, Thomas, Jolly, Johnson, Swan. St Kilda – Milne 2, Hayes, Goddard, Gilbert, Koschitzke, Dal Santo.				
Umpires: Chamberlain, Ryan, Rosebury				
Crowd: 93,853 at the MCG				

TEAMS AS SELECTED

Collingwood v St Kilda

F	Dayne Beams	Chris Dawes	Steele Sidebottom
B	Jason Gram	Zac Dawson	Sam Gilbert
HF	Alan Didak	Travis Cloke	Luke Ball
HB	Jason Blake	Sam Fisher	Robert Eddy
C	Sharrod Wellingham	Dane Swan	Ben Johnson
C	Brendon Goddard	Nick Dal Santo	Farren Ray
HB	Harry O'Brien	Ben Reid	Heath Shaw
HF	Brett Peake	Justin Koschitzke	Leigh Montagna
B	Nick Maxwell	Nathan Brown	Alan Toovey
F	Adam Schneider	Nick Riewoldt	Stephen Milne
R	Darren Jolly	Scott Pendlebury	Dale Thomas
R	Ben McEvoy	Lenny Hayes	Clinton Jones

IC: Tyson Goldsack, Leigh Brown, Brent Macaffer, Jarryd Blair
Em: John McCarthy, Tarkyn Lockyer, Simon Prestigiacomo

IC: Sean Dempster, Andrew McQualter, James Gwilt, Steven Baker
Em: Jarryn Geary, Rhys Stanley, David Armitage

JOCK McHALE MEDAL



After a 16-year wait, Michael Malthouse won the third premiership of his exceptional coaching career.

Success was slow, but the coach was patient. Collingwood's 2010 premiership was a drought-breaker for club and coach. For the Magpies, it had been 20 years; for Michael Malthouse, it had been 16 years (including 11 at Collingwood) since his most recent flag, with West Coast in 1994.

In the intervening seasons, Malthouse had come close, contesting 11 finals campaigns and lifting the Pies to two Grand Finals and two other preliminary finals after joining the club at the end of 1999.

Malthouse is the oldest coach in the AFL (he's almost 2½ years older than Adelaide's Neil Craig) and in 2010 became the oldest premiership coach in history (taking the mantle from his first coach, Allan Jeans).

But he remains as fit and innovative as ever.

A case in point was the success of Malthouse's 'Box' formation, a defensive zone he devised after studying the strategies of ancient Roman legions and Nazi 'Desert Fox' Erwin Rommel.

The Pies also sparked the recent interchange revolution, with their rapid rotations requiring the kind of discipline and coordination for which Malthouse is renowned.

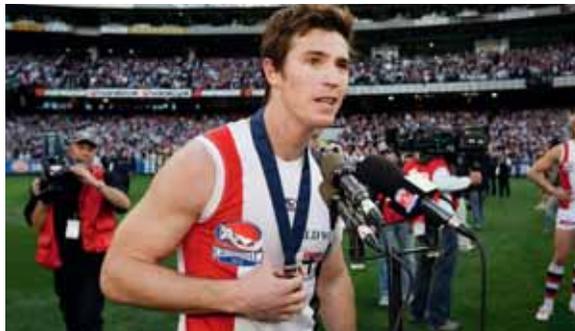
The Pies' premiership side also contained six former rookies – skipper Nick Maxwell, Harry O'Brien, Sharrod Wellingham, Alan Toovey, Brent Macaffer and Jarryd Blair. Not only did Malthouse and his coaching panel develop them into players of AFL standard, but identified specific roles for them.

He also made stars of previously maligned players such as Leigh Brown and Ben Reid, and sparked many others to produce their best seasons.

The effervescent Malthouse is just the third man to have won flags at three clubs, joining Ron Barassi and Leigh Matthews, and the eighth to coach two clubs to premierships.

NORM SMITH MEDAL

Grand Final Draw



Lenny Hayes sparked a comeback that nearly netted St Kilda its second premiership.

Lenny Hayes did not let his coach, his teammates or his club down in the 2010 Toyota AFL Grand Final. His 32 touches, including 11 contested possessions, five clearances and 12 tackles, made for a performance of epic proportions, one clearly worthy of the Norm Smith Medal.

The case for fellow Saint Brendon Goddard was equally compelling after he played a dominant second half, which included a mark in the final quarter that was instantly compared to, and discussed with the same reverence as, Alex Jesaulenko's mark in the 1970 Grand Final and Leo Barry's in the 2005 Grand Final.

But Hayes was a workhorse from the first minute to the last. He had 10 touches in the first quarter – when the Saints weren't doing so well – and nine in the last when they looked likely to storm home.

Hayes was central to three of the most pivotal moments in the final quarter.

The first was when he marked just outside St Kilda's forward 50m line halfway through the term and went back and kicked the goal.

With seven minutes to go, he gathered the ball between half-forward and the forward pocket and, under severe pressure, found Goddard whose huge mark and goal gave the Saints the lead for the first time.

With one minute and 40 seconds remaining, he bombed the ball forward for it to bounce tantalisingly one way, then the other, before dribbling through for the behind that tied the game for good.

It was Hayes' final, memorable impact on the game and he was so spent afterwards he was unable to talk after being presented with his medal by former West Coast Eagles great Peter Matera.

NORM SMITH MEDAL VOTING

Lenny Hayes	St Kilda	13 (3, 3, 3, 3, 1)
Brendon Goddard	St Kilda	7 (3, 2, 1, 1)
Dale Thomas	Collingwood	6 (2, 2, 2)

Judges: Brad Scott (North Melbourne coach, chairman), Matthew Lloyd (SEN), Chris Grant (ABC Radio), Michael Gleeson (*The Age*), Stephen Rielly (*The Australian*)

NORM SMITH MEDAL

Grand Final Replay



Scott Pendlebury spearheaded a dominant Collingwood performance that finally claimed the premiership.

Scott Pendlebury's reputation as one of the best big-game players in the AFL was confirmed in 2010 when he walked away with medals for best on ground in two of the biggest matches of the season.

Pendlebury claimed the Anzac Medal after being awarded best afield in Collingwood's annual April 25 blockbuster against Essendon. And he backed it up in the Toyota AFL Grand Final Replay, with 29 touches to win the Norm Smith Medal.

It was a tight vote, with up to six other Collingwood players in contention following the 56-point rout of St Kilda.

Darren Jolly eclipsed all-comers in the ruck and Nathan Brown, Steele Sidebottom, Heath Shaw, Dale Thomas and Luke Ball all had medal claims, but it was Pendlebury who got the nod, winning votes from four of the five judges and getting the best-on-ground nod from two of them, Dermott Brereton and Danny Frawley.

Pendlebury's sheer weight of possessions told the tale, as did his tackle count. He and fellow midfielder star Dane Swan led the Pies with 11 tackles each.

Collingwood coach Mick Malthouse let it slip during his post-match media conference that Pendlebury played under great distress in the first Grand Final. "He was crook as a dog," Malthouse said, revealing Pendlebury lost six kilograms in the week before the drawn match.

Pendlebury battled through the drawn Grand Final with 19 possessions, but dominated the next week through a combination of excellent clearance work, smart ball movement and hard running with and without the ball.

Pendlebury admitted to feeling a bit "numb" by the final quarter when the result became apparent but afterwards looked primed and ready to celebrate the premiership.

NORM SMITH MEDAL VOTING		
Scott Pendlebury	Collingwood	10 (3, 3, 2, 2)
Steele Sidebottom	Collingwood	8 (3, 3, 2)
Dale Thomas	Collingwood	4 (3, 1)
Judges: Tom Harley (Channel Seven, chairman), Danny Frawley (Triple M), Dermott Brereton (SEN), Martin Blake (<i>The Age</i>), Stan Alves (ABC Radio)		

BROWNLOW MEDAL



After winning the game's highest individual honour with West Coast in 2004, Chris Judd repeated that effort with Carlton in 2010.

Such is Chris Judd's match-winning ability, eye-catching style, scrupulousness and greatness, it seems almost sacrilegious to say the Carlton skipper could ever be a surprise winner of a Brownlow Medal. Particularly when he averaged 27 disposals a game for the season.

But the football world was stunned in 2010 when Judd, a relative long-shot, claimed his second Brownlow. Doubly so because of the emphatic nature of his victory: he received 30 votes to win in a canter over two midfield counterparts (runner-up Gary Ablett and third placegetter Dane Swan) who had been widely acclaimed as the standout players of 2010.

It all added up to the biggest Brownlow boilder since perhaps 2000, when Melbourne's Shane Woewodin took 'Charlie' home.

Judd was almost an afterthought when it came to Brownlow calculations, largely because he missed the first three rounds due to a suspension incurred during the previous year's finals series.

But he was quickly into stride, becoming just the third player in 25 years to receive the maximum three votes in five successive games.

It is a distinction also achieved by former runners-up Brent Harvey (North Melbourne, 2007) and Justin Madden (Carlton, 1985). However, Judd was the first to start his hot streak from his opening match of the season.

After 14 rounds, he had amassed 22 votes, extending his advantage to eight, and he couldn't be beaten with two rounds left.

Judd, who won the 2004 Brownlow with West Coast, became just the fourth player to win medals with different clubs. He was also just the fifth medallist for Carlton, and the first since Greg Williams in 1994.

BROWNLOW MEDAL			
Chris Judd (Carlton)	30	Aaron Sandilands (Fremantle)	20
Gary Ablett (Geelong Cats)	26	Lenny Hayes (St Kilda)	19
Dane Swan (Collingwood)	24	Travis Boak (Port Adelaide)	16
Scott Pendlebury (Collingwood)	21	Luke Hodge (Hawthorn)	16
Joel Selwood (Geelong)	21	Leigh Montagna (St Kilda)	16
Matthew Boyd (Western Bulldogs)	20	Jobe Watson (Essendon)	16

NAB AFL RISING STAR



Midfielder Daniel Hannebery became the second Sydney Swan to win the NAB AFL Rising Star award.

Daniel Hannebery comes from impeccable football stock. His father, Matt, played for the Western Bulldogs, while uncles on both sides of his family also played League football.

Add to that an education at Melbourne's Xavier College, one of the finest football schools in the country, and it was reasonable for Sydney to have high expectations for the player it nabbed with the 30th selection at the 2008 NAB AFL Draft.

It took less than a season for the Swans to realise they had nailed that selection. Hannebery remained in Melbourne in 2009 to complete his Year 12 studies but, after promising form for the Swans reserves during the mid-year holidays, was picked to play his first game in round 16. He played every game for the Swans for the rest of the year while still at school in Melbourne.

He moved to Sydney to live at the start of 2010, was a walk-up start in the Swans side for round one, played 19 games for the year and by season's end was the NAB AFL Rising Star winner.

Hannebery was nominated in round two after winning 23 touches in a win over Adelaide at AAMI Stadium. But he topped those performances later in the season, most notably with 38 touches and five tackles against Fremantle in round 20 and 25 touches and three goals against Hawthorn in round 10.

Hannebery was the second Swans player to claim the Rising Star award, following Adam Goodes' win in 1999, and was the unanimous choice, receiving the maximum 45 votes from the judging panel.

The panel comprised Andrew Demetriou, Adrian Anderson, Mark Ricciuto, Kevin Bartlett, James Hird, Gerard Healy, Glen Jakovich, Robert Walls and Kevin Sheehan.

NAB AFL RISING STAR MEDAL VOTING

Daniel Hannebery	Sydney Swans	45
Tom Scully	Melbourne	35
Tom Rockliff	Brisbane Lions	24
Jack Trengove	Melbourne	11
Ryan Bastinac	North Melbourne	6
Jeff Garlett	Carlton	5

COLEMAN MEDAL



Tiger spearhead Jack Riewoldt won the Coleman Medal in a breakthrough 2010 season.

If you were told a Riewoldt would win the 2010 Coleman Medal as the AFL's leading goalkicker, you'd automatically assume it would be St Kilda's Nick, the pre-eminent forward in the game. But the Saints star was upstaged this season by his younger cousin Jack, the emerging Richmond spearhead, who in taking out the Coleman claimed one of the few honours still to elude his elder relative.

After round eight of the 2010 season, it had seemed neither Riewoldt would win the Coleman, with Nick sidelined with a serious hamstring injury and Jack having kicked just 19 majors to be 10th on the AFL goalkicking table, 10 off the pace.

But in a four-game purple patch between rounds nine and 12, the Tigers' Riewoldt bagged 26.9, including a career-best 10.3 against West Coast at the MCG.

It was the highlight of an eight-week period that netted 43 majors. After that, Riewoldt stood atop the goalkicking table, four clear of Western Bulldog Barry Hall.

The prospect of winning the medal then seemed to weigh on Riewoldt, but he recovered to finish five clear of Hall – an exceptional effort in a Richmond team that averaged an AFL-low of just 11 goals a game.

At the age of 21 years and 302 days, Riewoldt became the sixth youngest winner of the Coleman Medal in its 56-year history.

He was just the fifth Tiger to top the League goalkicking, and the first since Michael Roach claimed back-to-back honours in 1980-81.

Riewoldt capped his season with selection at full-forward in the All-Australian team, and became the first Tiger to win the League goalkicking award and the club's best and fairest in the same season.

LEADING GOALKICKERS

	Home & Away			Total inc. Finals			Av	Mtchs
	G	B	Mtchs	G	B	%		
Jack Riewoldt (Rich)	78	39	22	78	39	66.67	3.54	22
Barry Hall (WB)	73	31	21	80	41	66.11	3.33	24
Mark LeCras (WC)	63	24	21	63	24	72.41	3	21
Lance Franklin (Haw)	62	42	17	64	42	60.38	3.55	18
Steve Johnson (Geel)	57	32	19	63	36	63.64	2.86	22



ALL-AUSTRALIAN TEAM



TEAM OF CHAMPIONS:

The 2010 All-Australian team consisted of (from left) Gary Ablett, Paul Chapman, Barry Hall, Luke Hodge, Brian Lake, Joel Selwood, Harry Taylor, Leigh Montagna, James Frawley, Brendon Goddard, Mark Jamar, Dane Swan, Lance Franklin, Scott Pendlebury, Jack Riewoldt, Mark LeCras, Steve Johnson, Harry O'Brien, Chris Judd, Alan Didak and Corey Enright. Aaron Sandilands was an apology.

Geelong continued to dominate the All-Australian side in 2010.

Despite failing to make the Grand Final for the first time in four seasons, Geelong still provided more than a quarter of the 2010 All-Australian team.

Steve Johnson, Paul Chapman, Gary Ablett, Joel Selwood, Corey Enright and Harry Taylor were all selected from the Cats, Taylor appearing for the first time, at centre half-back.

The other debutants in the side were Melbourne pair James Frawley and Mark Jamar, Collingwood duo Scott Pendlebury and Harry O'Brien, Richmond's Coleman medallist Jack Riewoldt and West Coast medium forward Mark LeCras.

Carlton captain Chris Judd was the most capped player in the team, selected for the fifth time, while Ablett – named as vice-captain – was selected for the fourth consecutive year.

After missing the finals in 2009, 2008 premier Hawthorn again saw September action and its improvement was noted with the return of Luke Hodge and Lance Franklin to the All-Australian team, the pair absent from the previous season's line-up after being selected in the club's flag year.

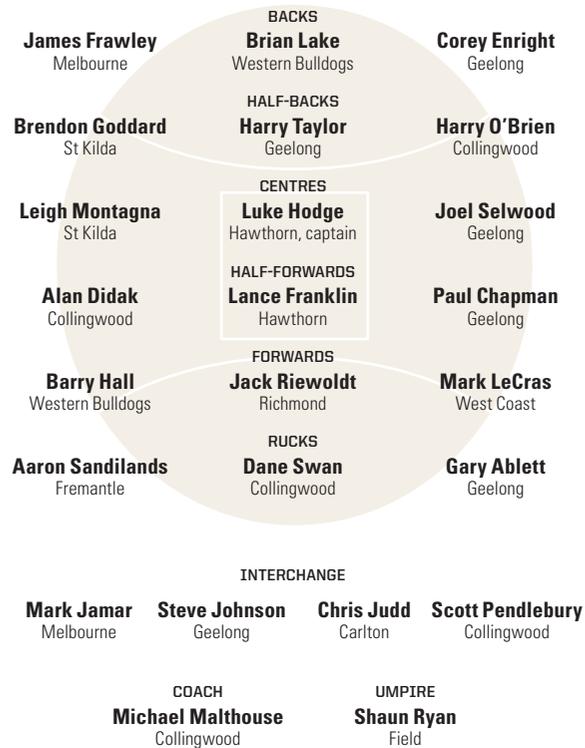
Hodge's brilliance and on-field leadership were also acknowledged, with the Hawk named captain.

Returning to the team after extended breaks were Western Bulldogs recruit Barry Hall and Collingwood's Alan Didak, the pair last appearing in 2006.

Hall's teammate Brian Lake, the Magpies' Dane Swan and St Kilda's Brendon Goddard and Leigh Montagna were back-to-back selections, having all been selected for the first time in 2009.

Fremantle's Aaron Sandilands was rewarded for his outstanding season, taking the No. 1 ruck spot as he was selected for a third consecutive season.

ALL-AUSTRALIAN TEAM



THE BOLD AND THE SPECTACULAR



RARE GIFTS: Liam Jurrah (near left) and Lance Franklin thrilled footy fans with their freakish athleticism in 2010, which was best exemplified by Jurrah's Mark of the Year and Franklin's Goal of the Year.

Liam Jurrah soared above the rest of the competition to grab 2010's Mark of the Year, while all of Lance Franklin's unique talents were on display in his Goal of the Year.

Two of the competition's most exciting players – Melbourne livewire Liam Jurrah and Hawthorn star Lance Franklin – again thrilled fans in 2010, taking home the Hungry Jack's AFL Mark of the Year and the Panasonic Goal of the Year respectively.

Jurrah, who made his AFL debut for the Demons in 2009, was judged to have taken the season's best mark after a high-flying grab against Port Adelaide in round 21.

After a long kick into Melbourne's forward line, Jurrah soared over a three-man pack and then rose higher again when he pushed off his teammate Jack Watts' shoulders. Claiming the mark at his highest point, Jurrah's grab sits comfortably among the best marks of the modern era.

Franklin won Goal of the Year after his amazing effort in round 13 against Essendon, when he took three bounces while running along the boundary line at the MCG, before threading a sensational goal with Essendon's Cale Hooker at his heels.

Only moments before that goal, Franklin had kicked a similarly remarkable goal from the same position, but his winning goal sailed

through the posts while his first major dribbled through along the ground.

Jurrah received the Alex Jesaulenko Medal for his mark; Franklin the Phil Manassa Medal. An Australian Football Hall of Fame Legend, Jesaulenko took one of the game's most memorable marks in Carlton's 1970 Grand Final win over Collingwood. Manassa, a Collingwood defender, kicked an exceptional running goal in the 1977 Grand Final Replay against North Melbourne, taking four bounces as he burst from half-back to kick truly from about 40 metres out.

Both players received the Ultimate Panasonic prize pack valued at \$9000. The pack included a Panasonic Viera 65-inch full-HD 3D Neo Plasma television, Blu-ray wireless home theatre system, LUMIX G series digital camera and LUMIX 'Rugged' compact digital camera, together with a \$2500 Caltex fuel voucher.

The winners of the 2010 Hungry Jack's Mark of the Year and Panasonic Goal of the Year were decided by the All-Australian selection committee at the conclusion of the 2010 Toyota AFL Premiership Season from the pool of weekly nominations.

NAB CUP



PRE-SEASON PREMIERS:
Western Bulldogs players and coach Rodney Eade (far left) celebrate their impressive win over St Kilda in the 2010 NAB Cup Grand Final.

Spearheaded by new boy Barry Hall, the Western Bulldogs claimed their first night/pre-season premiership since 1970 in the NAB Cup Grand Final.

For Barry Hall, the 2010 NAB Cup was all about creating a favourable impression at his new club, the Western Bulldogs, after a sour end to his time with the Sydney Swans the year before.

Hall could not have done any better, booting seven goals to help the Dogs to a 40-point win over St Kilda in the NAB Cup Grand Final at Etihad Stadium.

It followed his six-goal haul against Hawthorn in the quarter-final – his first game for the club – and four in the semi-final against Port Adelaide.

Hall joined the Bulldogs in the hope he would be the missing piece in the club's premiership puzzle and for much of the pre-season it appeared he could be.

Hall booted two goals in the first quarter of the Grand Final, was held goalless in the next two quarters, before banging through five in the final term.

The Saints, who drew within three points early in the final quarter, were never in the hunt once Hall cranked into gear.

But it was close for a time. The Bulldog midfielders weren't given much time or space in the middle two quarters as Nick Riewoldt, Brendon Goddard and Nick Dal Santo found touch.

But it was the big names for the Bulldogs, Adam Cooney, Ryan Griffen, Matthew Boyd and Lindsay Gilbee, who stepped up alongside Hall in the final quarter to steer the Bulldogs home.

Hall's seven-goal haul made him the obvious selection for the Michael Tuck Medal for best afield.

It was a night of celebration for the Bulldogs, whose last premiership of any description was in the night competition (the forerunner to the pre-season competition) in 1970.

NAB CUP GRAND FINAL				
Western Bulldogs	0.4.5	1.5.6	2.7.7	2.13.8 (104)
St Kilda	0.1.1	0.3.5	0.7.10	0.9.10 (64)
BEST: Western Bulldogs – Hall, Cooney, Higgins, Griffen, Murphy, Boyd, Gilbee. St Kilda – Riewoldt, Goddard, Dal Santo, Gram, Jones, Montagna.				
NINE-POINT GOALS: Western Bulldogs – Hahn, Higgins.				
GOALS: Western Bulldogs – Hall 7, Higgins 2, Everitt, Akermanis, Griffen, Murphy. St Kilda – Riewoldt 4, Goddard, Geary, Gram, Koschitzke, Milne.				
Umpires: Rosebury, Stevic, Chamberlain				
Crowd: 42,381 at Etihad Stadium				
Michael Tuck Medal: Barry Hall				

TOYOTA AFL PREMIERSHIP SEASON



Collingwood usurped 2009 Grand Finalists Geelong and St Kilda to take out the McClelland Trophy.

Collingwood seemed to announce itself as a premiership contender when it started the 2010 season with a comprehensive 36-point round one win over NAB Cup premiers the Western Bulldogs.

But while the Pies stood on top of the ladder from rounds seven to eight, it seemed as though the 2009 pecking order had not changed when that year's Grand Finalists comfortably accounted for Collingwood in the first half of the year – St Kilda by 28 points in round three and Geelong by 36 points in round nine.

However, in the second half of the season, Collingwood took the all-ground defence the Saints had unleashed on the competition in 2009 and raised it to another level. From rounds 11-21, the Magpies were undefeated – they drew with Melbourne in round 12 – but, most significantly, they turned the tables on St Kilda, by 48 points in round 16, and Geelong, by 22 points in round 19, and had the minor premiership wrapped up with a round left in the season.

Collingwood finished the season with a 17-4-1 record, half a game ahead of Geelong in second. It was the fourth consecutive home and away season the Cats had finished with at least 17 wins.

Despite losing skipper Nick Riewoldt for an extended period after he severely tore a hamstring in round three, St Kilda showed resilience to finish the season in third place. It was the Saints' third consecutive top-four finish, a feat matched by the fourth-placed Western Bulldogs.

In Paul Roos' final year as coach, the Sydney Swans returned to the finals after a one-year absence with a fifth-placed finish. Just behind



them on percentage was Fremantle, which rebounded from 14th place in 2009 to return to the finals for the first time since 2006.

Hawthorn, seventh, and Carlton, eighth, rounded out 2010's finalists, while at the other end of the ladder Richmond recovered from a horror 0-9 start to the season to win six of its last 13 games. In doing so, the Tigers climbed into 15th position and condemned West Coast to its first wooden spoon.

OFFICIAL 2010 AFL PREMIERSHIP SEASON LADDER (AFTER ROUND 22)

	P				FOR			AGAINST			%	MTCH PTS	HOME		AWAY		STRS W/L	SCORES HIGH LOW		AV MARGIN W L		W<7 PTS	L<7 PTS	PLS USED	R22 2009	1ST YR PLS	QTRS WON	4TH QTRS W
	W	L	D		G	B	PTS	G	B	PTS			W	L	W	L		W	L	W	L							
1 Collingwood	22	17	4	1	335	339	2349	242	206	1658	141.68%	70	10	1	7	3	1L	162	41	45	18	2	1	33	4	1	59	11
2 Geelong Cats	22	17	5	0	371	292	2518	241	256	1702	147.94%	68	10	1	7	4	3W	161	46	53	20	1	0	35	2	5	65	15
3 St Kilda	22	15	6	1	284	231	1935	231	205	1591	121.62%	62	8	2	7	4	1L	151	37	35	32	1	0	33	1	4	45	15
4 W Bulldogs	22	14	8	0	321	248	2174	251	228	1734	125.37%	56	8	3	6	5	1W	158	46	47	28	1	2	32	3	3	54	12
5 Sydney Swans	22	13	9	0	293	259	2017	272	231	1863	108.27%	52	7	4	6	5	4W	129	59	35	34	0	2	36	12	5	47	16
6 Fremantle	22	13	9	0	315	278	2168	307	245	2087	103.88%	52	8	3	5	6	1W	160	39	34	41	1	0	38	14	7	46	11
7 Hawthorn	22	12	9	1	297	262	2044	265	257	1847	110.67%	50	9	2	3	7	3W	155	59	33	22	4	1	34	9	3	44	9
8 Carlton	22	11	11	0	315	253	2143	285	273	1983	108.07%	44	5	6	6	5	2L	156	57	49	34	0	1	36	7	3	47	14
9 North Melbourne	22	11	11	0	279	256	1930	326	252	2208	87.41%	44	7	4	4	7	2W	129	39	24	49	1	1	37	13	7	42	12
10 Port Adelaide	22	10	12	0	252	237	1749	306	287	2123	82.38%	40	6	5	4	7	3W	122	30	12	41	3	1	37	10	6	35	9
11 Adelaide	22	9	13	0	250	263	1763	269	256	1870	94.28%	36	7	4	2	9	1W	124	41	31	29	0	1	36	5	6	39	10
12 Melbourne	22	8	13	1	272	231	1863	280	291	1971	94.52%	34	6	4	2	9	3L	142	46	31	27	1	2	38	16	5	37	8
13 Brisbane Lions	22	7	15	0	254	251	1775	311	292	2158	82.25%	28	4	7	3	8	1L	114	43	20	34	1	1	36	6	3	35	9
14 Essendon	22	7	15	0	277	268	1930	358	254	2402	80.35%	28	4	7	3	8	4L	130	40	22	41	1	1	39	8	8	31	8
15 Richmond	22	6	16	0	246	238	1714	339	314	2348	73.00%	24	4	7	2	9	4L	126	45	26	49	1	1	42	15	12	28	9
16 West Coast Eagles	22	4	18	0	255	243	1773	333	302	2300	77.09%	16	2	9	2	9	6L	132	52	23	34	0	3	38	11	8	32	6

INTERNATIONAL RULES SERIES



SWAN STARS: Dane Swan weighs up his options during the first Test of the 2010 International Rules Series, maintaining his composure despite pressure from Ireland's Leighton Glynn. As the outstanding player of the two-Test series, Swan won the Jim Stynes Medal and led the Australians to a hard-fought victory.

After a two-year break, the Australian side avenged its 2008 International Rules Series defeat, narrowly winning both Tests in a thrilling 2010 series.

Having relinquished the International Rules Series on home soil in 2008, the touring Australian squad regained the Cormac McAnallen Cup in stunning fashion, clean sweeping the two-Test series against Ireland.

The Australians won both hard-fought Tests to claim the series by a 10-point aggregate.

In the opening Test at Limerick's Pairc NanGael Stadium (Gaelic Grounds), the Australians pushed 20 points clear in the final quarter, led by captain Adam Goodes who kicked four three-pointers. However, Irish star Bernard Brogan gave the Australians a scare when he booted the only six-pointer for the game to drag Ireland back into the contest.

But Australia held on for a seven-point win.

In the second Test, played in front of almost 62,000 fans at Dublin's Croke Park, Australia looked to have clinched the series when it broke out to a 17-point lead midway through the third term. But the Irish mounted another spirited comeback and the game – and series – went down to the final moments.

A six-pointer in the third term from Ireland's James Kavanagh – again the only one of the game – swung momentum back in the home side's favour.

The Irish hit the lead in the final quarter before Dane Swan, the Jim Stynes medallist, turned the game back in Australia's favour with his relentless running.

A three-pointer to Brad Green, his fourth of the day, proved the match-winner, with Australia holding on to win by that three-point margin.

Australia leads the series 6-5 since it was reintroduced in 1998. However, from the 22 Tests played, both sides have won 10, with two draws.

INTERNATIONAL RULES SERIES

First Test at Gaelic Grounds, Limerick

Australia	0.4.0	0.7.0	0.10.2	0.14.5 (47)
Ireland	0.2.3	0.3.7	0.5.7	1.8.10 (40)

Second Test at Croke Park, Dublin

Australia	0.4.4	0.7.7	0.12.12	0.14.13 (55)
Ireland	0.2.3	0.4.5	1.8.8	1.11.13 (52)

Jim Stynes Medal: Dane Swan



HALL OF FAME



CLASS OF 2010:
 Australian Football Hall of Fame inductees (standing, from left) Tony Shaw, Wayne Carey, Gavin Wanganeen, Brian Dixon, (seated, from left) Ross Smith, Kevin Murray (Legend) and Stan 'Pops' Heal.

Six greats were inducted into the Australian Football Hall of Fame and a former Fitzroy champion was recognised as an AFL Legend.

Wayne Carey

Born: May 27, 1971

Played: 272 games, 727 goals (North Melbourne 1989-2001; 244, 671; Adelaide 2003-04: 28, 56)

Appointed North Melbourne captain at just 22, Carey led the Roos to their most successful era, which included the 1996 and 1999 premierships and seven consecutive preliminary final appearances from 1994-2000. Carey was his generation's most dominant key forward, a seven-time All-Australian (four times as captain) and won the Kangaroos' best and fairest four times (1992, 1993, 1996 and 1998) and the AFLPA MVP award twice (1995 and 1998).

Brian Dixon

Born: May 20, 1936

Played: 252 games, 41 goals (Melbourne 1954-68)

Coached: 44 games, 6 wins, 37 losses, 1 draw (North Melbourne 1971-72)

A brilliant wingman who seemed to win the ball almost at will, Dixon was a key member of Melbourne's golden era in the 1950s and early '60s, playing in five premiership teams (1956-57, 1959-60 and 1964). He also represented Victoria 10 times, won the Demons' best and fairest in 1960, was All-Australian in 1961 and, after his retirement as a player, coached North Melbourne for two seasons. He later served as Victoria's Minister for Youth, Sport and Recreation.

Stan 'Pops' Heal**Born:** July 30, 1920 **Died:** December 15, 2010.**Played:** 188 games, 84 goals (West Perth 1939-53: 180, 79; Melbourne 1941: 8, 5)**Coached:** 133 games, 95 wins, 38 losses (West Perth 1947-52)

Heal holds the rare distinction of being part of two premierships in one season, having played in Melbourne's 1941 premiership side and, two weeks later, in West Perth's flag side in the WAFL. A lightly framed wingman with good pace, Heal represented Western Australia 18 times and, as captain-coach, led West Perth to six consecutive second semi-final appearances, five Grand Finals and the 1949 and 1951 premierships. He later served as a West Australian Member of Parliament.

Tony Shaw**Born:** July 23, 1960**Played:** 313 games, 158 goals (Collingwood 1978-94)**Coached:** 88 games, 30 wins, 58 losses (Collingwood 1996-99)

Shaw's place in football folklore was secured when he led Collingwood to the 1990 premiership, winning the Norm Smith Medal as the Magpies broke a 32-year flag drought littered with near misses. Despite not being blessed with pace, Shaw was a prolific ball-winner and an inspirational captain. He won two Collingwood best and fairests, was All-Australian in 1984 and 1990 and represented Victoria four times. He later coached the Magpies for four seasons.

Ross Smith**Born:** September 12, 1942**Played:** 273 games, 253 goals (St Kilda 1961-72 and 1975: 234, 231; Subiaco 1973-74: 39, 22)**Coached:** 68 games, 33 wins, 33 losses, 2 draws (Subiaco 1973-74: 46 games, 30-16-0; St Kilda 1977: 22 games, 3-17-2)

Smith is one of the most decorated players in St Kilda's history, having played in the Saints' 1966 premiership and having won the following season's Brownlow Medal. A courageous and extremely fit rover, Smith's relentless running often wore opponents out. He won two St Kilda best and fairests (1967 and 1971), captained the club from 1969-72 and represented Victoria four times (twice as captain). He also coached St Kilda in 1977.

Gavin Wanganeen**Born:** June 18, 1973**Played:** 327 games, 250 goals (Port Adelaide (SANFL) 1990 & 2006: 27, 48; Essendon 1991-96: 127, 64; Port Adelaide (AFL) 1997-2006: 173, 138)

Wanganeen was the first Indigenous player to win the Brownlow Medal, in 1993, and to play 300 League games. He was also a premiership player with Essendon (1993) and Port Adelaide (2004), and the Power's inaugural captain. Courageous and freakishly skilled, Wanganeen made his name in defence but was just as damaging in the midfield and up forward. He represented South Australia eight times, won Port's 2003 best and fairest and was named All-Australian five times.

Hall of Fame Legend**Kevin Murray****Born:** June 18, 1938**Played:** 377 games, 71 goals (Fitzroy 1955-64 and 1967-74: 333, 51; East Perth 1965-66: 44, 20)**Coached:** 80 games, 26 wins, 54 losses (Fitzroy 1963-64: 34 games, 0-34; East Perth 1965-66: 46 games, 26-20)

Murray's achievements speak for themselves. He won a competition record nine club best and fairests - equal with Swans great Bob Skilton. He won the 1969 Brownlow Medal at 31 years of age, after finishing second in 1960 and 1962 and third in 1968; he also remains equal fifth on the League's all-time list for career Brownlow votes with 178. Murray is Fitzroy's games record-holder with 333, and captained the Lions in more games than any other player, 159, serving as captain-coach in the 1963-64 seasons. He was also a state representative in

24 games (18 with Victoria and six with Western Australia), named All-Australian twice, one of the inaugural inductees to the Australian Football Hall of Fame in 1996, and named at half-back in the AFL Team of the Century. But it is as a courageous and never-say-die competitor that he will be best - and most fondly - remembered. After starting his career in defence, where he played on everyone from ruckmen to resting rovers, Murray spent the latter part of his playing days as a prolific ruck-rover. For much of his career, he had to wear a back brace to take the field, but it never dampened his love of the game or will to win. He also moved from the VFL at the peak of his career to spend the 1965-66 seasons captain-coaching East Perth in the WAFL. Since Fitzroy's merger with the Brisbane Bears at the end of the 1996 season, Murray has embraced the new Lions entity wholeheartedly.

“It is as a courageous and never-say-die competitor that 2010's Hall of Fame Legend Kevin Murray will be best - and most fondly - remembered.”

AFL LIFE MEMBERS

PAYING TRIBUTE:
Outgoing Geelong President Frank Costa, with his wife Shirley, is feted by Geelong fans during a lap of honour before the Cats' game against the West Coast Eagles at Skilled Stadium in round 22, 2010.



Off-field Geelong leaders, a veteran Cat, two retirees, a Brownlow medallist turned media commentator, Fremantle's coach and Essendon doctors and were honoured by the AFL.

Nathan Eagleton



Eagleton's AFL career looked as if it might finish after three seasons when he collapsed in the middle of AAMI Stadium in round 15, 1999, with no Essendon opponent near him. However, the then Port Adelaide player was soon diagnosed with Wolff-Parkinson White syndrome, which caused his heart to beat irregularly, and after successful key-hole surgery he was back playing within a month. At the end of that season, after 51 games with the Power, Eagleton was traded to the Western Bulldogs. There, he soon became a valuable player with his run and thumping left-foot kicking. Eagleton retired at the end of 2010 after 221 games with the Bulldogs – 13th on their all-time games list and equal fourth for most finals played (12). In total, he played 277 AFL games and kicked 231 goals, and represented Australia in the International Rules Series in 1999 and 2005.

Simon Goodwin



Goodwin comfortably sits within the top handful of players in the Adelaide Crows' 20-season history. Debuting in 1997, he played that year in the Crows' first premiership – as a 20-year-old in just his 10th game. Goodwin was also part of the side that won a second

consecutive flag the next season. After starting his career in defence, he eventually moved into the midfield, where he developed into one of the competition's elite on-ballers. Goodwin retired in 2010 after 275 games – sixth on the Crows' all-time list – and 162 goals. He won an equal club record three best and fairests (2000, 2005, 2006), captained the Crows from 2008-10, was named All-Australian five times (2000, 2001, 2005, 2006, 2009) and represented Australia in the International Rules Series in 2000 and 2001.

Darren Milburn



Milburn has been one of the cornerstones of Geelong's defence for more than a decade. A remarkably consistent and durable competitor, he debuted in 1997 and was soon identified as one of the youngsters Geelong, which had slipped since its success in the early-to-mid 1990s, could rebuild around. The Cats re-emerged as a force in 2004, when Milburn finished third in the best and fairest. As the Cats forged a successful new era, one that peaked in its golden run from 2007-10, Milburn, together with the likes of Matthew Scarlett and Tom Harley, helped form one of the League's most miserly defences. A two-time premiership player (2007, 2009), All-Australian in 2007, and an International Rules Series representative in 2005, he has played 278 games and will enter his 15th season in 2011.

Gareth Andrews

Andrews has given 45 years' continuous service to the game as a player, joint founder and former president of the AFL Players' Association, and club administrator. He played 136 games for Geelong from 1965-74 before crossing to Richmond, where he played 31 games and was part of the 1974 premiership team. After retiring at the end of the 1975 season, Andrews became Football Manager of Richmond in 1976, before becoming the club's General Manager in 1978. From 1979-98, he was a commentator for ABC Radio and ABC TV, and a columnist with *The Age*. Since 1999, he has been a Director and Vice-President of Geelong.

Frank Costa

Costa has been associated with Geelong for 30 years, as President for the past 12 years and a Director for 14 years. Under his leadership, the club has been transformed. It has wiped out debts of \$7 million, secured two major redevelopments of Skilled Stadium at a total cost of \$56 million, and secured further funding of \$25 million from the Victorian Government for the next stage of the redevelopment. The club has also built its membership from 19,000 in 1998 to 40,000 in 2010, and recorded a net profit in 2010 of \$1.2 million. Geelong now has net assets of \$9.9 million. Costa has also overseen the most successful on-field era in the Cats' history, the club making the finals in 2000, 2004 and 2005, playing in three successive Grand Finals from 2007-09 and winning the 2007 and 2009 premierships, and reaching a preliminary final in 2010. Costa has been a member of the Pivots coterie group for 30 years. As Geelong President, he has also made a positive contribution to the growth and development of the game, including the competition's expansion.

Gerard Healy

Healy has made an outstanding contribution to Australian Football for more than 30 years as a player, selector, TV and radio broadcaster, and newspaper columnist. He played 211 games and kicked 276 goals from 1979-90 at Melbourne (1979-85: 130 matches and 189 goals) and the Sydney Swans (1986-90: 81 matches and 87 goals). Healy won the 1988 Brownlow Medal, represented Victoria 12 times – winning the Whitten and Simpson Medals in 1988 – and Australia in the International Rules Series five times. He won Melbourne's best and fairest in 1984, the Swans' best and fairest three consecutive times from 1986-88 and was named All-Australian five times (1982, 1984, 1986-88). Healy was inducted into the AFL Hall of Fame in 2000 and was named in the South Melbourne/Sydney Swans Team of the Century. After his retirement as a player, he has been an All-Australian selector (since 1991), Victorian state team selector (1992-99), International Rules chairman of selectors (1998-2006), and has worked as a TV broadcaster for the Seven Network and Fox Sports, on radio and as a *Herald Sun* columnist.

Jack Titus Award

Dr Bruce Reid (top) and Dr Ian Reynolds have served the Essendon Football Club as club doctors for 29 and 28 years respectively. Before joining Essendon when Kevin Sheedy was appointed senior coach ahead of the 1981 season, Dr Reid and Dr Reynolds were club doctors at Richmond from 1976-79. Dr Reid has served Essendon in 686 League games while Dr Reynolds has served the club in 665 games. Given their parallel careers, Dr Reid and Dr Reynolds were named the joint winners of the Jack Titus Award in 2010.



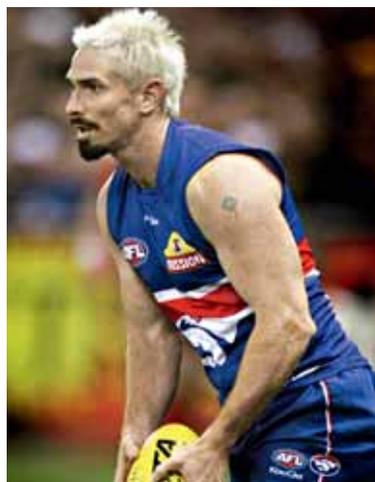
The late Jack Titus was a champion Richmond forward who kicked 970 goals from 1926-43. He played 294 games and for many years held the consecutive games record with 204. Titus was also a committeeman and senior coach at Richmond. The award is presented annually in recognition of outstanding service in football.

**Mark Harvey**

Harvey has been a fixture in the competition since 1984, first as one of the most courageous players of his era, then as a long-time assistant coach and now as Fremantle senior coach. Harvey began his playing career as a precociously talented half-forward, breaking into Essendon's powerhouse 1984 side as a teenager, then playing in its back-to-back premiership sides of 1984 and 1985. His career came full circle in 1993 when he was one of the old hands that led a talented group of 'Baby Bombers' to an unexpected premiership. By then, he had transformed himself into an undersized but extremely effective centre half-back – he filled the position in that year's All-Australian side. Harvey retired in 1997 after 206 games, which included 16 finals, and 170 goals. He won the Bombers' best and fairest in 1992 and finished second in 1985 and 1993, while he led the club's goalkicking in 1985 (48). Harvey was named in the All-Australian team twice, in 1985 and 1993, and represented Victoria six times. Following his retirement, he served as an assistant coach at Essendon under Kevin Sheedy from 1998-2006, then briefly at Fremantle under Chris Connolly in 2007, before assuming the Dockers' top job in round 16 that season. Last season, Harvey led a young Fremantle side to a sixth-placed finish and only the third finals campaign in the club's 16-season history.

RETIREEES

SAYING GOODBYE: Melbourne captain James McDonald, Western Bulldog and former Brisbane Lions premiership player Jason Akermanis and Adelaide Crows skipper Simon Goodwin were among the players to retire from AFL football at the end of the 2010 season.



A quartet of Crows, two midfield greats and two inspirational long-term club captains stood out among 2010's group of retirees.

Adelaide quartet Andrew McLeod, Tyson Edwards, Simon Goodwin and Brett Burton headed an impressive list of players who bowed out of football in 2010. McLeod (340 games), Edwards (321), Goodwin (275) and Burton (207) all gave terrific service to the Crows over long careers. All except Burton played in the Crows' 1997-98 premiership sides, while Goodwin captained the club from 2008-10.

The season also saw the retirements of two of the game's great midfielders of recent times, Brownlow medallists Ben Cousins and Jason Akermanis. Cousins forged a stellar career at the West Coast Eagles, serving as captain from 2001-05 and playing a key role in the Eagles' 2006 premiership, before completing his AFL career at Richmond. Akermanis played in the Lions' 2001-03 premierships as a member of the club's 'Fab Four' midfield division, before spending the final four seasons of his career at the Western Bulldogs. He retired after 325 games.

The Bulldogs' captain Brad Johnson joined Akermanis in retirement, farewelling football after a 17-year AFL career, the last five of which were as skipper. Nathan Eagleton was another veteran Bulldog to hang up his boots, the former Port Adelaide player bowing out of the game after 277 games.

Port Adelaide's 2004 premiership captain Warren Tredrea also retired after suffering a career-ending ankle injury, his legacy at the Power including a club-record four best and fairests and 549 goals.

Collingwood and Fremantle each farewelled three loyal servants in 2010. The Magpies lost 200-game players Simon Prestigiacomo, Tarkyn Lockyer and Shane O'Bree, who were all unlucky to miss selection in Collingwood's 2010 Grand Final sides, while the Dockers farewelled Paul Hasleby, Des Headland and Dean Solomon.

DEPARTING PLAYERS (MORE THAN 100 GAMES)

Player	Club	Games	Goals
Jason Akermanis	Brisbane Lions/Western Bulldogs	325	421
Brett Burton	Adelaide	177	264
Josh Carr	Port Adelaide/Fremantle	207	109
Ben Cousins	West Coast/Richmond	270	217
Trent Croad	Hawthorn/Fremantle	222	189
Nathan Eagleton	Port Adelaide/Western Bulldogs	277	231
Tyson Edwards	Adelaide	321	192
Simon Goodwin	Adelaide	275	162
Leigh Harding	North Melbourne	141	157
Paul Hasleby	Fremantle	208	131
Des Headland	Brisbane Lions/Fremantle	166	177
Brad Johnson	Western Bulldogs	364	558
Travis Johnstone	Melbourne/Brisbane Lions	209	135
Corey Jones	North Melbourne	157	216
Steven King	Geelong/St Kilda	240	83
Brett Kirk	Sydney	241	96
Tarkyn Lockyer	Collingwood	227	149
James McDonald	Melbourne	251	56
Andrew McLeod	Adelaide	340	275
Jordan McMahan	Western Bulldogs/Richmond	148	46
Paul Medhurst	Fremantle/Collingwood	168	274
Shane O'Bree	Brisbane Lions/Collingwood	246	87
Graham Polak	Fremantle/Richmond	111	25
Simon Prestigiacomo	Collingwood	233	3
Max Rooke	Geelong	135	58
Troy Simmonds	Melbourne/Fremantle/Richmond	197	132
Dean Solomon	Essendon/Fremantle	209	78
Warren Tredrea	Port Adelaide	255	549
Simon Wiggins	Carlton	116	36

OBITUARIES

Darrel Baldock

The St Kilda premierships captain and Australian Football Hall of Fame Legend died on February 2, 2011. See Vale pages 110-111.

Hank Gloede

West Coast Eagles club stalwart Hank Gloede died of cancer on January 29, aged 70. Gloede served as a property man at the Eagles for 22 seasons, from their inaugural season, 1987, until 2007.

Jim Hannan

Jim Hannan, a loyal North Melbourne servant for more than 50 years, died on February 9, aged 95. Hannan was club treasurer from 1962-86 and also served as a vice-president and club representative at the VFL table.

Pat McGough

Pat McGough, who died on March 6, aged 81, was an umpiring legend in Victorian country football. A VFL senior list field umpire from 1955-74, he umpired 366 VCFL matches, including many Grand Finals. He was a member of the AFL Umpires' Association Hall of Fame.

Geoff McClure

Prominent Melbourne sportswriter Geoff McClure died on March 15, aged 59, after a long battle with cancer. McClure held roles including deputy sports editor of *The Herald*, sports editor of *The Sun* and sports columnist on *The Age*.

Alex Popescu

Long-standing Geelong supporter and benefactor Alex Popescu died on March 29, aged 93. The timber merchant gave generously to the club, particularly in times of financial pressure.

Ian Brewer

Former Collingwood spearhead Ian Brewer died in the Royal Adelaide Hospital on April 15, aged 73. In 1958, Brewer topped the League goalkicking with 73 goals and was full-forward in Collingwood's premierships side.

Merv McIntosh

West Australian ruck legend Merv McIntosh died on May 3, aged 87. McIntosh was an inaugural inductee of the Australian Football Hall of Fame in 1996 and an inaugural Legend in the Western Australian Hall of Fame in 2004. He played 217 games for Perth.

Allan Cooke

Long-time Richmond player and official Allan Cooke died on May 12, aged 80. The hard-working ruckman played more than 100 games and later served as chairman of selectors from 1969-85.

Greg Tate

Greg Tate, who roved with Essendon greats Dick Reynolds and Bill Hutchison, died in a Euro nursing home on May 27, aged 84. Tate played 70 games from 1947-51, including two losing Grand Finals in 1947 and 1951, and kicked 95 goals.

Frank Jeeves

Former North Melbourne player Frank Jeeves died on June 11, aged 83. Jeeves played in North's first powerful era in 1949-50 and was a member of its first Grand Final side, in 1950.

Clayton Thompson

Clayton 'Candles' Thompson, the beanstalk forward/ruckman from South Australia who arrived at Hawthorn in 1954 amid a blaze of publicity, died on June 28, aged 80. Recruiting Thompson was a coup for Hawthorn but he enjoyed greater success in SA.

Peter Walker

Peter Walker, one of the best defenders in Geelong's history, died on July 8, aged 68, after a three-year battle with prostate cancer. Walker was a dashing centre half-back in Geelong's 1963 premierships team.

Bill Stephenson

Bill Stephenson, the high-marking St Kilda forward/ruckman whose VFL career was cut short by knee injuries, died on August 10, aged 73. Stephenson played 88 games from 1957-63.

Brian Walsh

Former St Kilda defender Brian Walsh died on August 20, aged 75. Walsh was part of the top-line St Kilda defence of the 1950s-early-'60s that included Brownlow medallists Verdun Howell and Neil Roberts, Jim Guyatt, Bud Annand and Eric Guy.

Jack Barker

Jack Barker, a veteran, much-loved presence at St Kilda, died on September 17, aged 84. He was the father of Trevor Barker, the late club legend, and one of St Kilda's most loyal fans.

Laurie Icke

Laurie Icke, one of the hardest players to pull on a North Melbourne guernsey, died at Ballarat on September 26, aged 82. Icke played 57 games from 1952-55.

Jeff Clifton

Jeff Clifton, who came out of Western Australia and played at full-back in Collingwood's losing 1970 Grand Final side, died on October 18, aged 61. He played 102 games for the Magpies (1969-74) and nine for Fitzroy (1975-76).

Vic Chanter

Vic Chanter, a top-flight full-back with Fitzroy from 1946-52, died, aged 89, on November 5. Chanter played 108 games and feared none of the top full-forwards of his day, including Essendon champion John Coleman.

Jim Deane

Jim Deane, a champion half-forward with South Adelaide who spent two seasons with Richmond in the 1950s, died in Adelaide on November 13, aged 82. Deane won two Magarey Medals – in 1953 and 1957 – and six club best and fairest awards.

Ted Jarrard

Ted Jarrard, a fearless half-back with North Melbourne in the 1940-50s, died on November 25, aged 88. Jarrard played 131 games from 1944-53 and was a member of North's first Grand Final side, in 1950, and the club's Team of the Century.

Bill Pearson

Bill Pearson, one of the last survivors from Essendon's 1946 premierships team, died, aged 88, on December 6. Pearson played in the centre in the 1946 flag side but his career was cut short by a knee injury. He was also a prominent figure in the greyhound racing industry.

John James

Football lost one of its great defenders with the death of Carlton's John James on December 8. James, 76, died of throat cancer. He was the first Carlton player to win three club best and fairest awards, in 1955, 1960 and 1961. James played 195 games, won the 1961 Brownlow Medal and was named in the Blues' Team of the Century.

Stan Heal

Stan 'Pops' Heal, who died on December 15, aged 90, holds one of football's most unique achievements – he played in Melbourne's 1941 premierships side and two weeks later played in another winning Grand Final with West Perth. He played eight games with Melbourne while serving in the navy during World War II. He was inducted into the Australian Football Hall of Fame in 2010.

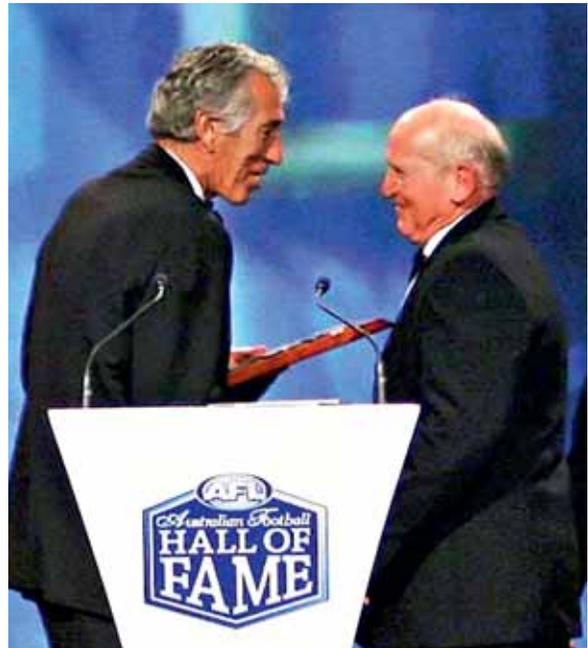
Maurice Rioli

Former Richmond and South Fremantle star Maurice Rioli collapsed and died in Darwin on Christmas Day, 2010. Rioli, 53, was a League trailblazer for Indigenous footballers. A tremendously skilled player, he was a dual Richmond best and fairest award winner and won the 1982 Norm Smith Medal in the Tigers' Grand Final loss to Carlton.

VALE DARREL BALDOCK

PREMIERSHIP

LEGEND: The late Darrel Baldock led the Saints to their only premiership, in 1966. Afterwards, he held the premiership cup aloft while wearing a Collingwood jumper, as Collingwood captain Des Tuddenham (in a St Kilda jumper) looked on – both had changed jumpers with opponents after the Grand Final. Forty years later, Baldock was inducted as an Australian Football Hall of Fame Legend (far right) by then AFL Commission Chairman, the late Ron Evans.



In just seven seasons, Darrel Baldock established himself as one of the greats of the game and St Kilda's favourite son.

It remains the most iconic image in the 138-year history of the St Kilda Football Club. Saints captain Darrel Baldock hoisting St Kilda's first and only premiership cup as Collingwood skipper Des Tuddenham pats him on the back.

The two had swapped jumpers, in a post Grand Final tradition that effectively ended that day.

Years later Baldock would admit regret that he was wearing Collingwood colours at the time. But that would be the only regret of his career.

Baldock died aged 72 on February 2, 2011, at Mersey Community Hospital in his beloved Latrobe, Tasmania.

He had not recovered from a recent stroke, his fourth in total.

Baldock played just 119 games for the Saints from 1962-68 but will be forever remembered as a legend of the club, and not just because he captained them to their only premiership to date.

He held down the centre half-forward position at just 179cm and dazzled fans, opponents and teammates alike with his unique ball control and ability to read the play.

Baldock arrived at the Saints from Latrobe in 1962 as a 24-year-old with a reputation for being a star. He had previously signed with Melbourne and South Melbourne but neither club could convince him to move to the mainland.

He did not disappoint at St Kilda, developing a unique on-field understanding with fellow Tasmanian Ian Stewart, who arrived at the Saints a year after Baldock.

Years later, Baldock revealed he and Stewart never planned ways of finding each other on the field, it just happened by sticking to basic football principles.

"There were no tactics. Timing was the most important thing because of my height. The ball had to come down quickly and providing the ball was kicked out in front I was right," Baldock said in the book *Heroes With Haloes, St Kilda's 100 Greatest*.

"That was a specialty of 'Stewie' because he was such a magnificent kick of the ball. He'd look up and I was halfway there. The greatest asset I had was reading the ball upfield."

Baldock captained the Saints for all but his first season and returned to his native Tasmania after his retirement in 1968. His stay at the Saints might have been brief but he still managed to win three best and fairests and the club's goalkicking four times.

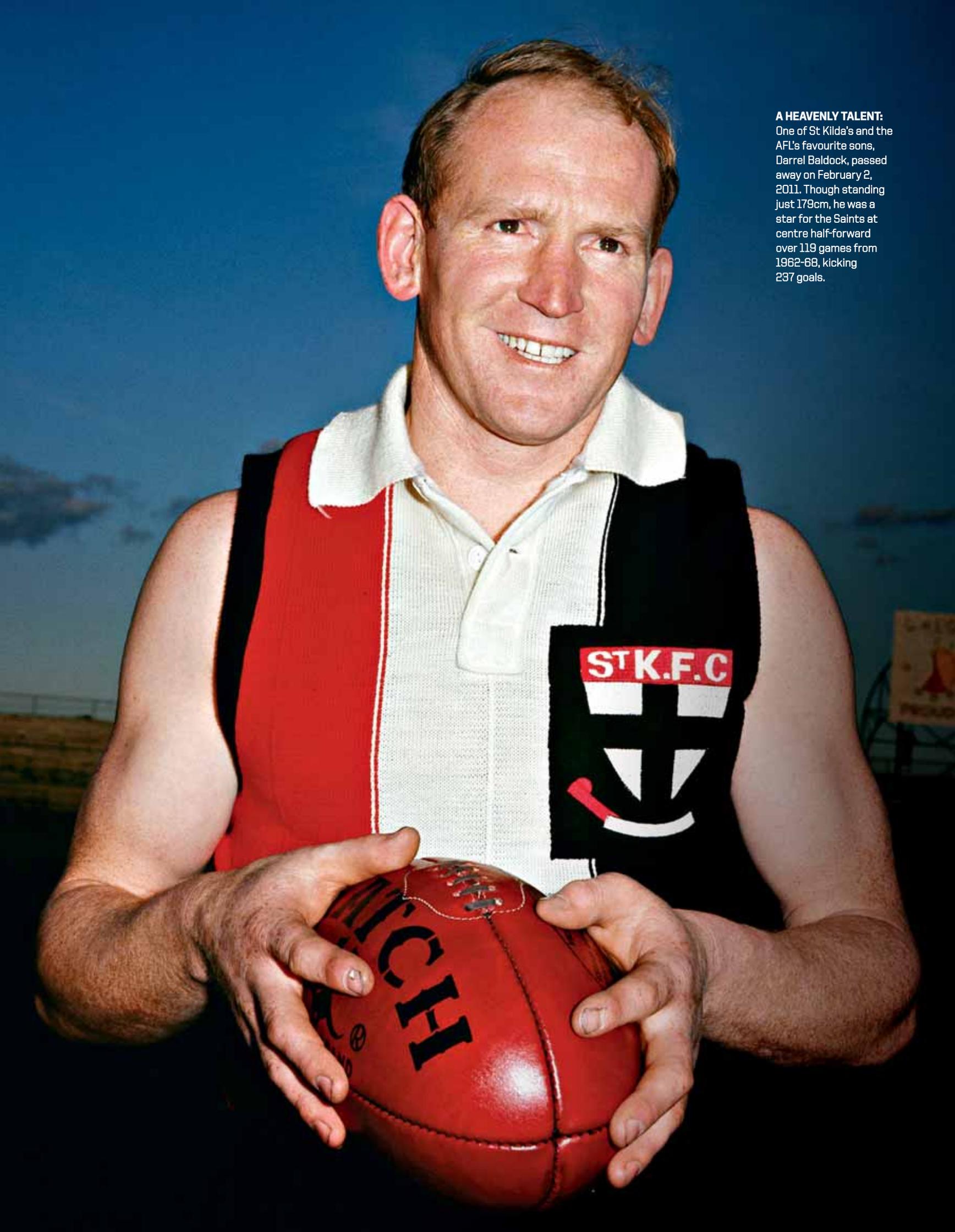
After leaving St Kilda, Baldock entered Tasmanian state parliament and remained an MP for 15 years until he returned to the Saints as coach in 1987. He suffered his first stroke towards the end of that season and had to hand the reins to assistant Allan Davis for the last four games of the year.

He remained St Kilda coach for two more years before returning to Latrobe to train horses.

Baldock was among the inaugural inductees to the Australian Football Hall of Fame in 1996 and was elevated to Legend status in 2006.

He was named captain of St Kilda's Team of the Century in 2001 and was named the club's first official legend when it launched its Hall of Fame two years later.

More than 3000 people, including former teammates, opponents and current St Kilda coach Ross Lyon and captain Nick Riewoldt, attended Baldock's state funeral at Latrobe Football Ground.



A HEAVENLY TALENT:
One of St Kilda's and the AFL's favourite sons, Darrel Baldock, passed away on February 2, 2011. Though standing just 179cm, he was a star for the Saints at centre half-forward over 119 games from 1962-68, kicking 237 goals.

A photograph of Warren Tredrea, a former AFL player, shown from the chest up in profile, facing left. He is wearing a black, white, and teal Port Adelaide Power AFL jersey. The jersey features the AFL logo on the left chest, the Reebok logo on the right chest, and the myATM logo on the right chest. He has a determined expression and his right fist is clenched. The background is dark and out of focus.

CONCISE FINANCIAL REPORT

AUSTRALIAN FOOTBALL LEAGUE
AND ITS CONTROLLED ENTITIES
OCTOBER 31, 2010

A BRILLIANT

CAREER: Port Adelaide premiership captain Warren Tredrea bowed out of the AFL in 2010 as one of the Power's greats. In a career spanning 14 seasons and 255 games, Tredrea was one of the best power forwards of his era and set Port club records for goals (549) and most best and fairests (four).



DIRECTORS' REPORT

The Directors present their report together with the concise financial report of the Australian Football League (“the Company”) and consolidated entity, being the Company and its controlled entities, for the year ended 31 October 2010, and the auditor’s report thereon.

Directors

The Directors of the Company at any time during or since the end of the financial year are:

Mr M C Fitzpatrick

Chairman - Appointed Commissioner 2003; Chairman from March 2007; Chairman of Remuneration Committee.

Qualifications: Bachelor of Engineering (Hons.) (University of Western Australia); Bachelor of Arts (Hons.) (Oxford University, UK).

Experience: Director, The Walter and Eliza Hall Institute of Medical Research; Chairman, Treasury Group Limited; Director, Rio Tinto Limited; Director, Rio Tinto plc.; Chairman, Infrastructure Capital Group Pty Ltd; Player, Carlton Football Club 1975-83; Director, Carlton Football Club 1989-95; Chairman, Australian Sports Commission 1995-98; Player, Subiaco Football Club 1970-74; Founder and Managing Director, Hastings Fund Management Ltd 1994-2005.

Mr A Demetriou

Chief Executive Officer - Appointed 2003.

Qualifications: Bachelor of Arts (La Trobe University); Diploma of Education (La Trobe University).

Experience: Player, North Melbourne Football Club 1981-87; Player, Hawthorn Football Club 1988-89; Director, Ruthinium Group; Chief Executive Officer, AFL Players’ Association 1998-2000; Board Member, Robert Rose Foundation; Public Appeal Chairman, Olivia Newton John Cancer Centre; Director, AFL (NSW/ACT) Commission; Director, NAB Community Advisory Council; Director, Australian Multicultural Advisory Council.

Mr W J Kelty

Non-Executive Commissioner - Appointed 1998.

Qualifications: Bachelor of Economics (La Trobe University).

Experience: Non-Executive Director, Linfox Group; Director, Bank of Queensland; Chairman, Virtual Communities Pty Ltd; Member, Foundation for Rural and Regional Renewal; Trustee, Linfox Classic Car Collection; Director, Luna Park Pty Ltd Melbourne; Member, La Trobe University Council; Chairman, Evans and Partners Advisory Board; Member of McGuire Media Advisory Board; Member of Bill Hutchinson Foundation; Former Director, Australian Retirement Fund; Former Secretary, ACTU; Former Director, Reserve Bank of Australia; Former Chairman, Commonwealth Government Regional Development Taskforce; Former Member, National Employment and Training Taskforce; Former Director, Superannuation Trust of Australia; Former Director, Hotel Leisure and Tourism Trust of Australia; Former Member, AFLPA Player Development Advisory Board; Former Member, Australians for Just Refugee Program; Former Chair, Ethical Clothing Trades Council of Victoria.

Mr C D Langford

Non-Executive Commissioner - Appointed 1999; Member of Audit Committee.

Qualifications: Bachelor of Architecture (University of Melbourne).

Experience: Director, Spyglass Property Pty Ltd; Director, RCL Ltd; Director, Macarthur Cook Funds Management Ltd; Former CEO Retail Projects, Mirvac Group; Player, Hawthorn Football Club 1980-97; Member, AFL (NSW/ACT) Commission 1998-2004.

Mr R A Hammond, AM

Non-Executive Commissioner - Appointed 2001; Member of Audit and Remuneration Committees.

Experience: Former Managing Director, Rail Road Recyclers of Australia Pty Ltd; Player, North Adelaide Football Club and Norwood Football Club 1960-75; Coach, Norwood Football Club 1974-79; Coach, Sydney Swans Football Club 1984; Chairman, Adelaide Football Club 1991-2000; Managing Director, Rail Road Services Pty Ltd; Chairman, Churchill Warehouse Pty Ltd.

Mr G T John, AO

Non-Executive Commissioner - Appointed 2000.

Qualifications: Fellow of Chartered Institute of Transport.

Experience: Director, QR National Ltd; Director, Racing Victoria; Director, West Australian Newspaper Ltd; Former Trustee, Melbourne Cricket Ground Trust; Player, East Perth Football Club 1959-63; Player, South Melbourne Football Club 1964-69; All-Australian Player 1966; Coach, South Melbourne Football Club 1973-75; President, South Melbourne Football Club 1978-80.

Ms S J Mostyn

Non-Executive Commissioner - Appointed 2005; Member of Remuneration Committee.

Qualifications: Bachelor of Arts (Australian University); Bachelor of Law (Australian University).

Experience: Director, Sydney Theatre Company; Director, Redfern Waterloo Authority; President, Australia Museum; Chairperson, AFL SportsReady Limited; Director, NSW Public Education Foundation; Director, Australian Volunteer International; Director, Virgin Blue Holdings Ltd.

Mr C Lynch

Non-Executive Commissioner - Appointed 2008; Chairman of the Audit Committee.

Qualifications: Bachelor of Commerce (Deakin University); Master of Business Administration (Deakin University).

Experience: Director, Transurban International Ltd; Director, Transurban Holdings Ltd; Director, Transurban Infrastructure Management Ltd; Director, Infrastructure Partnerships Australia Ltd; Former Executive Director, BHP Billiton Ltd/Plc.

Justice L Dessau

Non-Executive Commissioner - Appointed 2008.

Qualifications: Bachelor of Law (Hons.) (University of Melbourne).

Experience: Justice of the Family Court of Australia; Children's Court Magistrate, Coroner and Magistrate 1987-95; Director, National Judicial College; Director, Bangeta Pty Ltd.

Directors' meetings

The number of Directors' meetings (including meetings of committees of Directors) and number of meetings attended by each of the Directors of the Company during the financial year were:

Director	Directors' Meetings		Audit Committee Meetings		Remuneration Committee Meetings	
	No. of meetings attended	No. of meetings held*	No. of meetings attended	No. of meetings held*	No. of meetings attended	No. of meetings held*
Mr M C Fitzpatrick	12	12			1	1
Mr A Demetriou	12	12				
Mr W J Kelty	11	12				
Mr C D Langford	11	12	2	2		
Mr G T John	12	12				
Mr R A Hammond	10	12	2	2	1	1
Ms S J Mostyn	12	12			1	1
Mr C Lynch	12	12	2	2		
Justice L Dessau	12	12				

* Reflects the number of meetings held during the time the Director held office during the year.

The role of the Audit Committee is to give the Board of Directors additional assurance regarding the quality and reliability of financial information prepared for use by the Board in determining policies or determining items for inclusion in the financial statements.

The role of the Remuneration Committee is to review the remuneration packages and policies applicable to senior executives of the Company.

As well as the above meetings, the Directors also attended numerous other meetings including meetings with the presidents of all AFL clubs.

Principal activities

The principal activities of the consolidated entity during the course of the financial year have been to promote, control, manage and encourage Australian Rules Football.

There were no significant changes in the nature of the activities of the consolidated entity during the year.

Objectives

The major objectives of the Company include the following:

- i. To manage the AFL competition to ensure that it remains the most exciting in Australian sport.
- ii. To build a stronger relationship with the supporters at all levels of the game.
- iii. To help ensure that clubs are financially secure and competitive.
- iv. To provide the best possible benefits for AFL players and to drive the next generation of elite athletes to choose our game.

Strategy and performance

The Company's strategy is to promote the AFL brand throughout Australia and to a limited extent outside Australia. This includes bringing forward the introduction of new AFL teams on the Gold Coast and Greater Western Sydney. Key performance indicators such as attendances at AFL games, television ratings and participant numbers are used to measure the Company's performance against this strategy.

Review and results of operations

The operating profit of the AFL and its controlled entities amounted to \$10.6 million, compared with an operating profit of \$3.4 million in 2009.

State of affairs

In the opinion of the directors there were no significant changes in the state of affairs of the consolidated entity that occurred during the financial year under review not otherwise disclosed in this report or the consolidated financial statements.

Events subsequent to balance date

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction, or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the consolidated entity, the results of those operations, or the state of affairs of the consolidated entity in future financial years.

Likely developments

The Directors do not anticipate any major changes in the basis of operations of the consolidated entity and the future results of those operations in subsequent financial years.

Insurance premiums

Since the end of the previous financial year the Company has paid insurance premiums in respect of Directors' and Officers' liability and

legal expenses, insurance contracts, which include cover for current officers, including executive officers of the Company. The insurance premiums in respect of the officers of the Company relate to:

- » Costs and expenses that may be incurred by the relevant officers in defending proceedings, whether civil or criminal and whatever their outcome; and
- » Other liabilities that may arise from their position, with the exception of conduct involving a wilful breach of duty or improper use of information or position to gain a personal advantage.

Directors' benefits

Since the end of the previous financial year no Director of the Company has received or become entitled to receive any benefit (other than the fixed salary of a full-time employee of the Company or of a related body corporate) by reason of a contract made by the Company, its controlled entities, or a related body corporate with a Director or with a firm of which a Director is a member, or with an entity in which a Director has a substantial interest, other than as disclosed in notes 20 and 21 of the annual financial report.

Lead Auditor's Independence Declaration under Section 307C of The Corporations Act 2001

The Lead Auditor's Independence Declaration is set out on Page 116 and forms part of the Directors' report for the year ended 31 October 2010.

Rounding off

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July 1998 and in accordance with that Class Order, amounts in the concise financial report and Directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

Dated at Melbourne this 13th day of December 2010.

Signed in accordance with a resolution of the Directors



Mr M C Fitzpatrick
Chairman



Mr A Demetriou
Director

Lead Auditor's Independence Declaration under Section 307C of The Corporations Act 2001

To: the directors of Australian Football League.

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 31 October 2010 there has been:

- i. no contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- ii. no contravention of any applicable code of professional conduct in relation to the audit.

KPMG

KPMG



D M Waters

Partner

Melbourne
13th December 2010

Statements of changes in equity

For the year ended 31 October 2010

	CONSOLIDATED		THE COMPANY	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Total equity at the beginning of the year	106,177	102,765	106,345	103,712
Other Member Contributions	(23)	4	(4)	-
Total comprehensive income for the year	10,590	3,408	4,828	2,633
Total equity at the end of the year	116,744	106,177	111,169	106,345

The statements of changes in equity are to be read in conjunction with the notes to the financial statements set out on page 118.

Statements of comprehensive income

For the year ended 31 October 2010

	Note	CONSOLIDATED		THE COMPANY	
		2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Revenue	3	366,906	331,107	351,308	320,001
Net financing income		2,076	925	2,054	927
Expenses from operating activities		(358,392)	(328,624)	(348,534)	(318,295)
Profit from operating activities before related income tax expense		10,590	3,408	4,828	2,633
Income tax expense relating to operating activities		-	-	-	-
Profit for the year		10,590	3,408	4,828	2,633
Total comprehensive income for the year		10,590	3,408	4,828	2,633

Discussion and analysis of the income statements

Consolidated revenue increased by \$35.8 million to \$367.0 million.

There were seven main areas of revenue which contributed to this movement:

- » An increase in finals ticketing revenue totalling \$16.2 million due mainly to the Grand Final Replay.
- » An increase in annual television and radio rights fees totalling \$4.2 million.
- » An increase in AFL Membership revenue totalling \$4.7 million.
- » An increase in Corporate Partner sponsorship revenue totalling \$1.6 million.
- » An increase in Corporate Hospitality revenue totalling \$1.3 million.
- » An increase in AFL Queensland's consolidated operating revenue totalling \$1.8 million.
- » An increase in AFL (NSW/ACT) consolidated operating revenue totalling \$2.2 million.

The consolidated operating profit was \$10.6 million, which compared with an operating profit of \$3.4 million in 2009.

There were five main areas of increased expenditure which contributed to this result:

- » An increase in new markets reserve expenditure totalling \$10.4 million.
- » An increase in commercial operations expenditure totalling \$8.7 million due to the Grand Final Replay.
- » An increase in football operations expenditure totalling \$4.1 million mainly due to the Grand Final Replay.
- » An increase in distributions to clubs totalling \$5.6 million.
- » An increase in state grants totalling \$1.8 million.

The statements of comprehensive income are to be read in conjunction with the discussion and analysis above and the notes to the financial statements set out on page 118.

Balance sheets

As at 31 October 2010

	CONSOLIDATED		THE COMPANY	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Assets				
Cash and cash equivalents	64,768	56,107	61,015	53,659
Trade and other receivables	43,913	48,509	44,254	48,980
Inventories	166	571	-	-
Other	5,879	4,318	5,277	5,134
Total current assets	114,726	109,505	110,546	107,773
Property, plant & equipment	19,468	14,549	13,421	12,867
Other	32,000	31,000	32,000	31,000
Total non-current assets	51,468	45,549	45,421	43,867
Total assets	166,194	155,054	155,967	151,640
Liabilities				
Trade and other payables	43,526	43,251	40,549	41,365
Interest-bearing loans and borrowings	100	120	-	-
Provisions	4,771	4,296	3,591	3,413
Total current liabilities	48,397	47,667	44,140	44,778
Interest-bearing loans and borrowings	111	169	-	-
Provisions	942	1,041	658	517
Total non-current liabilities	1,053	1,210	658	517
Total liabilities	49,450	48,877	44,798	45,295
Net assets	116,744	106,177	111,169	106,345
Equity				
Member contributions	80	44	-	-
Reserves	73,154	57,693	73,154	57,693
Retained earnings	43,510	48,440	38,015	48,652
Total equity	116,744	106,177	111,169	106,345

The balance sheets are to be read in conjunction with the discussion and analysis on this page and the notes to the financial statements set out on page 118.

Discussion and analysis of the balance sheets

The consolidated entity's total assets increased by \$11.2 million to \$166.2 million.

The movement in total assets principally comprised:

- » An increase in cash and cash equivalents of \$8.7 million resulting primarily from operating profit for the year;
- » A decrease in current trade and other receivables totalling \$4.6 million; and
- » An increase in property, plant and equipment totalling \$4.9 million.

The consolidated entity's total liabilities increased by \$0.6 million to \$49.5 million over the year.

The movement in total liabilities principally comprises:

- » An increase in provisions totalling \$0.4 million.

Statements of cash flows

For the year ended 31 October 2010

	CONSOLIDATED		THE COMPANY	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Cash flows from operating activities				
Cash receipts in the course of operations	341,756	310,763	326,137	299,366
Cash payments in the course of operations	(327,040)	(305,192)	(317,765)	(295,044)
Net cash provided by operating activities	14,716	5,571	8,372	4,322
Cash flows from investing activities				
Interest received	2,161	960	2,113	927
Payments for other non-current assets	(1,000)	(500)	(1,000)	(500)
Payments for property, plant and equipment	(7,053)	(1,097)	(2,070)	(834)
Net cash provided by/(used in) investing activities	(5,892)	(637)	(957)	(407)
Cash flows from financing activities				
Interest paid	(85)	(35)	(59)	-
Repayment of borrowings	(78)	(104)	-	-
Net cash used in financing activities	(163)	(139)	(59)	-
Net increase/(decrease) in cash held	8,661	4,795	7,356	3,915
Cash at the beginning of the financial year	56,107	51,312	53,659	49,744
Cash at the end of the financial year	64,768	56,107	61,015	53,659

The statements of cash flows are to be read in conjunction with the discussion and analysis on this page and the notes to the financial statements set out on page 118.

Discussion and analysis of the statements of cash flows

There was a net increase in cash holdings of the consolidated entity, during the year, totalling \$8.7 million.

The major movements in cash during the year included the following:

- » Funds from the operating activities for the year totalling \$14.7 million.
- » Purchases of property, plant and equipment totalling \$7.1 million.
- » Net interest income totalling \$2.1 million.

Notes to the concise financial statements

For the year ended 31 October 2010

1. Basis of preparation of the concise financial report

The concise financial report has been prepared in accordance with the Corporations Act 2001 and Accounting Standard AASB 1039 Concise Financial Reports. The financial statements and specific disclosures required by AASB 1039 have been derived from the consolidated entity's full financial report for the financial year. Other information included in the concise financial report is consistent with the consolidated entity's full financial report. The concise financial report does not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the consolidated entity as the full financial report.

It has been prepared on the basis of historical costs and except where stated, does not take into account changing money values or fair values of non-current assets.

The accounting policies have been consistently applied by each entity in the consolidated entity and, except where there is a change in accounting policy, are consistent with those of the previous year.

Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current financial year amounts and other disclosures.

A full description of the accounting policies adopted by the consolidated entity may be found in the consolidated entity's full financial report.

The concise financial report is presented in Australian dollars.

2. Segment reporting

The Company's activities are entirely the administration and promotion of Australian Rules Football and are confined to Australia except for the sale of television rights to various overseas countries and conduct of exhibition matches overseas from time to time, in support of television rights in overseas countries.

3. Revenue

	CONSOLIDATED		THE COMPANY	
	2010 \$'000	2009 \$'000	2010 \$'000	2009 \$'000
Revenue from operating activities				
Trading operations	349,406	313,607	333,808	302,501
Contra advertising revenue	17,500	17,500	17,500	17,500
TOTAL	366,906	331,107	351,308	320,001

4. Contingent liabilities

- i. The Company has entered into an agreement with the AFL Players' Association Inc. for a period of five years commencing on 1 November 2006 whereby the Company has an obligation to assume liability for all amounts due to players of a Club where the Club has lost its license to compete in the AFL Competition and is suspended from or loses its right to representation on the League. The amounts payable in these circumstances will be offset by any amounts payable to the players in respect of future employment as a player.

- ii. The Company has entered into an agreement with the AFL Players' Association Inc for a period of five years commencing on 1 November 2006 whereby the Company has an obligation to share the net revenues of the AFL above the original five-year forecasts. At this point in time, the amount of this obligation, if any, is not able to be quantified.
- iii. The Company has entered into an agreement with Australia and New Zealand Banking Group Limited ("ANZ Bank") where the Company guarantees the obligations of Sports Facilities Management Limited ("Sports") to the ANZ Bank with respect to Sports borrowings of \$5.0 million in relation to the reconfiguration of Stadium Australia.
- iv. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Carlton Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2010. A new annual guarantee was entered into on 1 November 2010 for \$5.0 million.
- v. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Melbourne Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2010. A new annual guarantee was entered into on 1 November 2010 for \$5.0 million.
- vi. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the North Melbourne Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2010. A new annual guarantee was entered into on 1 November 2010 for \$5.0 million.
- vii. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the St Kilda Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2010. A new annual guarantee was entered into on 1 November 2010 for \$5.0 million.
- viii. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Richmond Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2010. A new annual guarantee was entered into on 1 November 2010 for \$5.0 million.
- ix. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Footscray Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2010. A new annual guarantee was entered into on 1 November 2010 for \$5.0 million.
- x. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Carlton Football Club Limited to Westpac to a maximum of \$1.5 million. The guarantee expired on 31 August 2010. A new guarantee was entered into on 1 November 2011 for \$1.5 million.
- xi. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Gold Coast Football Club limited to Westpac to a maximum of \$0.45 million.
- xii. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Slattery Media Group Pty Ltd to Westpac to a maximum of \$0.36 million. The guarantee expires on 31 October 2011.

Directors' declaration

In the opinion of the directors of the Australian Football League, the accompanying concise financial report of the Consolidated Entity, comprising the Australian Football League and its controlled entities for the year ended 31 October 2010, set out on pages 116-118:

- a. Has been derived from or is consistent with the full financial report for the financial year; and
- b. Complies with Accounting Standard AASB 1039 Concise Financial Reports.

Dated at Melbourne this 13th day of December 2010.

Signed in accordance with a resolution of the directors:



Mr M C Fitzpatrick
Chairman



Mr A Demetriou
Director

Independent Auditor's Report

To The Members Of The Australian Football League

Report on the concise financial report

The accompanying concise financial report of the Consolidated Entity comprising the Australian Football League ("the Company") and its controlled entities comprises the statements of financial position as at 31 October 2010, the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended and related notes 1 to 4 derived from the audited financial report of the Australian Football League for the year ended 31 October 2010 and the discussion and analysis. The concise financial report does not contain all the disclosures required by Australian Accounting Standards.

Directors' responsibility for the concise financial report

The directors of the Company are responsible for the preparation and presentation of the concise financial report in accordance with Australian Accounting Standard AASB 1039 Concise Financial Reports and the Corporations Act 2001. This responsibility includes establishing and maintaining internal control relevant to the preparation of the concise financial report; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on the concise financial report based on our audit procedures. We have conducted an independent audit in accordance with Australian Auditing Standards, of the financial report of the Australian Football League for the year ended 31 October 2010. Our audit report on the financial report for the year was signed on 13 December 2010 and was not subject to any modification. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free of material misstatement.

Our procedures in respect of the concise financial report include testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Australian Accounting Standard AASB 1039 Concise Financial Reports and whether the discussion and analysis complies with the requirements laid down in Australian Accounting Standard AASB 1039 Concise Financial Reports. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001.

Auditor's opinion

In our opinion, the concise financial report, including the discussion and analysis, of the Australian Football League and its controlled entities for the year ended 31 October 2010 complies with Australian Accounting Standard AASB 1039 Concise Financial Reports.

KPMG

KPMG



D M Waters
Partner

Melbourne
13th December 2010

The AFL 2001-10

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Profit & Loss (\$ mill)										
Revenue	116.562	159.700	170.912	186.260	203.695	215.220	284.794	302.139	303.450	335.862
Operating Expenses	46.229	47.843	52.453	58.112	69.430	72.141	81.047	94.666	89.885	105.479
Interest Expense	1.337	1.766	3.757	4.138	3.861	2.982	1.272	0.028	0.022	-
Operating Surplus	68.996	110.091	114.702	124.010	130.404	140.097	202.475	207.445	213.543	230.383
Payments to Clubs	61.873	71.228	79.635	89.563	91.964	96.559	125.488	131.752	135.808	141.978
Payments to AFLPA	5.744	6.329	7.656	7.653	7.767	8.701	12.131	12.518	13.897	14.491
Game Development Grants	16.510	17.715	16.505	18.492	18.997	21.495	25.852	25.871	27.305	29.129
Ground Improvements	1.631	5.995	6.241	5.110	5.148	5.591	4.951	5.095	5.014	4.547
AFL Foundation	-	-	-	-	-	0.200	0.231	0.255	0.300	0.300
Facilities Development							4.665	8.655	13.735	9.524
Strategic Partnership							1.198	0.877	1.502	1.848
New Markets							1.618	2.967	13.349	23.738
Net Profit before Transfers (to)/from Reserves	(16.762)	8.824	4.665	3.192	6.528	7.551	26.341	19.455	2.633	4.828
Facilities Development Reserve	-	-	-	(1.500)	(3.000)	(3.600)	(4.535)	0.314	6.333	2.123
Strategic Partnership Reserve	-	-	-	-	(1.800)	(1.800)	0.198	(0.123)	0.502	0.848
New Markets Reserve	-	-	-	-	-	-	(0.382)	(0.033)	0.415	-
Future Fund Reserve	-	-	-	-	-	-	(16.400)	(17.245)	(17.409)	(18.431)
Net Surplus/(Deficit)	(16.762)	8.824	4.665	1.692	1.728	2.151	5.222	2.368	(7.526)	(10.632)
Balance Sheet (\$ mill)										
Total Assets	110.312	166.862	162.798	146.649	142.353	110.094	124.581	152.073	151.640	155.967
Total Liabilities	80.784	128.510	119.781	100.440	89.617	52.179	40.325	48.361	45.295	44.798
Net Assets	29.528	38.352	43.017	46.209	52.736	57.915	84.256	103.712	106.345	111.169
TPP & Club Distribution Statistics (\$ mill)										
Total Player Payments (TPP)	83.000	89.000	95.000	97.850	100.813	103.565	111.100	118.900	123.100	127.200
TPP per Club	5.188	5.563	5.938	6.116	6.301	6.473	6.944	7.431	7.694	7.950
Base Distribution per Club	3.157	3.532	3.907	4.084	4.270	4.442	4.913	5.411	5.673	5.930
Base Distribution as a % of TPP	60.9%	63.5%	63.5%	66.8%	67.8%	68.6%	70.8%	72.8%	73.7%	74.6%
Attendance Statistics (\$ mill)										
Home & Away Season Attendance	5.921	5.644	5.873	5.910	6.284	6.204	6.476	6.511	6.371	6.496
Finals Series Attendance	0.526	0.449	0.478	0.458	0.480	0.532	0.574	0.572	0.615	0.651
Total Premiership Season Attendance	6.447	6.093	6.352	6.368	6.764	6.736	7.050	7.083	6.986	7.147
Pre-Season Attendance	0.398	0.338	0.266	0.259	0.307	0.235	0.244	0.240	0.283	0.227
Total Attendance	6.846	6.431	6.618	6.627	7.071	6.971	7.294	7.323	7.269	7.375
Membership Statistics										
Total of Club Members *	447,359	449,353	463,171	494,311	506,509	519,126	532,697	574,091	586,748	614,251
No. of Clubs in the AFL	16	16	16	16	16	16	16	16	16	16
Average No. of Members per Club	27,960	28,085	28,948	30,894	31,657	32,445	33,294	35,881	36,672	38,391
Total AFL Members	50,660	47,511	45,174	45,129	44,866	44,726	46,871	49,150	51,013	53,959

* Includes AFL Club Support Members
 2002 & 2003 Profit and Loss figures exclude amounts related to the sale of Waverley Park
 All revenue figures exclude contra advertising received from TV broadcasters

CORPORATE GOVERNANCE

The AFL Commission acknowledges the importance of good corporate governance, which establishes accountability for the Commission and management, and provides the policies and procedures for the equitable treatment of the 17 member clubs, recognition of the rights of other stakeholders and the Commission's role as the custodian of Australian Football. The AFL Corporate Governance policies and procedures remain under constant review to ensure they meet the expectations of our member clubs, stakeholders and the community generally.

The role of the Commission

To enable the ongoing prosperity of Australian Football, the Commission is committed to act in the best interests of the AFL to ensure it is properly governed and managed.

To achieve appropriate direction and control, the principal role of the Commission is to:

- » Protect and enhance the interests of member clubs in the context of the AFL Memorandum and Articles of Association.
- » Protect and enhance the interests of the game through national and international programs and the provision of grants to affiliated bodies to support Australian Football at all levels of the community.
- » Review, add value to, approve and monitor the strategic direction and objectives.
- » Review, approve and monitor the corporate plan linked to the strategic objectives.
- » Appoint, delegate to, support, evaluate and reward the performance of the CEO and other executives.
- » Support, review and monitor members clubs' operational and financial performance.
- » Oversee risk management and regulatory compliance.
- » Monitor the integrity of financial reporting.
- » Ensure ethical standards and appropriate behaviours are adhered to.
- » Have transparent reporting and communication with member clubs and other stakeholders.

Board composition

The names of the AFL Commissioners (Directors) in office at the date of this statement are given in the Directors' Report. The Commission comprises eight non-executive Commissioners and the CEO.

The minimum number of Commissioners is six and the maximum is nine and no more than one third of Commissioners can be Executive Commissioners (including the CEO). Two Commissioners, other than the CEO, retire by rotation each year, together with any Commissioner who has not retired in the past three years, but all may offer themselves for re-election for another three-year period. The Commissioners appoint one of the non-executive Commissioners as Chairman of the Commission.

Commissioners' conflict of interest

Commissioners are required to disclose all matters involving the AFL in which they have a material personal interest. Where a matter that a Commissioner has a material personal interest in and a matter relating to that interest is being considered at a Commission meeting, that Commissioner must not:

- » Receive papers in relation to the subject.
- » Be present while the matter is being discussed.
- » Vote on the matter.

However, the Commissioners who do not have a material personal interest in the matter can pass a resolution that:

- » Identifies the Commissioner and details that Commissioner's interest.
- » States that those Commissioners are satisfied that the interest should not disqualify that Commissioner from voting or being present.

Commission committees

The Commission has established two board committees (Audit and Remuneration) to assist it in the discharge of the Commissioners' roles and responsibilities. However, the Commission has not delegated any of its authority to those committees.

The Commissioners who are members of these committees are outlined in the Financial Report in this document.

A Nominations Committee is also established as a joint initiative with the AFL clubs' chairmen and presidents when new candidates are being considered for appointment to the AFL Commission.

The key roles of the Audit and Remuneration committees are:

Audit Committee

The Audit Committee assists the Commission with its responsibilities by monitoring and advising on the:

- » Completeness and fairness of the view given by the financial statements of the AFL.
- » Integrity of the AFL's accounting policies and financial reporting practices.
- » The continued independence of the external auditors.
- » The business risks of the AFL and the controls in place to minimise the impact of these risks.

Remuneration Committee

The Remuneration Committee assists the Commission in its responsibilities by monitoring and advising on the:

- » Non-executive Commissioner remuneration.
- » CEO and Executive remuneration.

Relationship with management

The CEO is responsible for the day-to-day operations of the AFL and the implementation of the Commission's strategies, in accordance with Commission delegations, policies and procedures. One of the Commission's major objectives is to work with management in a professional, productive and harmonious manner for the ongoing prosperity of the AFL.

Communication with member clubs

The Commission has a policy of active engagement with all member clubs. Commissioners meet with member clubs at least twice a year to discuss a wide range of matters relating to the AFL's internal and external environment.

AFL Commission

Mike Fitzpatrick (Chairman), Andrew Demetriou (Chief Executive Officer), Justice Linda Dessau, Bob Hammond, Graeme John, Bill Kelty, Chris Langford, Chris Lynch, Sam Mostyn.

AFL Executive

Andrew Demetriou (Chief Executive Officer), Ian Anderson (Chief Financial Officer), Adrian Anderson (General Manager, Football Operations), Darren Birch (General Manager, Commercial Operations), Andrew Catterall (General Manager, Strategy and Marketing), Andrew Dillon (General Manager, Legal and Business Affairs), Gillon McLachlan (Chief Operating Officer), David Matthews (General Manager, National and International Development), Christina Ogg (General Manager, Human Resources), Tony Peek (Assistant to the CEO).

Committees and advisors

AFL Audit Committee

Chris Lynch (chairman), Bob Hammond, Chris Langford.

AFL Remuneration Committee

Mike Fitzpatrick (chair), Bob Hammond, Sam Mostyn.

AFL Investment Committee

Gillon McLachlan (chair), Mike Fitzpatrick, Andrew Demetriou, Graeme John, Chris Langford, Ian Anderson.

AFL Broadcasting Sub-committee

Gillon McLachlan (chair), Mike Fitzpatrick, Andrew Demetriou, Chris Lynch.

AFL Football Operations Sub-committee

Adrian Anderson (chair), Tony Abate, Rod Austin, Sue Clark, Brett Clothier, Patrick Cunningham, Jeff Gieschen, Patrick Keane, Shane McCurry, Tessie McManus, Katrina Leith, Thea Salter, Kevin Sheehan, Emma Taylor, Scott Taylor, Ken Wood, Ted Woodruff.

AFL Tribunal

David Jones (chair), John Hassett (deputy chair), Emmett Dunne, Stewart Loewe, David Pittman, Wayne Schimmelbusch, Richard Loveridge, Wayne Henwood, Scott Taylor (secretary).

AFL Laws Of The Game Committee

Adrian Anderson (chair), Kevin Bartlett, Luke Darcy, Leigh Matthews, Andrew McKay, Matthew Pavlich, Luke Power, Rowan Sawers, Michael Sexton, Shane McCurry (secretary).

Appeals Board

Peter O'Callaghan QC (chair), Brian Collis QC (deputy chairman), Brian Bourke, John Schultz, Michael Green, John Winneke, Scott Taylor (secretary).

Match Review Panel

Mark Fraser (chair), Paul Broderick, Peter Carey, Scott Taylor (secretary).

AFL Grievance Tribunal

Jack Rush QC (chair), Darren Baxter, James Dowsley, Kevin Power, Michael Moncrieff.

AFL Legal Counsel for AFL Tribunal

Jeff Gleeson SC, Andrew Tinney SC.

AFL All-Australian and AFL Rising Star selectors

Andrew Demetriou (chair), Adrian Anderson, Kevin Bartlett, Glen Jakovich, Mark Ricciuto, Danny Frawley, Kevin Sheehan (Rising Star only), Scott Taylor (secretary).

Australian Football Hall of Fame selectors

Mike Fitzpatrick (chair), Dennis Cometti, Matt Finnis, Jim Main, Tim Lane, David Parkin, Tom Reynolds, Leigh Whicker, Shane McCurry (secretary).

AFL Research Board

Dr Ross Smith (chair), Dr David Buttifant, Brian Cook, Neale Daniher, Professor Peter Fricker, Associate Professor Colin McLeod, David Parkin, Anthony Schache, Dr Hugh Seward, Lawrie Woodman, Shane McCurry (secretary).

Legal advisor

Browne & Co.

Medical Commissioners

Dr Peter Harcourt, Dr Harry Unglik.

AFL SportsReady Ltd Board

Sam Mostyn (chair), Phillip Campbell (Chief Executive Officer), Graeme Billings, Andrew Dillon, Leigh Russell, Matt Finnis, Marilyn Morgan, Andrew Blair, Peter Campbell.



CAPTAIN'S GAME: North Melbourne captain Brent Harvey was best on ground in the Kangaroos' 36-point win over Port Adelaide in round 13 at Etihad Stadium, finishing the game with 32 possessions, two goals and three Brownlow Medal votes. Harvey was a standout performer for North's young side in 2010, tying with Brady Rawlings for the club's best and fairest award.