

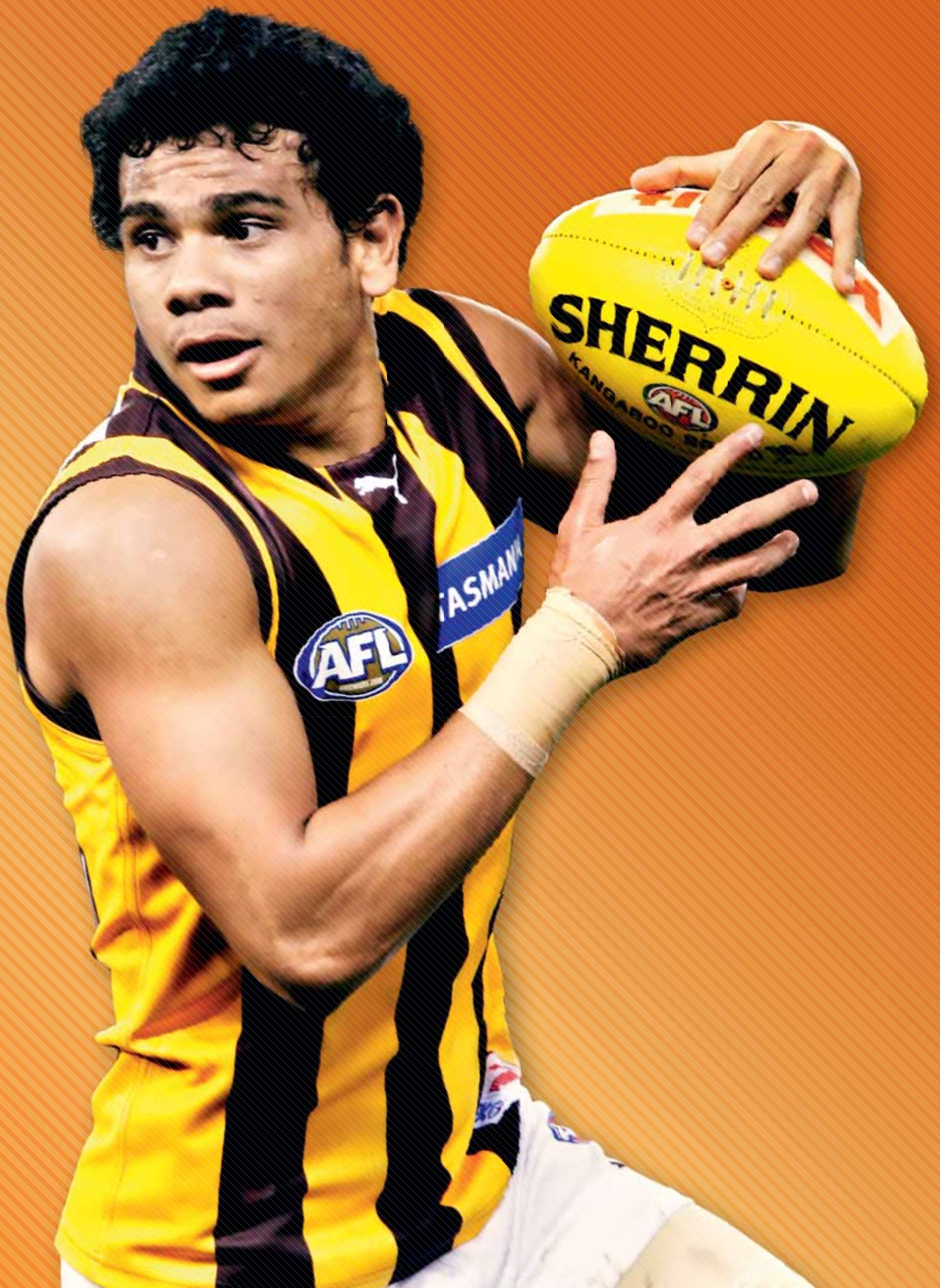
CHAIRMAN'S REPORT

MIKE FITZPATRICK

CEO'S REPORT

ANDREW DEMETRIOU

Unique talent: Hawthorn's Cyril Rioli is a great example of the skill, game sense and flair an ever-growing number of Indigenous players bring to the competition.



Consensus the key to future growth

In many areas, key stakeholders worked collaboratively to ensure progress.

In late 2006 when the AFL Commission released its *Next Generation* financial strategy for the period 2007-11, we outlined our plans to expand the AFL competition and to grow our game nationally. Those plans advanced significantly in 2009 when some very tangible foundations were laid upon which the two new AFL clubs based on the Gold Coast and in Greater Western Sydney will be built. Overall, 2009 delivered various outcomes for the AFL competition and the game at a community level, which were highlighted by the following:

- » Work started on the redevelopment of the Gold Coast Stadium after funding was secured for the project.
- » The AFL Commission issued a licence to Gold Coast Football Club to participate in the AFL competition from 2011.
- » The first stage of the joint AFL and cricket facility opened at Blacktown Olympic Park, the training and administration base for the 18th AFL club based in Greater Western Sydney, which will enter the AFL in 2012.
- » The AFL Commission approved rules to allow the 18th club to develop its playing list.
- » New agreements were concluded with the MCG and Etihad Stadium to provide significantly improved match returns to tenant clubs at both venues.

- » An important step to provide a new home for AFL matches in Adelaide occurred when the South Australian National Football League (SANFL) and South Australian Cricket Association (SACA) signed a memorandum of understanding to redevelop Adelaide Oval as a new home for football and cricket.
- » Attendances, club membership and national television audiences continued to make the AFL Australia's most popular professional sporting competition.
- » Participation in the game at a community level reached a record of more than 732,000 registered participants.
- » A new personal conduct policy, adopted by the AFL Commission in late 2008, was implemented in 2009.
- » A new policy to promote responsible alcohol consumption was approved by the AFL Commission and implemented in partnership with the AFL clubs and AFL Players' Association.
- » Various rules were amended or introduced to bolster the integrity of the competition, particularly in relation to gambling.

Collaboration

The outcomes outlined above were made possible with the support of all AFL clubs and reinforced the importance of maximum collaboration between the AFL and clubs off the field and maximum



competition between the clubs on field. These strategic projects were also consistent with a theme of an address by former National Football League Commissioner Paul Tagliabue at our AFL industry conference in November 2008, when he talked about the importance of balancing the best of the past with continuity and change.

He highlighted the importance of having a structure and leadership at all levels that resolves conflict in a sensible way to produce an identity of common interest, common values and common ground for solutions.

The challenge, he said, was not to stifle or avoid conflict – that produces mediocrity – but rather to build consensus in a way which takes the game forward.

Balancing continuity with change has been made possible because the AFL clubs have unanimously supported our expansion plans on the Gold Coast and in Greater Western Sydney and I want to thank each of the AFL clubs for backing what are generational decisions which will be judged during the next 20, 30, perhaps 50 years.

That balance between continuity and change was also evident in the discussions over about 18 months involving the future development of Adelaide Oval, which included the SANFL, the Adelaide and Port Adelaide football clubs and the SACA. The AFL Commission commends all parties for the agreement they reached and looks forward to the project proceeding.

Common ground for solutions was also fundamental to the Victorian-based clubs being able to secure their future with much-improved stadium agreements at the MCG and Etihad Stadium.

I would like to thank the sub-committee of AFL club representatives who worked with us to reach the new agreements with the MCG and Etihad Stadium – Western Bulldogs President David Smorgon, Collingwood President Eddie McGuire, St Kilda President Greg Westaway, Carlton Chief Executive Officer Greg Swann and former Richmond Chief Executive Officer Steven Wright.

Government Partnerships

The AFL's partnership with government at various levels was also critical to many of these longer-term strategic outcomes.

The redevelopment of Gold Coast Stadium, which was fundamental to the entry of Gold Coast to the AFL competition in 2011, was made possible when the Queensland Government, Federal Government and Gold Coast City Council agreed to provide funding of \$116 million to this major infrastructure project. In Sydney, the \$27 million first stage of a joint AFL and cricket facility at Blacktown Olympic Park, which is where the team from Greater Western Sydney will be based, opened in July. This project was the result of a partnership between the New South Wales Government, City of Blacktown, AFL and Cricket NSW.

The proposed redevelopment of Adelaide Oval became a reality when the South Australian Government agreed to provide up to \$450 million for the project which, subject to a final agreement, will see home matches for the Adelaide and Port Adelaide football clubs played at Adelaide Oval from 2014. This represents the largest single direct investment ever in a facility for AFL matches.

The Victorian Government played a significant role in agreement being reached with the Melbourne Cricket Club and MCG Trust. The government also agreed to provide \$36 million to upgrade facilities in the AFL members' reserve in the Great Southern Stand, which will also boost the financial return for tenant clubs.

The new agreements with the MCG and Etihad Stadium were the culmination of more than 12 months' work, which indicated that some of the Victorian-based clubs' stadium returns were between \$5 million and \$7 million less than the returns enjoyed by clubs in other cities.

In Adelaide, Brisbane, Perth and Sydney, AFL clubs received 70 per cent of the revenue generated by stadiums from AFL matches



The AFL Commission:
In 2009, the AFL Commission comprised (from left) Graeme John, Chris Langford, Justice Linda Dessau, Mike Fitzpatrick (Chairman), Andrew Demetriou (CEO), Bill Kelty, Sam Mostyn, Chris Lynch and Bob Hammond.

CHAIRMAN'S REPORT

Mike Fitzpatrick



The prize: The atmosphere before the Toyota AFL Grand Final is electric and, here before last year's premiership-decider, the crowd at the MCG enjoyed the pre-match entertainment, which involved a giant replica of the reward St Kilda and Geelong were about to fight for – the premiership cup.

while AFL clubs in Victoria received 30 per cent of such revenue. The agreements with the MCC and Etihad Stadium will provide an additional \$145 million in improved match returns to the tenant clubs during the next 10 years at the MCG and 14 years at Etihad Stadium.

A new five-year agreement was concluded with the Northern Territory Government, which will see 10 AFL matches played in the territory during the next five years.

Games will be played in Darwin and Alice Springs, while the agreement also provides \$2 million for upgrades of TIO Stadium and Traeger Park, where the matches will be scheduled in the two cities. The Australian Capital Territory Government extended its agreement with the AFL for a further year, which will see a NAB Cup game and a premiership season match between the Western Bulldogs and Sydney Swans played at Manuka Oval in 2010. On behalf of the AFL Commission, I would like to thank all areas of government for their support and investment in community infrastructure and programs in Indigenous and multicultural communities to further build and strengthen Australia's only Indigenous game.

Financial Result

While the global financial crisis had some impact on the AFL competition, overall 2009 produced a satisfactory result. Thirteen of the 16 AFL clubs traded profitably in 2009, an excellent outcome given the difficult economic climate in which our game was operating. The AFL reduced its expenditure by \$5 million.

Highlights of the financial performance of the AFL in 2009 included:

- » Total AFL revenue increased by \$1.4 million to a record \$303.5 million in 2009, compared to \$302.1 million in 2008.
- » The operating profit before grants and distributions was \$213.5 million.
- » Grants and distributions totalled \$182.3 million. Of this amount, \$135.8 million was distributed to AFL clubs.
- » After payments from reserves of \$28.6 million, the net profit for 2009 was \$2.6 million.

Broadcasters

I would like to sincerely thank our television broadcasters – Network Ten, the Seven Network and Foxtel through Fox Sports – for their continued high-quality coverage of the NAB Cup, Toyota AFL Premiership Season, Toyota AFL Finals Series and major events such as the NAB AFL Rising Star and Brownlow Medal. This coverage is invaluable to the AFL competition as it exposes the 16 AFL clubs to more than 4.5 million people throughout Australia each week of the season, while financially our broadcast rights agreement is a fundamental plank of the industry.

In addition to our television broadcasters, we are also very fortunate to have very strong relationships with Telstra Bigpond, News Limited and various radio broadcasters including 5AA, 6PR, ABC, 3AW, SEN, Triple M and K Rock.

Immediate impact: Daniel Rich was a standout for the Brisbane Lions in his first AFL season, winning the 2009 NAB AFL Rising Star award as he cemented a regular spot in the Lions' midfield.



Corporate Partners

The Toyota Motor Corporation of Australia continued as the title sponsor of the AFL premiership season and finals series in a relationship with the AFL that began in 2004.

The AFL Commission greatly appreciates the significant investment Toyota makes in the AFL competition in addition to its role as the major sponsor of the Adelaide Football Club, which it began in 1991 when the Crows entered the competition. I also wish to acknowledge the major partnerships we have with Foster's Brewing Group, NAB and Coca-Cola, and thank them for their continued support and investment. Our corporate partners are outlined in greater detail in the commercial operations section of this report.

Community Football

The game continues to grow at a community level throughout Australia, which is made possible by more than 120,000 volunteers.

The game's volunteers were fundamental to the game's total participation numbers reaching a record 732,803 in communities throughout Australia in 2009. This level of participation in Australia is well ahead of the AFL Commission's *Next Generation* financial strategy, which forecast total participation numbers would reach 706,000 by 2011.

At the Toyota AFL Grand Final, the AFL Commission was pleased to host winners of the volunteer of the year award as voted by the various state and territory bodies who have provided a combined 144 years of voluntary service to the game at the community level.

The Australian community network includes the following:

- » 300 full-time and part-time development officers who manage NAB AFL Auskick, coach accreditation, school clinics/competitions and talent programs in 95 regions.
- » More than 732,000 registered participants in programs and competitions greater than six weeks in duration, more than any other football code in Australia.
- » Administrative support for the more than 270 leagues and 2500 local football clubs in communities throughout Australia, which field more than 12,170 teams each year and are supported by more than 120,000 volunteers.
- » 169,000 NAB AFL Auskick participants at 2875 centres.
- » 80,000 female participants in NAB AFL Auskick, school, mixed and dedicated female competitions.
- » School and community visits and clinics reaching more than 1.2 million children.
- » Competitions for more than 13,400 school teams involving more than 241,000 students.
- » Accreditation for more than 6000 coaches and umpires each year.
- » Qantas AFL Kickstart program for Indigenous communities.
- » Welcome to AFL multicultural program.
- » Various talent development programs in each state and territory.
- » NAB AFL Draft Camp, NAB AFL Under-18 and Under-16 Championships, AIS-AFL Academy.

International Participation

- » In addition to 732,000 participants in Australia, nearly 53,000 participants now play Australian Football in countries around the world.
- » Participation is spread across more than 270 clubs in 38 senior leagues on all continents.

AFL Clubs

The AFL Commission wishes to acknowledge and thank everyone involved with the management of the 16 AFL clubs – boards, players, staff, coaches and volunteers – for what they achieved collectively in 2009.

AFL clubs drive community interest and support in our game and are to be commended for the outcomes they achieved in 2009 in membership, attendances and community support, particularly in regions of Victoria devastated by the Black Saturday bushfires.

AFL Commission

While some other sports debate their future governance structure, it is important to remind ourselves that the clubs made two momentous decisions – one in 1984 to appoint an independent commission and the other in 1992 to, in effect, transfer all powers to the AFL Commission to conduct the AFL competition and take responsibility for the laws of the game.

Before those decisions, the game at the highest level was governed by a board of directors consisting of a representative of each VFL or AFL club.

It is a privilege for me to serve as Chairman of the AFL Commission and to work with a board dealing with a wide range of complex issues, including competition expansion, infrastructure projects, the development of policies dealing with performance-enhancing and illicit drugs, and promoting responsible alcohol consumption, while also overseeing the development of the game in communities throughout Australia and building a presence in various overseas markets.

My sincere thanks goes to each member of the AFL Commission – Linda Dessau, Sam Mostyn, Bob Hammond, Graeme John, Bill Kelty, Chris Langford, Chris Lynch and Chief Executive Officer Andrew Demetriou – and their families for their contribution to the game in 2009.

I also wish to compliment our executive team led by Andrew and all AFL staff for the role they have played in what was a very rewarding and progressive season.



Mike Fitzpatrick

Chairman, AFL Commission



'Richo' retires: Richmond fan favourite Matthew Richardson bid farewell to the game at the end of the 2009 season, after 17 seasons, 282 games and 800 goals with the Tigers.

Maggie elation: Collingwood captain Nick Maxwell (right) and teammate Harry O'Brien celebrate their side's thrilling five-point win over Adelaide in the 2009 first semi-final.



BROADCASTING & INFRASTRUCTURE

CHIEF OPERATING OFFICER – GILLON McLACHLAN

STRATEGIC PLANNING & CLUB SUPPORT

GENERAL MANAGER – ANDREW CATTERALL

Focus on stadia development, venue deals

The football industry will benefit from several major development projects and the striking of new contracts.

In 2009, the area of broadcasting was separated from the Commercial Operations Department. This allowed the focus to be on servicing the current broadcast partners and beginning work on delivering the next broadcast agreement.

As well as broadcasting, a key focus during 2009 was delivering new stadium agreements for the MCG and Etihad Stadium to maximise financial returns for AFL clubs. These were announced during the 2009 Toyota AFL Finals Series.

Importantly, 2009 also saw major new stadium upgrades announced for Gold Coast Stadium and Adelaide Oval. All of these agreements could not have been reached without our important partnerships with all levels of government, stadia and state football and cricket organisations.

I would like to extend my thanks and appreciation to all the AFL's government, corporate and broadcast partners for their support during 2009 and we look forward to working together in 2010 and beyond.

Television

The 2009 Toyota AFL Premiership Season was the third under the current domestic broadcast rights agreement. The AFL consolidated the relationships with its television broadcast partners, the Seven Network, Network Ten and Foxtel, and achieved a number of outstanding audience results. The Seven and Ten networks continued to share the terrestrial free-to-air rights, embracing innovation and technological opportunities in their broadcasts of four Toyota AFL Premiership Season matches per round, the Toyota AFL Finals Series and the Brownlow Medal count.

Foxtel continued its partnership with the AFL in 2009, broadcasting the remaining four matches per round on subscription channel Fox Sports and achieving a 1.2 per cent increase in its average AFL match audience compared to 2008. As in 2008, the four matches were broadcast live nationally in the Saturday afternoon, Saturday night, early Sunday afternoon and Sunday twilight timeslots.



Audiences

The 2009 Toyota AFL Grand Final was the highest-rating sports program for the year and second highest-rating program for the year after the final of *MasterChef*. The 2009 Grand Final was watched by an average national audience of 3.8 million people on Network Ten, an 18.5 per cent increase on the 2008 Toyota AFL Grand Final.

Other highlights of the 2009 season included:

- » An average audience per round for the premiership season of 4.5 million viewers on Network Ten, the Seven Network and Fox Sports.
- » TV ratings for the 2009 Toyota AFL Finals Series increasing 13.8 per cent on 2008.
- » Fox Sports' live telecast of the 2009 NAB AFL Draft, which was watched by an average of 139,929 viewers nationally. This represented an 84 per cent increase on the audience for a delayed telecast in 2008.
- » Seven Network's broadcast of the 2009 Brownlow Medal count, which attracted more than one million viewers nationally.

The five most-watched matches during the Toyota AFL Premiership Season involved Essendon, Collingwood, Carlton, Richmond, the Sydney Swans, St Kilda and the Geelong Cats, with an average national audience as follows:

- » Essendon v Collingwood, Anzac Day (round five) – 1.44 million viewers.
- » Richmond v Carlton, Thursday night (round one) – 1.3 million viewers.
- » Sydney Swans v Collingwood, Saturday night (round 12) – 1.22 million viewers.
- » St Kilda v Geelong Cats, Sunday (round 14) – 1.18 million viewers.
- » Carlton v St Kilda, Friday night (round 12) – 1.15 million viewers.

Radio

AFL radio audiences continued to grow in 2009, increasing by 8.9 per cent across the five mainland capital cities, with an average 1.48 million radio listeners per week across the five surveyed AFL match timeslots.

Radio broadcasts of AFL matches were delivered live into each capital city, with guaranteed coverage of each club into their respective markets. Triple M, 3AW, SEN and ABC continued to provide outstanding service to the Melbourne radio market, with their relay calls reaching regional Victoria. The AFL also received valuable support outside Victoria through ABC's national radio coverage on Grandstand, Triple M's broadcasts of Sydney Swans

Standing tall: In a difficult 2009 season for Fremantle, ruckman Aaron Sandilands (pictured with Essendon's Brent Stanton bearing down on him in their teams' round two clash at Etihad Stadium) shone, winning the Dockers' best and fairest and his second consecutive All-Australian selection.



What a mark: Sydney Swan Adam Goodes' expression suggests he got as big a thrill as the ANZ Stadium crowd when he climbed on to Hawk Luke Hodge's back to take this screamer in round two; his Swans teammate Paul Bevan (No. 42) had the best seat in the house.



games into Sydney and Brisbane Lions matches into Brisbane, 6PR's broadcasts of all West Coast Eagles and Fremantle matches into Perth, FIVEaa's broadcasts of Adelaide, Port Adelaide and other games into Adelaide and K-Rock's broadcasts into Geelong. Additionally, the Brisbane Indigenous Media Association provided important coverage into remote communities via the National Indigenous Radio Service network.

The AFL also announced it had finalised new two-year agreements for its radio broadcast rights with existing partners ABC, 3AW, FIVEaa, 6PR, K-Rock and the Brisbane Indigenous Media Association. The AFL also announced Crocmedia will provide syndicated live calls of four matches each week of the home and away season. The calls will be relayed to regional stations throughout Victoria, Tasmania and other parts of the country.

Online

The AFL/Telstra Network was again Australia's most popular sports website in season 2009, with an average of more than 2.8 million unique visits per month – an increase of 24 per cent on the 2008 season.

The network featured a number of competitions and interactive features including the Toyota AFL Dream Team and the Carlton Natural Blonde Match Centre, which provided live scores and statistics, animated match graphics and live match coverage from all the AFL's radio partners.

Other features in 2009 included full match replays, exclusive player and coach text and video interviews and columns from high-profile people including Australian Football Hall of Fame Legend Leigh Matthews.

New to the network were the popular live online chats where fans could ask coaches, players and experts questions and receive answers in real time. Another new feature, the 'Offseason', proved to be an informative place for fans to interact online with experts and each other. Plans are underway to add significantly more to it in 2010.

The official Collingwood website was again the most popular network club website during the 2009 season, averaging 182,000 unique visits per month. Seven other club websites also drew well over 100,000 unique visits per month in-season.

AFL Stadia and Venues

Working with stadium managers and all levels of government to provide world-class facilities for people attending AFL matches continued to be a major priority for the AFL Commission in 2009.

Providing high-quality facilities and a safe environment in which people of all ages can attend AFL matches is critical to increasing crowds, with projects at various stages of development in cities including Adelaide, Perth, Melbourne, Sydney and the Gold Coast.

MELBOURNE

In September, the Melbourne Cricket Club and Victorian Government announced a new agreement for Victorian-based AFL clubs playing at the MCG. AFL clubs playing home games at the MCG will receive a minimum of \$100,000 per game, backdated to the start of the 2009 Toyota AFL Premiership Season. The AFL has extended its agreement to play the Grand Final at the MCG until 2037 and will schedule at least 10 of the 12 best attended home and away matches in Melbourne at the MCG.

The Victorian Government will also contribute \$30 million towards a major refurbishment of the AFL Members' Reserve



New home: From 2014, all premiership matches in Adelaide are poised to move from AAMI Stadium to the Adelaide Oval, which will be transformed into a 50,000-seat, world-class stadium (see artist's impression above).

in the Great Southern Stand. The AFL and Melbourne Stadiums Ltd (MSL), the owner of Etihad Stadium, also reached a new agreement that will provide a major financial boost to Victorian AFL clubs playing home matches at the stadium. MSL has agreed to provide AFL clubs an additional \$5.5 million per year from 2010 until the expiration of its lease in March 2025. In return, the AFL has agreed that the minimum number of contracted home and away games scheduled at Etihad Stadium will increase by at least 130 during the term of the lease.

ADELAIDE

In December, the South Australian Government, the South Australian National Football League (SANFL) and the South Australian Cricket Association (SACA) reached a historic agreement for a \$450 million redevelopment of Adelaide Oval.

The memorandum of understanding, signed by the SANFL and SACA, will see them work together to redevelop Adelaide Oval into a 50,000-seat world-class stadium.

Design features include retaining the pavilion-style of the ground, the hill at the northern end, the century-old scoreboard and the traditional charm of the Adelaide Oval.

The SANFL and SACA will work together to determine the future use of AAMI Stadium and West Lakes, which will remain the training and administration base for the Adelaide Crows.



Bright future: Works started in 2009 on the \$126 million redevelopment of Gold Coast Stadium, Carrara, [the proposed 25,000-seat stadium appears above in an artist's impression] which will be the Gold Coast Football Club's home ground when it enters the AFL in 2011.

GOLD COAST

In October, demolition started at Carrara at the site of the \$126 million redevelopment of Gold Coast Stadium. The new 25,000-seat stadium will be operational in 2011 and provide a significant economic boost to the Gold Coast economy.

The AFL has contributed \$10 million towards the stadium, the Gold Coast City Council \$20 million, the Federal Government \$36 million and the Queensland Government \$60 million.

SYDNEY

The new \$70 million Victor Trumper Stand at the SCG was officially opened in AFL mode in round four of the 2009 season when the Sydney Swans hosted Carlton.

The AFL also hosted the first game of Australian Football at the Blacktown Olympic Park facility, holding a match between New South Wales and Queensland in the NAB AFL Under-16 Championships.

Blacktown Olympic Park, the future home of Team GWS, hosted its first senior AFL match when the Sydney Swans played Carlton in the NAB Cup on February 20, 2010.

AFL CLUB FACILITIES

AFL clubs have invested more than \$142 million in facility projects. These include Carlton, North Melbourne, Adelaide, Richmond, the Western Bulldogs, Geelong Cats and St Kilda. Some \$2 million will be spent on infrastructure upgrades at TIO Stadium in Darwin and Traeger Park in Alice Springs as part of an \$8 million agreement to play 10 AFL matches in the Northern Territory over the next five years.

AFL Fixture

The 2010 fixture was again prepared using Optimal Planning Solutions' specialised sports scheduling software. In 2010 it will feature a floating fixture for round 22 of the Toyota AFL Premiership Season to maximise the AFL's options for the opening week of the finals series. The dates for these games will be determined between four and six weeks out from the final round. It was decided to retain the 2009 fixture feature where clubs were not required to play each other once by round 15. Highlights of the 2010 fixture include:

- » Richmond to play Carlton in the season-opener at MCG on Thursday night followed on Friday night by 2009 premiers Geelong Cats hosting Essendon, also at the MCG.
- » Three Anzac Day games on Sunday, April 25, with Collingwood to host Essendon at the MCG, Hawthorn to play North Melbourne at Aurora Stadium in a twilight match and Fremantle hosting Richmond in a night match to honour Australian World War I hero Len Hall.
- » Two premierships matches to be played in Darwin for the first time. Port Adelaide will feature as the away team on both occasions, against Melbourne (round nine) and the Western Bulldogs (16).
- » A Monday night premierships match between St Kilda and Carlton in round seven.
- » The Sydney Swans to host three matches at ANZ Stadium, against St Kilda (round one), Collingwood (13) and the Geelong Cats (18).
- » Melbourne to play the Western Bulldogs in the 'Field of Women Live' match in round seven.

Percentage play: Western Bulldog Shaun Higgins celebrates his goal against Collingwood in round 22 at Etihad Stadium, the Bulldogs' 24-point win lifting them to third spot on the ladder on percentage – just 0.31 per cent ahead of the Magpies.



Expansion & club projects

Overseeing the AFL Commission's competition expansion plans for Queensland and New South Wales, stadia arrangements in various capital cities, a review of equalisation and joint projects with AFL clubs linked to the strategic partnership fund were the major responsibilities in 2009 for the Strategic Planning and Club Support Department. Major developments for competition expansion in 2009 included:

Gold Coast Football Club

- » Federal Government, Queensland Government and Gold Coast City Council funding totalling \$116 million secured for the Gold Coast Stadium development.
- » Design and construction planning for the new Gold Coast Stadium in partnership with Gold Coast City Council and the Federal Government. Demolition of Gold Coast Stadium.
- » AFL licence issued to the Gold Coast Football Club.
- » Funding package to establish club approved by the AFL Commission.
- » Inaugural board for Gold Coast appointed, chaired by John Witherhiff.
- » Former Essendon executive Travis Auld appointed CEO.
- » Brisbane Lions triple-premiership player and former football manager, Marcus Ashcroft, appointed General Manager Football.
- » Former West Coast captain and premiership player and ex-Collingwood assistant coach, Guy McKenna, appointed Senior Coach, with former Geelong player and assistant coach Ken Hinkley appointed Assistant Coach.
- » Australian Football Hall of Fame member Malcolm Blight appointed to club board.
- » Leading NRL player Karmichael Hunt signed with club.
- » Successful delivery of three Toyota AFL Premiership Season matches and one NAB Cup match.
- » Development program for Gold Coast talent squad resulted in finals appearances in the TAC Cup.
- » Strengthened relationships with key community and business partners including Gold Coast City Council, Host Plus and Southport Sharks.

Team GWS

- » Community advisory board established.
- » First stage of training and administration base at Blacktown Olympic Park opened.
- » Licence bid launched and Team GWS campaign brand established.
- » List establishment rules adopted by AFL Commission

following recommendations from List Management Working Group, which included representatives of eight AFL clubs.

- » Essendon premiership coach and Richmond premiership player Kevin Sheedy appointed Senior Coach.
- » Former AIS-AFL Academy high performance manager and Fitzroy and Geelong assistant coach Alan McConnell appointed High Performance Coach.
- » Former CEO of Manly Sea Eagles rugby league club, Grant Mayer, appointed General Manager Commercial Partnerships.
- » Former General Manager Football of Parramatta rugby league club, Andrew Hill, appointed GWS Academy Manager.

Stadium Issues

- » Assisted with the negotiation of new agreements with the MCG and Etihad Stadium in 2009. The agreements will generate an additional \$145 million for clubs playing home matches at the MCG during the next 10 years and at Etihad Stadium during the next 14 years.
- » Assisted with planning for the proposed redevelopment of Adelaide Oval in a joint project between the South Australian National Football League (SANFL) and South Australian Cricket Association (SACA), which could see home games for Adelaide and Port Adelaide football clubs played at Adelaide Oval from 2014.
- » Assessment of the potential impact on the AFL competition, including stadium access, of Australia's bid for the 2018 or 2022 soccer World Cup.

Equalisation

In conjunction with the AFL Executive, the department led a major review of revenue sharing and financial equalisation in 2009.

This topic was a major agenda item for meetings between the AFL Commission and AFL club presidents, and regular conferences between club CEOs and the AFL Executive. The process resolved:

- » Annual special distribution payments to AFL clubs for season 2010.
- » Proposed gate levy model designed and, with further consultation, will be implemented in 2011.

Key principles for our ongoing equalisation framework were also developed:

- » A simple system that delivers incentives for all clubs.
- » Avoid new taxes on revenue, and avoid new caps on expenditure.
- » Try to create a larger pool for distribution.
- » Help clubs achieve improved on-field and business performance, which in turn will lead to improved fixturing and broadcast opportunities.



Prized recruit: Rugby league international Karmichael Hunt (left) and Gold Coast coach Guy McKenna celebrate the Brisbane Broncos star's decision to switch codes and play with the new AFL club.

Strategic Partnership Fund & Club Support Projects

In 2009, the department worked closely with a number of AFL clubs on joint projects, primarily supported by the Strategic Partnership Fund, including:

- » Essendon – theming of Etihad Stadium for home matches.
- » Hawthorn – development of Hawks TV program in Tasmania.
- » Strategic planning support for the Sydney Swans, Port Adelaide and Melbourne.
- » Fan-development initiatives and membership-strategy support for many clubs, including the Brisbane Lions and North Melbourne

football clubs. Further development of the Club Connect program for Auskick families to attend AFL premiership season matches.

- » Review of the impact on AFL clubs of changes in Victorian gaming legislation after 2012.

Competition Structure

With the coming expansion of the AFL competition to 17 clubs in 2011 and 18 in 2012, work continued in 2009 to design the future structure of the competition.

In early 2010, the AFL Executive will work with a group of AFL club CEOs to consider a range of issues including the number of rounds to be played during the premiership season, the future format for finals and how the pre-season could be structured.

Kangaroo celebration: North Melbourne's Adam Simpson (front right) is mobbed by teammates (from left) Daniel Harris, Ben Ross, Ben Warren and Drew Petrie after snapping a freakish goal during the Roos' five-point round seven win against Port Adelaide at Etihad Stadium.





FOOTBALL OPERATIONS

GENERAL MANAGER – ADRIAN ANDERSON

Game produced many highlights

New rules introduced for the season contributed to a superb standard of football.

The 2009 season was an outstanding year of football with exceptional highlights, and was further enhanced by the introduction of rules to discourage deliberate rushed behinds and tackling players after they had disposed of the ball.

The game was played in great spirit with the lowest number of suspensions for many years. The introduction of rules to protect players from head-high contact also resulted in the lowest rates of head and neck injuries on record.

Off field, the Illicit Drug Policy saw the incidence of positive drug tests for AFL players drop below one per cent for the first time. We also saw progress in the area of responsible alcohol consumption, with all 16 clubs implementing alcohol policies in conjunction with their player leadership groups, coaches and staff.

The AFL entered information sharing agreements with betting agencies, Australian Sports Anti-Doping Authority and the police as part of the work undertaken by Integrity Services Manager Brett Clothier.

Laws of the Game

The game remains an exciting spectacle, continuous and free-flowing in line with fan expectations. In 2009 the average ball-in-play time remained above 60 per cent (66 per cent).

PERCENTAGE OF TIME BALL WAS IN PLAY

2001-04	49%
2005-09	61%

2001-09 (TRAK Performance, 2009)

The law changes for 2009 were as follows:

- » Deliberate rushed behinds – the introduction of this rule virtually eliminated deliberate rushed behinds. The rushed behind average dropped from six per game in 2008 to 3.7 in 2009 and deliberate rushed behinds from 2.4 per game in 2008 to only four for the entire 2009 season.
- » Free after disposal – awarding a free kick and 50m penalty against players who tackle or hold an opponent after disposal deterred late infringements and the number of frees after disposal subsequently dropped from 362 in 2008 to 201 in 2009.
- » Recall of badly ‘off-line’ bounces that do not allow any opportunity for the ball to be contested. On average, there was less than one bounce a game recalled in 2009.
- » Introduction of free kick for misconduct – previously players could be reported but a free kick could not be awarded.

- » Restart of play following a stretcher – now the team in possession of the ball when the stretcher enters the field retains possession.
- » All-clear given but play hasn’t recommenced – minor change to make this law consistent with Law 16.7 for a further breach before disposal.

The interpretation changes were as follows:

- » Position of goal line – scoring line made level with the back of the padding rather than through the centre of the posts to give a consistent frame of reference for goal umpires.
- » Goalkicker using field umpire as a screen – if an umpire impedes a player when setting the mark for a shot on goal, he will stop play and reset the mark so no player is disadvantaged.

The one laws-related change to the AFL regulations was as follows:

- » Interchange penalty – changed to a free kick and 50m penalty so it is simpler and more proportionate.

During the season, clubs raised concerns with the increased prevalence of prohibited contact as a tactic before matches and in between quarters. As this tactic is against the current laws and not in the spirit of the game, all umpires were instructed to closely monitor this practice and award free kicks against players who forcefully bump, push or strike their opponent when the ball is more than five metres away.

Four-time premierships coach and Australian Football Hall of Fame Legend Leigh Matthews joined the Laws Committee in 2009.

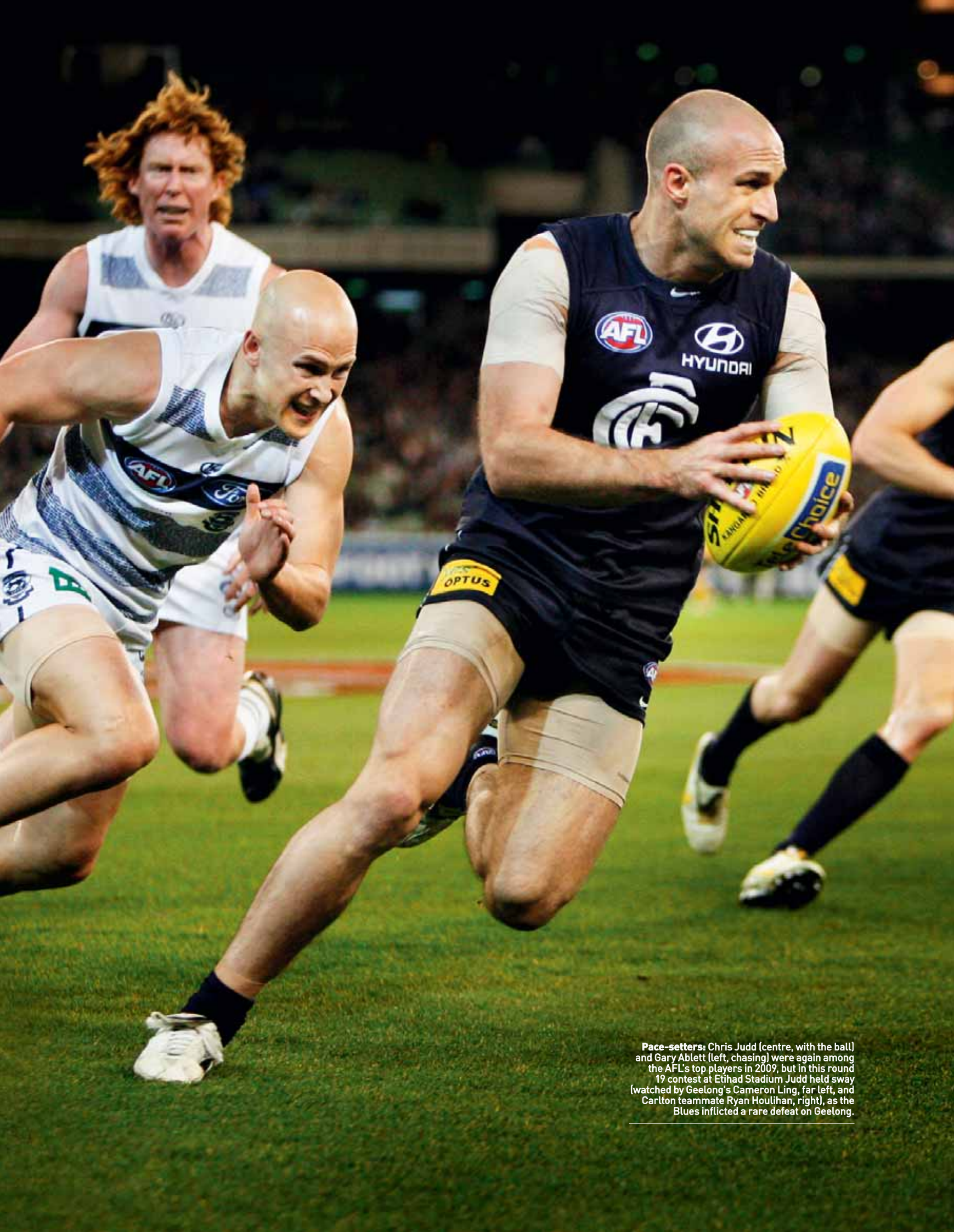
NAB Cup

Rules trialled in the 2009 NAB Cup were as follows:

- » Deliberate rushed behinds – trialled then introduced for the premiership season.
- » Free after disposal – trialled then introduced for the premiership season.
- » Centre bounce no-go zone – trialled to protect umpires from contact with players.
- » Four boundary umpires – trialled then introduced for the premiership season.
- » Interchange substitute system – six standard interchange players and two substitutes.
- » Distance for a kick to be awarded a mark – 20m.
- » Mark not awarded for backward kicks in defensive half.
- » Nine points for goals from outside 50.
- » Ball thrown up around ground and bounced only for centre bounces.



Emerging rivals: Young mobile tall Nic Naitanui (West Coast, left) and Patrick Ryder (Essendon) contest a centre bounce in their clubs' round 18 clash at Subiaco Oval, as Bomber Andrew Welsh (front left) and Eagle Matt Priddis (front right) look to grab Ryder's hit-out.



Pace-setters: Chris Judd (centre, with the ball) and Gary Ablett (left, chasing) were again among the AFL's top players in 2009, but in this round 19 contest at Etihad Stadium Judd held sway (watched by Geelong's Cameron Ling, far left, and Carlton teammate Ryan Houlihan, right), as the Blues inflicted a rare defeat on Geelong.

- » Countdown clock – on display at venues for each quarter and in breaks between quarters.

The following two rules were part of the 2008 NAB Cup but removed for 2009:

- » Play on when ball hits goal or behind post.
- » Ball thrown back into play 10m in from boundary.

AFL Trading and Draft Rules

The Player Movement Working Party involving AFL, club and AFLPA representatives continued to meet throughout 2009.

Discussions continue on various player movement-related topics, including the introduction of a limited form of free agency.

The AFL Commission approved several recommendations designed to assist clubs with their list management during the expansion period when the Gold Coast and Team GWS clubs join the competition.

It was determined that:

- » Clubs would be permitted to trade rookies during the exchange period, provided the rookies who are traded are placed on the primary list of their new club.
- » The rule allowing clubs to select an additional two rookies would continue until the end of the 2012 season.
- » Clubs would be able to list up to two mature-age rookies each year until the end of the 2012 season, with the previous 'games played' restriction being removed.
- » Clubs would be able to retain a rookie-list player for a third season, without the player having to enter the NAB AFL Rookie Draft, subject to that player being given the option to enter the NAB AFL Draft.
- » Clubs would be able to include post-season rookie upgrades as one of their compulsory three changes to the senior list each year.

These changes followed previous amendments designed to facilitate movement during the end-of-season exchange period. Such changes include trading selections for selections, enabling out-of-contract players on October 31 to nominate for the draft, introducing mediation and removing the restriction on the number of players permitted to be involved in a trade.

These changes facilitated a total of 26 exchanges involving 15 clubs, 23 players and 38 picks in the 2009 exchange period. Mediation facilitated completion of the Shaun Burgoyne trade from Port Adelaide to Hawthorn.

Mid-term Review of Collective Bargaining Agreement

A mid-term review of the AFL-AFLPA Collective Bargaining Agreement 2007-11 commenced with the AFLPA and will continue into 2010.

The 16 AFL clubs were consulted for their views on the different matters raised in the review, including restructuring the standard playing contract, a proposed increased emphasis on new player-conduct policies and revision of club-player welfare requirements.

NAB AFL Draft Meeting

The 2009 NAB AFL Draft selection meeting was moved from its Saturday morning slot of recent years to a Thursday evening, November 26, as a prime-time television event.

As part of the draft's evolution into a major event, proceedings commenced at 6.30pm with a live telecast on Fox Sports and more than 1500 people in attendance. Following consultation with the broadcaster, the first round was completed in-camera with only AFL and club staff present prior to the telecast commencing. The first 10 picks in the draft were announced from number 10 down to one when the broadcast began, before the remainder of the draft was conducted in ascending order from pick 11 onwards.

The draft was highly successful as a broadcast event, with an average viewing audience of 138,000 and a total audience of 303,000.

Illicit Drug Policy

The results of the Illicit Drug Policy out-of-competition testing for 2008 showed the rate of failed tests had dropped by 76 per cent from the first year of testing in 2005 – a pleasing result for the competition and the industry's support for this ground-breaking policy.

The AFL again increased the number of Illicit Drug Policy tests in 2008 to a record 1220, with the rate of failed tests continuing its downward trend, falling to 0.98 per cent of all tests carried out – the first time it has dropped below one per cent since the policy began in 2005.

No AFL player has recorded a third failed test in the four years of the Illicit Drug Policy. More than 3330 tests have been conducted since the policy was introduced.

Holiday hair testing has also been introduced as a two-year trial in 2009-2010.

The AFL and AFLPA, in partnership with the players, had developed the policy on the best advice of the country's leading medical and drug prevention experts. All changes made were evidence-based and the evidence was that the policy was working to reduce drug use and protect the ongoing health and welfare of players.

The AFL is one of only three sports in the country that currently has an illicit drug policy where players are tested for illicit drugs out of competition, and is the only sport that publishes its results each year. The policy continues to draw widespread support from experts in the medical field.

AFL Medical Commissioner Dr Peter Harcourt and I were invited by the Rugby Football Union (RFU) to the United Kingdom to make a keynote address at their illicit drugs conference. The AFL Illicit Drug Policy was put forward by the RFU as a "model of best practice" for dealing with illicit drugs in elite sport.

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	1.2
2008	1220	12	2	0.98

*Does not include holiday hair tests

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

AFL Responsible Alcohol Framing Policy

The AFL is three years into a five-year culture-change program regarding the responsible use of alcohol. All 16 AFL clubs are to be congratulated on their approach to minimising the harms associated with risky alcohol consumption and creating responsible environments. All clubs now have their individual alcohol policies in place.

There are also several supporting projects underway in partnership with the Victorian Health Promotion Foundation (VicHealth), Australian Drug Foundation (ADF), Victorian Drug and Alcohol Prevention Council (VDAPC), Victorian Department of Justice and state and federal governments aimed at further education and the communication of responsible drinking messages.

Bushfire Game

The department coordinated the transfer of the NAB Cup Bushfire Appeal match between the Western Bulldogs and Essendon from Darwin to Etihad Stadium in Melbourne. The game was moved on short notice to raise awareness and support for the victims of the bushfire tragedy. The game was televised live through Fox Sports and the Seven Network.

All proceeds from the match were donated to the Victorian Government's Bushfire Appeal Fund and the match was the first step in ongoing support provided by the AFL, its partners, clubs and players for all bushfire-affected regions.

The NAB regional challenge match between West Coast and Fremantle at Subiaco was also dedicated to supporting the Bushfire Appeal Fund.



Common cause: Western Bulldog Dylan Addison (left) and Essendon's Sam Lonergan walk from the ground together after the NAB Cup Bushfire Appeal match at Etihad Stadium.

TRIBUNAL RESULTS 2004-2009

	2004*	2005	2006	2007	2008	2009
Charges	173	150	137	150	128	147
Tribunal hearings	123	26	32	42	22	35
Number of cases not sustained at Tribunal	40	6	11	12	6	15
Number of players accepting the penalty as set out by the Match Review Panel	-	124	105	108	106	112
Percentage of players accepting the Match Review Panel classification	-	83%	77%	72%	83%	76%
Matches lost through suspension	117	77	71	71	77	68
Financial sanctions	\$223,100	\$108,600	\$66,900	\$114,800	\$65,700	\$101,700
Reprimands (offences < 100 points)	0	21	36	38	31	29

*Match Review Panel established in 2005.

AFL Tribunal Summary

No players were reported in the 2009 Toyota AFL Grand Final and there have been no reports in our showcase match of the year since 2004. Both clubs are to be congratulated on the spirit in which the game was played.

The above table shows only 68 matches were lost through suspension in 2009, which is the lowest on record since 1985. (Note: there were 138 games in the 1985 season compared with 185 games in 2009).

AFL Tribunal Review

The department's annual review of the Tribunal system resulted in only minor changes for 2009, reflecting the positive feedback received from players and clubs the previous year. In 2009, the amendments were as follows:

- » If a player or official was reported for behaving in an abusive, insulting, threatening or obscene manner towards or in relation to an umpire, the incident would be referred directly to the Tribunal for its determination.
- » The wording for a rough conduct offence was amended as follows, "when determining whether or not the conduct was unreasonable, consideration should be given, but not limited, to whether the player is not, or would not reasonably be, expected to influence the contest".
- » A change was made to the wording of the guidelines defining the relevant factors of 'impact' and 'contact' under the rough conduct charge.

Umpiring Department

Along with assisting in the development and implementation of the law and interpretation changes for the 2009 season, highlights for the AFL Umpiring Department were as follows:

- » Introduction of four boundary umpires – the number of boundary umpire errors fell from 49 in 2008 to 25 in 2009. This change also



Leading umpire: Brett Rosebury, pictured officiating during the round 15 Collingwood-Western Bulldogs match at Etihad Stadium, was named All-Australian umpire for the second consecutive year.

enabled boundary umpires to assist goal umpires with scoring decisions. There were three scoring errors for the year from almost 9000 scoring shots, the lowest on record.

- » Timekeeping and interchange systems – were reviewed at the beginning of the season resulting in no interchange errors and one timekeeping error.
- » South Australian boundary umpire Darren Wilson broke an AFL record when he was appointed to his 12th consecutive Grand Final.
- » Brett Rosebury was named the 2009 All-Australian umpire for the second consecutive year.
- » Hayden Kennedy umpired his 450th game in the round 14 match between Collingwood and Essendon.
- » Umpires continued to be involved in community service activities such as the Down Syndrome program, White Ribbon Foundation and AFL Major Sponsor Game Day Experiences. The AFL umpires also donated their round one NAB Cup fees to the Bushfire Appeal.
- » Pre-season seminar held at Ballarat and attended by all AFL field, goal and boundary umpires, coaches and fitness staff.
- » Appointment of Grand Final umpires: Stephen McBurney, Brett Rosebury, Shaun Ryan and emergency Ray Chamberlain (field); Adam Coote, Mark Thomson, Wilson, Mark Foster and emergency Robert Haala (boundary); Mark Canning, David Dixon and emergency Luke Walker (goal).
- » AFL field umpires making more than 60 visits to AFL clubs including the presentation of the *2009 Laws of the Game* DVD.
- » 100-game milestones: Matt Stevic, Simon Meredith, Chamberlain, Mathew Nicholls (field); Justin Bennison, Haala, Coote, Mark Foster (boundary); Jason Venkataya, Peter Nastasi (goal).
- » 200-game milestones: Mathew James (field); Jamie Giles (boundary); Dixon (goal).
- » 300-game milestones: McBurney (field).

Injury Survey

For the 17th consecutive year the AFL Research Board funded the AFL Injury Survey. The 2008 season had the lowest rates of head and neck

injuries in recent years, and ongoing low rates of ruck-related posterior cruciate ligament (PCL) injuries following the introduction of the centre-circle rule. The AFL Injury Survey is the world's longest-running injury surveillance system and has total compliance from the AFL clubs.

AFL clubs continue to become more conservative with injury management, leading to more missed playing time per injury but lower recurrence rates.

Ben Cousins

In November 2008, the AFL Commission granted an application by Ben Cousins to be eligible for selection in the Pre-Season Draft.

The decision was based on expert medical advice from Australia's leading drug physicians. In accepting the advice, the Commission established a number of requirements that were considered necessary steps for an elite athlete to take in recovering from addiction and returning to play, including minimising the potential for relapse.

Cousins was drafted by Richmond with the final selection of the 2009 NAB AFL Pre-season Draft and had a successful year individually on the field. His return to playing at the elite level of the game was a pleasing result and a credit to Ben and those who have supported him.

Graham Polak

Richmond Football Club applied for special permission in November 2008 to place Graham Polak on the rookie list for the 2009 season as he returned from injuries sustained in a severe traffic accident.

The AFL wrote to all clubs requesting their views and Richmond's application was subsequently refused. Polak remained on the primary list and returned to AFL action late in the 2009 season after playing with Richmond's VFL affiliate Coburg.

AFL Integrity Services

Brett Clothier was appointed Integrity Services Manager before the 2009 season after several years with Racing Victoria.

His appointment was one of a series of measures introduced to uphold the integrity of the AFL competition and protect the game from corruption. The measures included the establishment of formal information-sharing arrangements with bookmakers, betting agencies and the police.

In the lead-up to the 2010 season, the department had started work on proposed enhancements to the AFL's powers of investigation under the AFL Player Rules and AFL Player Regulations.

Addam Maric

During the 2009 season Melbourne player Addam Maric was sanctioned \$5000 for betting on an AFL match, in contravention of the AFL's Gambling Regulations.

Maric came forward to the AFL after he was part of a gambling education session conducted by the AFL Players' Association, admitting he placed a \$100 bet on his account for Collingwood to beat the Western Bulldogs in round 15.

The AFL conducted a thorough investigation into the matter, including an analysis of betting records, and accepted Maric's version of events. It was the AFL's view that his action was at the lower end of the scale, but his sanction would serve to remind all players and officials across the competition that these rules were central to maintaining the integrity of the game.

On the way: Garrick Ibbotson played every game for Fremantle, featuring prominently in several key statistical categories and finishing ninth in the club's best and fairest award.



AFL Individual Conduct Policy

A new Individual Conduct Policy came into effect for the 2009 Premiership Season, after two years of development.

The policy states that each person involved in the AFL game is in a privileged position and responsible and lawful conduct repays the trust, support and investment provided to clubs, players and the AFL by the competition's key stakeholders – supporters, members, media and corporate partners and various levels of government.

The policy objectives are as follows:

- » To have AFL clubs take the primary role in dealing with matters relating to inappropriate off-field behaviour by players, coaches, board members and senior administrators.
- » To reinforce AFL clubs have the primary responsibility for dealing with any inappropriate off-field behaviour by all other employees, support staff and volunteers, other than in exceptional circumstances.
- » To reinforce the responsibility of the AFL to deal with an incident of inappropriate off-field behaviour under Rule 1.6 in the event that the relevant club, in the opinion of the AFL, has not dealt with the matter satisfactorily. This may include referring any such matter, including the type of sanction deemed appropriate in the circumstances, to the AFL Tribunal for its consideration.
- » To reinforce the right of the AFL to deal with an incident of serious misconduct under Rule 1.6 by referring any such matter to the AFL Tribunal without first giving the relevant club the right to deal with the matter.
- » To establish formal centralised reporting, recording and analysis processes at the AFL relating to off-field incidents.
- » To establish a formal reporting process between each club and its players, coaches, board members and senior administrators for off-field incidents involving inappropriate behaviour.
- » To amend the Standard Player Contract and other relevant AFL policies and procedures to reflect this policy and to define inappropriate and unacceptable behaviour in more detail.
- » To have as a major focus of the policy, conduct which breaches the law by providing some examples of conduct that may be deemed to be 'conduct unbecoming'.
- » To place the emphasis on individuals taking personal responsibility for their behaviour and choices.

Rule 30 – Discrimination and Racial and Religious Vilification

The AFL expanded the definitions of vilification under the AFL Player Rules in 2009.

Rule 30, which was introduced in 1995 after then-Essendon player Michael Long spoke out against on-field racism within the game, has been expanded to include vilification on the basis of a special disability (which includes a disease or illness) or sexual orientation, preference or identity.

The rule will operate in the same manner as it previously has, but with broader scope, and the new areas covered by the rule have been incorporated into the AFL's Racial and Religious Vilification education program.

All-Australian Selection Panel

Essendon premiership captain James Hird and former Adelaide games record-holder Mark Ricciuto were appointed as All-Australian selectors in 2009.

The pair replaced senior AFL administrator Rod Austin, who retired from the selection panel, and Mark Bickley, who retired to take on a role as assistant coach with the Adelaide Crows.

AFL Research Board

The AFL Research Board was fortunate to gain the services of Australian Institute of Sport Director, Professor Peter Fricker, who was appointed to the board in 2009.

Professor Fricker is widely respected for his involvement in Australian sport at domestic and international levels, having been head of sports science and sports medicine and then assistant director at the AIS before taking on the director position.

The AFL Research Board funds and oversees research into the game at all levels, including areas such as sports science, sports medicine, injury prevention, coaching, junior development and participation.

One of the AFL's injury-prevention research projects in partnership with the University of Ballarat and other funding partners received a grant of \$1.6 million over four years from the National Health and Medical Research Council. This was a significant achievement and acknowledgement of the value of AFL research to sport at all levels of the game.

The AFL is the only Australian sporting body to have a fully funded research program and its approach to injury prevention, treatment, rehabilitation and player welfare is considered among the best in the world.

International Rules Series

The 2009 International Rules Series was deferred for 12 months after a joint announcement between the AFL and Gaelic Athletic Association (GAA). The two-Test series will now be played in Ireland in October 2010.

Australian Football Hall of Fame Selection Committee

Four-time premiership coach David Parkin and experienced journalist and football historian Jim Main joined the Australian Football Hall of Fame selection committee before the start of the 2009 season.

At the end of the 2009 selection process, selectors Brian Atkinson, Kevin Bartlett, Brendon Gale, Patrick Smith, Mike Sheahan and Caroline Wilson each announced their retirement following long and distinguished contributions to the Hall of Fame selection process.

Towards the end of 2009, the AFL appointed a Hall of Fame review committee to review the Hall of Fame charter and provide recommendations, if necessary, to ensure it remains relevant and appropriate and in line with both the original goals of the Hall of Fame and similar institutions in Australia and around the world.

The Review Committee, comprising AFL Commission Chairman Mike Fitzpatrick and current selectors Tim Lane and Leigh Whicker, presented its recommendations to the Commission early in 2010.

FOOTBALL OPERATIONS

Adrian Anderson



Coaching fraternity: The AFL's senior coaches came together for the 2009 season launch – (back row, from left) Mark Harvey (Fremantle), Rodney Eade (Western Bulldogs), Brett Ratten (Carlton), Terry Wallace (Richmond), Mark Williams (Port Adelaide), Michael Voss (Brisbane Lions), Dean Bailey (Melbourne), Ross Lyon (St Kilda), Brad Scott (Collingwood assistant, substituting for Mick Malthouse), Dean Laidley (North Melbourne); (front row, from left) John Worsfold (West Coast Eagles), Mark Thompson (Geelong), Alastair Clarkson (Hawthorn), Neil Craig (Adelaide) and Matthew Knights (Essendon). Absent: Paul Roos (Sydney Swans).

AFL Coaches Association Agreement

The AFL Coaches Association reached a formal agreement with the AFL, which will develop a clear education and career pathway for AFL senior and assistant coaches. The agreement also enhances the AFL and AFLCA's commitment to the promotion and growth of the game.

The AFLCA's key priorities for the 16 senior AFL coaches, 90 elite-level assistant coaches and the many hundreds of coaches at community level are as follows:

- » Providing a forum for coaches to discuss opportunities and challenges;
- » Recognising leadership and excellence in coaching;
- » Developing skills and expertise for all coaches, particularly assistant coaches;
- » Providing career-transition advice and support to coaches, into and out of coaching;
- » Defining coaching pathways and developing talent;
- » Promoting coaching as a profession.

The agreement enables the AFLCA to provide a range of advanced personal and professional development programs for coaches and assistants as part of their AFLCA membership.

South Africa Match

The AFL deferred its plans to play a pre-season NAB Cup match in South Africa due to the impact of the global economic climate, which made it difficult to generate sufficient commercial support.

Ground Operations & Match-Day Security

The MCG and Etihad Stadium introduced a text messaging service for supporters to report anti-social behavior during AFL matches.

A text number was displayed on the scoreboard and around each venue, encouraging fans to report any incidence of anti-social behaviour which could then be addressed by police and/or security.

The innovation was a great success and helps ensure AFL matches remain safe and friendly for individuals and families of all ages and backgrounds.

Total Player Payment Rules

The department, through the Total Player Payment (TPP) Assurance and Advice Department, has direct responsibility for the monitoring of clubs' TPPs and enforcement of the TPP Rules – a key equalisation plank of the competition.

The TPP Rules are fundamental to the development and ongoing success of the AFL and the long-term futures of the 16 clubs.

The TPP limit increased 3.5 per cent in 2009 with an amount greater than the increase being passed on to players by clubs, with gross player payments increasing 4.1 per cent from \$128.8 million in 2008 to \$134.1 million. The additional services limit for the provision of marketing services by players also increased 3.5 per cent in 2009, from \$8.3 million in 2008 to \$8.8 million, with the money spent on these services by clubs increasing by 3.4 per cent – almost the total increase in the limit – from \$7.44 million in 2008 to \$7.69 million in 2009.

Taking into account the \$134.1 million in gross player payments, \$7.69 million in additional service agreements and almost \$2 million from employment and marketing arrangements with club associates, the total earned by players in 2009 was \$143.79 million.

The average payment by clubs for a listed player in 2009 was \$221,482 – an increase of 3.5 per cent on 2008 – and when including employment and marketing agreements with associates, it was \$224,577.

No club was sanctioned during 2009 for a breach of the TPP Rules.

1990-2009 SUMMARY OF AFL PLAYER EARNINGS

	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009 PLAYED	2009 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
\$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
\$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
\$200,001-300,000	-	-	1	1	1	9	12	17	26	52	80	92	100	102	107	101	109	134	142	151	159
\$300,001-400,000	-	-	-	-	-	-	2	5	5	7	22	34	36	47	57	47	57	60	77	85	87
\$400,001-500,000	-	-	-	-	-	-	-	-	-	4	8	14	20	31	24	21	30	35	39	37	39
\$500,001-600,000	-	-	-	-	-	-	-	-	-	-	-	4	9	8	12	18	10	13	18	16	16
\$600,001-700,000	-	-	-	-	-	-	-	-	-	-	2	3	3	4	4	7	7	5	3	6	6
\$700,001-800,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	3	5	3	3
\$800,000-900,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1	4	3	4	2	-	2	2
\$900,001-1,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	2	2
\$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

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.

1998-2009 AFL TOTAL PLAYER EARNINGS

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Movement % 2008 -2009
Gross player payments (GPP)	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	4.11%
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	-11.52%
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	3.53%
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	-0.61%
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	7.65%
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	-0.68%
PLAYER PAYMENTS 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	4.52%
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	12.64%
GPP 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	4.11%
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	3.53%
GPP 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	4.11%
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	-7.70%
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	3.39%
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	

Played figure is a result GPP plus ASA for those primary-listed players who played games divided by number of players who played.
Listed figure is a result of total GPP plus ASAs divided by the number of primary-listed players.

Tigers triumph: Richmond players including (top, from left) Daniel Jackson, Nathan Brown, (bottom, from left) Shane Edwards, Robin Nahas and Brett Deledio, swamp Jordan McMahon after he kicked a goal after the siren to clinch a four-point win against Melbourne in round 18.



A photograph of three male athletes in a celebratory embrace. They are wearing dark blue and yellow sports jerseys. The athlete in the foreground has a yellow jersey with a cartoon character on it. The background is a solid grey color.

COMMERCIAL OPERATIONS & MARKETING

GENERAL MANAGER – PAUL WALDREN

The value of partnerships

The AFL's corporate partners continued to play key roles in the presentation of the game.

Following the promotion of Gillon McLachlan to Chief Operating Officer with responsibilities for broadcasting and new media rights, fixturing, venue agreements and stadium infrastructure, a new department, Commercial Operations and Marketing, was established. The department manages commercial partnerships, licensing, ticketing, membership, events and hospitality, and marketing.

Toyota Motor Corporation Australia

In 2009, Toyota concluded its sixth 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 and, this year, the Brownlow Medal 'Blue' Carpet Arrivals, as well as other key events during AFL Grand Final week.

In 2009, Toyota started a new three-year commitment that will see it remain the AFL's primary corporate partner until the end of 2011. Toyota's commitment to the AFL and, in particular, grassroots football during that period will continue to reinforce the fact it is the yardstick in sports sponsorship in this country. Toyota again committed to delivering \$1 million to regional and community football clubs nationally via its '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 Aurion V6 All-Star Footy Tour, which visited regional Victoria and southern New South Wales throughout September, with current and former AFL stars running skills clinics for young, aspiring football fans.
- » Integration into the AFL's inaugural Green Round, whereby Toyota showcased and highlighted the environmental benefits of its newest Hybrid Synergy Drive vehicle, the new third-generation Prius.
- » The Toyota 'Good For Footy' event which saw more than 150 kids from local football clubs invited to participate in a once-in-a-lifetime training session on the MCG with some of the game's biggest stars before a Toyota AFL Premiership Season match.
- » 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 and Toyota AFL Grand Final retiring-legends motorcade.

Foster's Group Limited

In 2009, Foster's continued to support the AFL, an association that stretches back more than 100 years. This season, a new

member of the Carlton family, Carlton Natural Blonde, was introduced to football fans.

The highlights of the partnership with Foster's in 2009 included:

- » The Carlton Natural Blonde rocketman flight before the preliminary finals at the MCG.
- » Carlton Natural Blonde as the presenting-rights partner of the headline musical act for the 2009 Toyota AFL Grand Final pre-match entertainment, which featured Australian rock legends Jimmy Barnes, Mark Seymour and John Farnham.
- » Carlton Natural Blonde as the presenting rights partner of the post-match entertainment featured at Centre Square, where Barnes, Seymour and Paul Kelly performed for 2500 fans.
- » Crown Lager hosting the 'Crown Lager Brownlow After Party' in the River Room. The inaugural Crown Lager 'Best Dressed Male' award was presented to Geelong's Jimmy Bartel at the function.

Coca-Cola

The 2009 season was a significant one for the Coca-Cola/AFL relationship, with the AFL's exclusive non-alcoholic beverage partner committing to an industry-wide five-year deal through to the end of 2013.

The new arrangements include the 16 AFL clubs, with provisions for Gold Coast and Western Sydney in 2011 and 2012. Via this partnership, the AFL is cemented as Coca-Cola's leading sports marketing asset domestically.

During 2009, Coca-Cola continued its important role of hydrating AFL players via Australia's No. 1 sports drink, Powerade, and football fans at matches via soft drinks and still products.

The AFL thanks Coca-Cola South Pacific and Coca-Cola Amatil for their continued commitment to the AFL industry, and looks forward to continuing to meet their business objectives over the next four years.

National Australia Bank

For the best part of a decade, NAB has been a major partner of the AFL and in 2009 this long association continued 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, most well-regarded football programs in the country. What links these programs to NAB is a shared, simple and enduring belief in potential.

Following the devastation of the Victorian bushfires in February, NAB kick-started the 2009 season with a fundraising NAB Cup match between the Western Bulldogs and Essendon at Etihad

On the mark: Fans like this young St Kilda supporter enjoyed the game's free-flowing action and the spectacular skills displayed by players.



COMMERCIAL OPERATIONS & MARKETING

Paul Waldren

Stadium. More than \$1.2 million was raised for the bushfire appeal through this match alone. In addition, NAB paid NAB AFL Auskick registration fees for the 935 children whose lives were affected by the bushfires.

The NAB Cup 'Supergoal' program was again rolled out, with more than \$50,000 in cash and resources donated to junior football clubs around the country.

NAB's partnership with Auskick again provided much-needed support to the 168,975 participants, 2875 centres and more than 25,000 local volunteers involved with the program around the country. NAB donated more than \$460,000 worth of equipment to NAB AFL Auskick clinics around Australia to assist with the program's continued success.

NAB also launched the search for the inaugural NAB AFL Auskicker of the Year, which generated significant interest. From more than 5500 entries, 22 finalists from around the country were selected to enjoy a three-day Grand Final experience in Melbourne.

Daniel Rich from the Brisbane Lions won the NAB AFL Rising Star Award and NAB's Club Recognition Award saw the 22 junior clubs of all Rising Star nominees share in more than \$65,000 worth of cash and resources. For the first time, NAB partnered with Fox Sports to broadcast the NAB AFL Draft live in prime-time. The broadcast was an overwhelming success, reaching more than 300,000 Australian homes.

The partnership between the AFL and NAB continues to evolve, with a concerted focus on grassroots support and programs.

Events & Hospitality

The Events and Hospitality Department had another positive year despite the impact of the global financial crisis. The department is divided into four areas: match-day functions, major events, the Premiership Club and Grand Final week events.

Match-day Functions

Match-day functions are official functions held during the NAB Cup, Toyota AFL Premiership Season and all Toyota AFL Finals matches.

An official function was held at the NAB Cup Grand Final in Melbourne. Competing coaches Mark Thompson and Mick Malthouse addressed the 450 guests before the match.

The Toyota AFL Premiership Season saw the AFL host some 4300 guests during marquee games in Melbourne and Sydney, an increase of about 19 per cent on 2008.

The Toyota AFL Finals Series and Grand Final attracted more than 6700 guests to official functions, including Australian Prime Minister Kevin Rudd, several federal ministers and state premiers and international entertainers Eric Bana and Hulk Hogan.

Major Events

Major events during 2009 included the Toyota AFL Premiership Season launch, the Australian Football Hall of Fame induction dinner, NAB Rising Star lunch, the Four'N Twenty All-Australian team announcement and the Charles Brownlow Medal count.

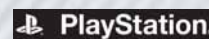
Grand Final Week Events

The Toyota AFL Grand Final week 'Live' site at Federation Square was greatly received by the general public, driven by strong media support from all AFL partners.

Despite the inclement weather, some 224,000 fans flowed through the site and enjoyed football panels, a fashion parade, an *Australian*

Corporate Partners

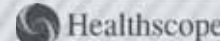
The AFL is delighted to be associated with the following leaders in Australian business and industry:



DEFENCE FORCE RECRUITING



Holiday Inn



Idol concert, interactive activities and the presentation of 2009 premiers, the Geelong Cats, on Grand Final evening.

The popular Toyota AFL Grand Final parade was well supported by football fans despite the very wet conditions. The parade was a great opportunity for supporters to see the participating players.

The Seriously Party, a joint venture between the AFL and Network Ten, saw players, television personalities and other guests celebrate Grand Final week at new venue, Luminer in South Melbourne.

Toyota AFL Grand Final pre-match entertainment included the traditional motorcade for retiring players and Australian Football Hall of Fame inductees, performances by rock legends Jimmy Barnes, Mark Seymour and John Farnham and the spectacular arrival of Mark Ricciuto and the 2009 Premiership Cup on a flying fox. The four leading cast members from the musical theatre show *Jersey Boys* performed the national anthem.

The September Club hosted 1350 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 James Morrison.

In its third year, Centre Square moved to a new location at Birrarung Marr with views of the city skyline and the MCG. Some 2500 guests enjoyed pre-match hospitality, tickets to the game and a post-match concert with Barnes, Seymour and Paul Kelly.



One more day: At the end of the traditional Friday Grand Final parade, Geelong skipper Tom Harley (left) and his St Kilda counterpart Nick Riewoldt posed with the 2009 premiership cup, as fans lining Melbourne's CBD streets braved the rain and cold, and looked forward to the following day's game.

AFL Premiership Club

The Premiership Club attracted 60 new members in 2009, with total membership of some 400. The year started in style with the Premiership Club season launch held at Comme in Melbourne two weeks before the start of the Toyota AFL Premiership Season and culminated with the inaugural Premiership Club golf day at Sanctuary Lakes in Point Cook in late October.

In 2009, the Premiership Club introduced an exclusive members-only dining room and lounge bar facility in the Victory Room at Etihad Stadium. This was a welcome addition to the Premiership Club package, with strong patronage and positive feedback from members.

A renewal campaign was introduced this year, offering members attractive incentives to renew their membership for 2010. This initiative was extremely well supported and has the Premiership Club in a strong position heading into 2010.

Consumer Products

Retail sales of AFL-licensed products continued to grow in 2009 (up two per cent) despite the global financial crisis, which had a strong impact on consumer confidence and spending early in the season.

The retail value of the licensing business was estimated to be around \$165 million, through the sale of more than 20,000 unique products. A key component of this success was the trading-card

category, which grew 22 per cent on 2008 (and has grown more than 50 per cent since 2007).

The player-product range also increased substantially in 2009, with the launch of new categories including player apparel, figurines and promotional items. Combined with the continued strength of other categories, there was a significant increase in revenue (more than 43 per cent) on 2008 sales results. AFL Stores also continued to operate at a high level, with 18 outlets now established in key locations across Australia.

The Slattery Media Group

The AFL's publishing partner, The Slattery Media Group, produced a range of publications including the AFL's weekly game-day publication, the *AFL Record*, and the *AFL Record Season Guide 2009*.

Attendances

The 2009 Toyota AFL Premiership Season drew 6,370,797 fans, a 2.2 per cent decrease in comparison to 2008, which was a record year for attendances.

The season was capped off with a record-breaking finals series, which saw total attendance of 615,283 for the nine games, with 99,251 attending the 2009 Toyota AFL Grand Final.

Overall attendance for the season, including the NAB Cup and NAB Challenge series matches, was 7,341,310. The top-five clubs in terms of average attendance per home game were:

COMMERCIAL OPERATIONS & MARKETING

Paul Waldren



In demand: The AFL's most recognisable publications, the *AFL Record* (including its bumper Grand Final edition) and the *AFL Record Season Guide*, continued to be popular with footy fans in 2009.

Collingwood	53,435
Essendon	50,377
Carlton	47,834
Richmond	43,165
Hawthorn	39,635

The average attendance per round during the premiership season was 289,561, or 36,197 per game.

The attendance highlights by venue included:

- » 46 premiership season matches at the MCG attended by 2,259,073 people, at an average of 49,110.
- » 46 premiership season matches at Etihad Stadium attended by 1,701,727 people, at an average of 36,994.

Ticketing

Nationally, the AFL generated more than 7.3 million in attendances in 2009, across 12 key venues with multiple ticketing and membership programs. More than 62 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 2009 season would remain at 2008 levels.

As part of the *Next Generation* strategy launched in 2006, the AFL committed to keeping general admission prices as affordable and accessible for as many fans as possible. In continuing this strategy, ticket prices for 2010 will increase by \$1 for adults, 50 cents for concessions and 30 cents for juniors.

Club Membership

For the ninth consecutive year, AFL clubs secured a record level of total membership, with 586,748 members, an increase of 2 per cent on the previous mark of 574,091 in 2008. One in every 37 Australians was a member of an AFL club in 2009.

Nine of the 16 AFL clubs posted a year-on-year increase in membership, highlighted by an increase of 26.7 per cent for Hawthorn and 20 per cent for Richmond. The Brisbane Lions, Carlton, Collingwood, Melbourne and St Kilda all enjoyed membership growth of more than five per cent.

Twelve of the 16 AFL clubs – Adelaide, Carlton, Collingwood, Essendon, Fremantle, the Geelong Cats, Hawthorn, Melbourne, Port Adelaide, Richmond, St Kilda and the West Coast Eagles had a membership base of more than 30,000. Hawthorn became the first Victorian-based club to sign more than 50,000 members, with a final total of 52,496.

ATTENDANCE SUMMARY, 2008-2009

	2008	2009	Variance	% Variance
NAB Regional Challenge	103,393	72,300	-31,093	-30.07%
NAB Cup	239,898	282,930	43,032	17.94%
Toyota AFL Premiership Season	6,511,255	6,370,797	-140,905	-2.16%
Toyota AFL Finals Series	571,760	615,283	43,523	7.61%
Total Attendances	7,426,306	7,341,310	-85,443	-1.15%

ATTENDANCE BY VENUE, 2008-2009

	2009 games	Atten.	Ave.	2008 games	Atten.	Ave.	Var.
MCG	46	2,259,073	49,110	46	2,264,466	49,228	-0.26%
Etihad Stadium	46	1,701,727	36,994	46	1,740,573	37,839	-2.23%
Subiaco	22	764,741	34,761	22	808,831	36,765	-5.45%
AAMI Stadium	22	694,645	31,575	22	709,713	32,260	-2.12%
Gabba	11	320,896	29,172	11	309,405	28,128	3.71%
Skilled Stadium	8	162,815	20,352	8	185,106	23,138	-12.04%
ANZ Stadium	4	147,498	36,875	4	183,360	45,840	-19.56%
SCG	7	188,054	26,865	7	177,809	25,401	5.76%
Aurora Stadium	4	69,609	17,402	4	70,113	17,528	-0.72%
Gold Coast Stadium, Carrara	3	30,580	10,193	3	25,519	8506	19.83%
Manuka Oval	2	19,853	9927	2	24,987	12,494	-20.55%
TIO Stadium (Marrara Oval)	1	11,306	11,306	1	11,373	11,373	-0.59%
TOTAL	176	6,370,797	36,197	176	6,511,255	36,996	-2.16%

HOME GAME ATTENDANCE BY CLUB, 2008-2009

	2009	Ave	2008	Ave.	Variance
Adelaide	426,806	38,801	447,455	40,678	-4.61%
Brisbane Lions	320,896	29,172	309,405	28,128	3.71%
Carlton	526,177	47,834	534,483	48,589	-1.55%
Collingwood	587,782	53,435	651,345	59,213	-9.76%
Essendon	554,147	50,377	510,051	46,368	8.65%
Fremantle	364,589	33,144	394,643	35,877	-7.62%
Geelong Cats	330,759	30,028	324,211	29,474	1.88%
Hawthorn	435,981	39,635	439,732	39,976	-0.85%
Melbourne	303,268	27,570	338,551	30,777	-10.42%
North Melbourne	306,987	27,908	304,338	27,667	0.87%
Port Adelaide	267,839	24,349	262,258	23,842	2.13%
Richmond	474,818	43,165	479,027	43,548	-0.88%
St Kilda	373,397	33,945	407,370	37,034	-8.34%
Sydney Swans	335,552	30,505	361,169	32,834	-7.09%
West Coast Eagles	400,152	36,377	414,188	37,653	-3.39%
Western Bulldogs	361,647	32,877	333,029	30,275	8.59%
TOTAL	6,370,797	36,197	6,511,255	36,996	-2.16%

AFL Membership

AFL Membership grew in 2009, reaching a total of 51,740. The breakdown of membership included 29,827 full members, 19,431 silver members and 2482 absentee memberships. Some 41,882 AFL Members were club support members, representing 7.4 per cent of the total club membership nationally.

Membership Shared Services

The AFL continued to provide membership administrative support and guidance to clubs through the AFL Membership Shared Service Program. In 2009, seven clubs (Melbourne, North Melbourne, St Kilda, the Western Bulldogs, Collingwood, the Geelong Cats and Hawthorn) utilised the service with positive outcomes. Collingwood, the Geelong Cats and Hawthorn joined the shared service program this year.

Carlton has joined the program for 2010, bringing the number of members being supported by this initiative to around 300,000.

Marketing

Key Marketing Programs and Initiatives

Following last year's celebration of 150 years of Australian Football, the 2009 season provided an opportunity to focus on the evolution and future of the modern game, via a new brand campaign, 'In a League of its Own'. In line with the AFL's expansion strategy, targeted marketing activity and investment increased in the key regions of New South Wales and Queensland.

In addition, themed rounds continued to provide a platform to deliver the AFL's broader messages, and this year included the introduction of Green Round and the return of Women's Round.

Season Launch

Titled 'In a League of its Own', the 2009 Toyota AFL Premiership Season advertising campaign positioned Australian Football as the 'Strongest, Hardest, Highest, Fastest Game on Earth'.

The title was devised from the simple observation that what makes Australian Football so exciting to watch is the unique combination of skills that can be found in the best sports from around the world.

The campaign focused on the stars of the game playing on the world's biggest stages. Players from all 16 AFL clubs were featured in the campaign. The integrated campaign was launched with a 60-second television advertisement and continued during the season via two 30-second versions and print, outdoor and digital content. Other material in the campaign supported key matches in Sydney, Brisbane and on the Gold Coast.

Toyota AFL Finals Series

Continuing with the 'In a League of its Own' creative direction, the Toyota AFL Finals Series was positioned as the 'Hardest, Fastest, Fiercest Finals Series Ever'.

The campaign was launched nationally on August 16 and was integrated into all key AFL consumer marketing activity.

The core objectives of the campaign were to drive attendances at all finals matches, support corporate products and promote Grand Final week events and activities at Federation Square and other sites.

New South Wales and Queensland

Expansion plans in these states continued as a priority in 2009, with marketing activity and investment increased to support the development of the game in key regions.

Restructure

In April, former national television executive Paul Waldren was appointed General Manager of Commercial Operations and Marketing. He was formerly the managing director at Channel Nine in Melbourne and the Nine Network's national sales director, before leaving to establish his own media company, Abundant Media.

AFL MEMBERSHIP CLUB SUPPORT

Club	AFL Club Support Adults	AFL Club Support Conc	AFL Club Support Juniors	TOTAL AFL Club Support	% AFL Club Support Members
Adel	343	41	28	412	0.9%
BL	482	76	62	620	1.4%
Car	4881	743	805	6429	14.7%
Coll	7725	1068	1431	10,224	23.3%
Ess	4768	687	676	6131	14.0%
Freo	116	10	11	137	0.3%
Geel	3027	442	361	3830	8.7%
Haw	2399	301	325	3025	6.9%
Melb	1338	202	139	1679	3.8%
NM	1444	181	240	1865	4.3%
PA	144	9	16	169	0.4%
Rich	3176	427	695	4298	9.8%
Stk	1938	265	340	2543	5.8%
Syd	579	92	74	745	1.7%
WCE	206	13	24	243	0.6%
WB	1148	168	175	1491	3.4%
Totals	33,714	4725	5402	43,841	100%

AFL CLUB MEMBERSHIP

Club	Adults	Concessions	Juniors	Total access Members 30/06/09	% Variance 2009-2008
Haw	33,833	4288	14,375	52,496	26.7%
Adel	35,665	5069	5738	46,472	-4.6%
Coll	32,388	4369	9215	45,972	8.2%
WCE	33,648	5961	4318	43,927	-2.1%
Carl	27,497	4003	10,908	42,408	7.7%
Ess	27,337	4215	8860	40,412	-3.7%
Freo	30,017	3631	5558	39,206	-9.6%
Geel	24,351	5497	7312	37,160	0.8%
Rich	23,146	4322	9513	36,981	20.0%
StK	21,667	3806	6433	31,906	6.1%
Melb	23,541	2236	5729	31,506	6.4%
PA	24,105	2159	4341	30,605	-10.5%
NM	17,734	3226	7380	28,340	-13.1%
WB	17,952	3875	6388	28,215	-0.3%
Syd	19,862	3187	3220	26,269	-1.7%
Bris	18,055	2726	4092	24,873	9.4%
Totals	410,798	62,570	113,380	586,748	2%





Passion for the game: Kyle Skene from the South Barwon Auskick Centre (right) was judged the 2009 NAB AFL Auskicker of the Year, in the inaugural competition to find the most committed and enthusiastic Auskicker in Australia. Here, Kyle and fellow Auskickers take part in a grid game at half-time in the 2009 Toyota AFL Grand Final.

NATIONAL & INTERNATIONAL DEVELOPMENT

GENERAL MANAGER – DAVID MATTHEWS

Code flourishing at all levels

In line with recent trends, community participation in the game increased.

In a year of difficult economic times, Australian Football at community level provided people with great opportunities to participate and interact. In 2009, total participation in Australia was a record 732,803, an increase of 5 per cent from 2008. The game also continues to expand internationally with another 52,908 participants playing in 273 clubs in 38 senior leagues throughout Europe, Africa, Asia, the United States and the Pacific region.

AFL Ambassador Kevin Sheedy recognised the need to support community football like never before and set about personally signing and distributing Australian Football 150 Year lithographs to leagues and clubs, which raised an estimated \$4 million.

There was significant growth in AFL Schools programs with 10.6 per cent and 18.2 per cent growth in primary and secondary schools respectively. The opportunities for talented players opened up further with the continued emergence of the Gold Coast Football Club and each AFL club now able to select an additional two rookies. Gold Coast signed rugby league star Karmichael Hunt along with 18 talented youngsters as it builds towards entry into the AFL competition in 2011.

The emerging multicultural and international flavour of the game was highlighted, with eight players born overseas rookie-listed to AFL clubs in 2009. These rookies included the first players from Sudan (Majak Daw – North Melbourne) and Japan (Sean Yoshiura – Brisbane Lions) to be listed by an AFL club.

And the talent of the future was on show in the NAB AFL Under-16 Championships played at football's new frontier, Blacktown Olympic Park, which opened in July and provides first-class facilities for participants in Sydney's greater west.

The appointment of Jan Cooper, the AFL's first Female Participation Manager, coincided with strong growth in female club competition participants. The successful Women's National Championships conducted in Perth was also a highlight.

Another new area for the department is the synthetic turf project. AFL Community Facility Development Manager Ken Gannon has worked closely with local government and Cricket Australia to see the first state-of-the-art turf installation announced at Point Cook in Melbourne's outer west. The turf will provide the highest level of safety and comfort for players and will provide a major boost for local clubs facing the impact of drought and climate change.

Participation

Total Australian Football participant numbers in 2009 were a record 732,803. This was an increase of 5 per cent on 2008 participation, which numbered 693,052.

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 segment breakdowns reveals that there were:

- » 296,405 participants in club competitions
- » 168,973 in NAB AFL Auskick
- » 241,861 in school competitions
- » 3062 in Recreational Football
- » 6001 in veterans competitions
- » 16,501 in dedicated women's/girls competitions



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 for children and their families in all states and territories.

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

It is the many volunteers and family members who coordinate activities at their local centres each week to whom the AFL is indebted. Through their passion and commitment, NAB AFL Auskick continues to prosper and, in 2009, 168,973 children participated in the program at 2913 centres around the country. Each year the AFL, our program partner NAB and state football bodies provide special recognition awards to recognise the outstanding contribution by volunteer coordinators who have excelled in their roles.

In 2009, 23,000 NAB AFL Auskick participants were also provided with the opportunity to play grid games at half-time of AFL matches across the country. This opportunity is an experience of a lifetime for the participants and their families.

A highlight of the year was the inaugural NAB Auskicker of the Year competition that searched to find the most committed and enthusiastic Auskickers around the country. Kyle Skene from the South Barwon centre was adjudged the winner with 21 runners-up joining him as participants in the Toyota AFL Grand Final week activities. This included marching in the parade, participating



The future: AFL players, such as Geelong forward Ryan Gamble (below), are committed to appearing at schools and clinics each year, teaching our youngsters the skills of Australian Football.

NATIONAL & INTERNATIONAL DEVELOPMENT

David Matthews



Kangaroo clinic: North Melbourne's Shannon Watt (left) and Drew Petrie take a children's football session at Eastern Oval during North Melbourne's Community Camp in Ballarat.

in the pre-match entertainment and grid games at half-time and presenting medals to the premiership team. The AFL would like to acknowledge the outstanding support provided by the program's partner, the National Australia Bank.



AFL Schools

A key component of the *Next Generation* strategy was 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 Australia's only Indigenous game into the classroom.

The significant growth in Australian Football participation in schools has continued due to a range of initiatives, programs and resources designed specifically to improve our presence in the classroom and the physical education/sport programs offered in schools. In 2009, 241,861 students participated in primary (164,134) and secondary (77,727) school competitions and programs of greater than six weeks' duration. This is an increase of 10.6 per cent at primary school level and 18.2 per cent at secondary school level from 2008 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 opportunities for male and female students to participate in structured inter-school football competitions. In 2009, inter- and intra-school team numbers increased by 19.9 per cent to 13,402 in competitions of greater

than six weeks' duration; the total included 9679 primary school and 3723 secondary school teams.

Intra-school Football Competitions (AFL Sport Education)

Schools are faced with many challenges in implementing a sporting model due to factors such as transport costs, venue access and a crowded curriculum. 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 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 as umpiring, team management, coaching, and being a 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 2009, 12,668 female students participated in dedicated female competitions and another 29,713 in mixed school teams.

Carnivals and Knockout Competitions

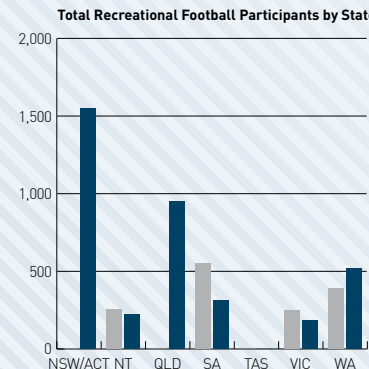
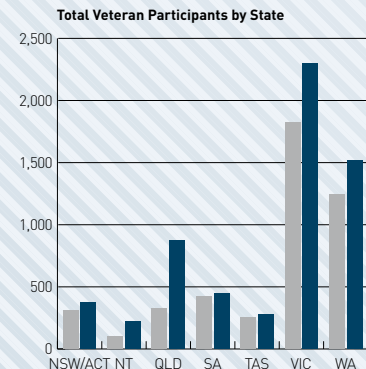
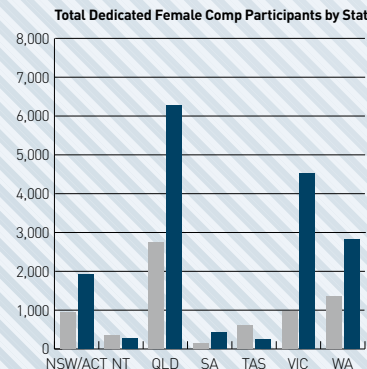
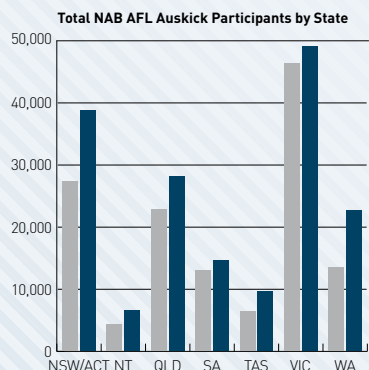
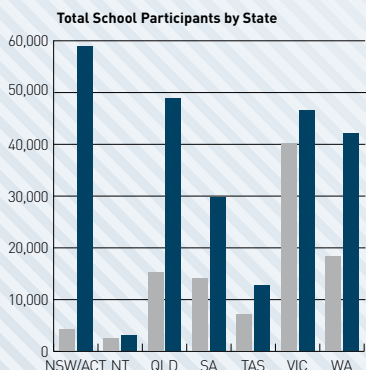
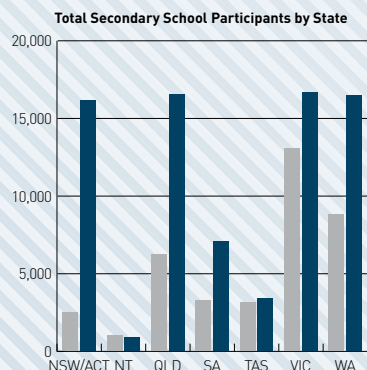
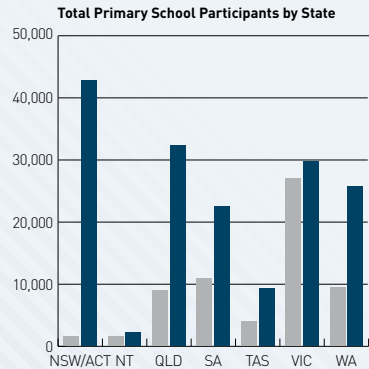
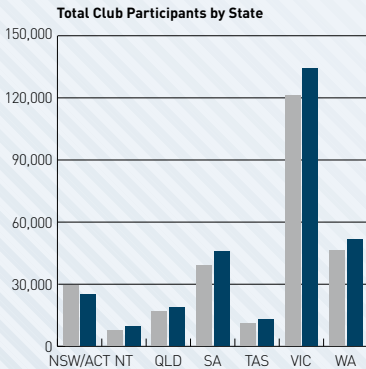
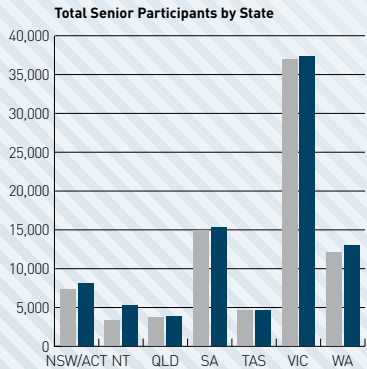
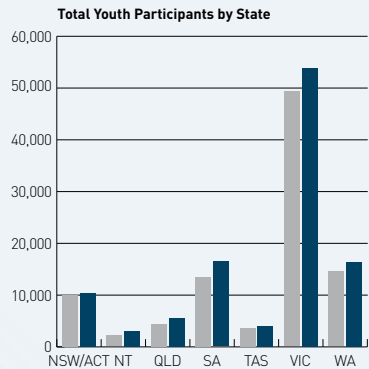
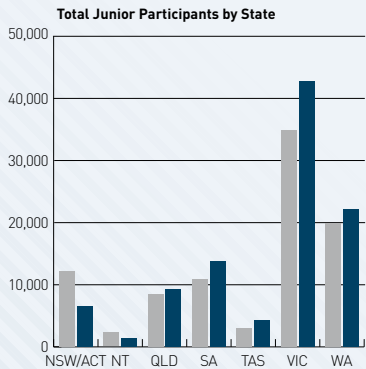
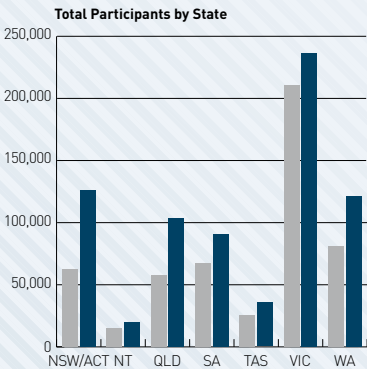
In addition to inter- and intra-school competitions, the AFL development network conducts carnivals and knockout competitions to introduce schools and students to Australian Football. In 2009, 142,689 students participated in these activities.

Promotional Clinics and Visits

Promotional clinics and visits are used to introduce students to the game and to promote ongoing participation. In 2009, the AFL development network conducted school visits and clinics that reached 1,260,494 children.

Participation Levels 2004-2009

■ 2004 ■ 2009





Building a presence: The 11th AFL National Women’s Championships were held in Perth in June, featuring (from left) Nikki Harwood (WA), Ellie Kemp (WA’s second-tier team), Jaylene Chevalier (NT), Meg Wilsdon (SA), Loren Fricker (WA), Daisy Pearce (Vic), Aasta O’Connor (Qld), Angela Ballerini (ACT), Jodi Maisey (umpire) and Trish Muller (NSW).

Northern States Cup

The Northern States Cup was conducted in Sydney at the new Blacktown Olympic Park facility in September. This competition is in its second 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 participating states and territories were Helensvale SHS (Queensland), St Ignatius College (New South Wales), St John’s College (Northern Territory) and the Lyneham HS (Australian Capital Territory). The 2009 Cup winners were Helensvale SHS, which defeated St Ignatius College in the final, 17.11 (113) to 6.11 (47).

Curriculum Developments

In recent years, the AFL has produced several curriculum resources including the *AFL Our National Game*, *AFL Sport Education* and *AFL Senior Secondary*, *It’s More Than a Game* and *You Can Kick Goals*. In 2009, the AFL developed two new resources – *AFL Quiz* and *AFL Learning Management System*.

AFL Learning Management System

The AFL Learning Management System (LMS) aims to provide educators with an array of innovative resources to enhance education

AFL SCHOOL AMBASSADORS OF 2009

Teacher (AFLSA)	School	State
Matthew Gale	John Pirie Secondary School	SA
George Gregory	Trinity College – Blakeview	SA
Justin Burt	Wanneroo SHS	WA
Gary Gough	South Coogee PS	WA
Perry Home	Eaton PS	WA
Brett Cashmere	Nudgee Junior College	QLD
Andrew Philp	The Southport School	QLD
Kurt Crawford	Ulverstone HS	TAS
Jill Fish	Port Dalrymple	TAS
Paulina Motlop	Dripstone Middle School	NT
Alastair Sheriff	Braitling PS	NT
Travis Irvin	Parkview PS	NSW
Travis Doyle	St Francis Des Sales Regional College	NSW
Janine Collins	Weetangera PS	ACT
Geoff Hickmott	MacKillop College	VIC
Christine Burns	Grovedale West PS	VIC

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 which will continually be enhanced as it receives feedback, lessons, activities and ideas from key stakeholders.

AFL Quiz

In 2009, the AFL launched a national online AFL-themed quiz focusing on numeracy and literacy. Competitions were run in years 3, 4, 5 and 6. More than 3000 students were involved in this activity, working in small groups that competed in five rounds of questions. Winning teams from the following schools were the recipients of an AFL match-day experience: Lockwood PS and Point Lonsdale PS (Victoria), East Para PS (SA), and Brookman PS (WA).

AFL School Ambassadors Program

The AFL understands that 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 4000 teachers actively involved in 2009.

The teachers in the table (left) were named AFL School Ambassadors of the Year for their outstanding service to the game in 2009.

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, currently promotes the 1Seven program in more than 1400 primary schools across Australia. In 2009, more than 80 schools across the country received 1Seven sports kits 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.

Community Development

Community Club Football

Our game's community football infrastructure, consisting of 270 leagues, 2517 clubs, 12,179 teams and 296,405 participants, represents 40.4 per cent of all Australian Football participants.

Community club football is the cornerstone of the game and its substantial infrastructure is supported by the contribution of the many thousands of volunteers. Volunteers are critical to the growth of the game as they determine the quality of the club environment and culture, and hence the experience of players and their families. The AFL is sincerely appreciative of 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.

Female Participation

Female participation in club-based youth girls competitions rose by 65 per cent with the highest increases in Illawarra, Geelong, Canberra and Perth. Total participation in dedicated competitions for females was 16,501. Total female participation in the game reached 80,127, including 31,081 in NAB AFL Auskick. Some women's leagues consolidated their off-field organisation and governance (NT and SA) and others grew in numbers (ACT, NSW, Tasmania and WA). Tasmania conducted a secondary schoolgirls competition for the first time and grew their Women's League to five teams.

The inaugural Interstate Under-16 Schoolgirls Challenge was conducted in Maroochydore, Queensland, in collaboration with School Sport Australia.

With funding assistance through the AFL's Small Grants Scheme, talent academies were established in Queensland, South Australia, Victoria and Western Australia to develop emerging talented players aged 15-24.

The Western Australia Women's Football League hosted the 11th AFL National Women's Championships in Perth in June. The Division One Grand Final was played as a curtain-raiser to the West Coast Eagles-Geelong match at Subiaco. Victoria defeated Western Australia and Shannon McFerran of Victoria was awarded the inaugural Debbie Lee Medal for the championships' best and fairest. Nicole Graves

2009 NAB AFL RISING STAR NOMINEES

Round 1	Daniel Rich	Brisbane Lions
Round 2	David Zaharakis	Essendon
Round 3	Patrick Dangerfield	Adelaide
Round 4	Jaxson Barham	Collingwood
Round 5	Garry Moss	Hawthorn
Round 6	Stephen Hill	Fremantle
Round 7	Jack Ziebell	North Melbourne
Round 8	Jarryn Geary	St Kilda
Round 9	Andy Otten	Adelaide
Round 10	Taylor Walker	Adelaide
Round 11	Brad Dick	Collingwood
Round 12	Aaron Joseph	Carlton
Round 13	Tayte Pears	Essendon
Round 14	Jack Grimes	Melbourne
Round 15	Liam Jurrah	Melbourne
Round 16	Chris Masten	West Coast Eagles
Round 17	Dayne Beams	Collingwood
Round 18	Callan Ward	Western Bulldogs
Round 19	Mitch Brown	West Coast Eagles
Round 20	Michael Hurley	Essendon
Round 21	Nick Suban	Fremantle
Round 22	Jesse White	Sydney Swans

NATIONAL & INTERNATIONAL DEVELOPMENT

David Matthews

from Western Australia became the first female in Australia to be accepted on a Level 3 Coach Accreditation course, having received funding assistance from the Women in Sport Leadership grant scheme of the Australian Sports Commission.

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 Draft Camp
- » NAB AFL Under-18 Championships
- » AIS-AFL Academy
- » NAB AFL Under-16 Championships

NAB AFL Rising Star Award

The NAB AFL Rising Star Award continues to grow in prestige and is well reported in weekly media.

The winner of the 2009 NAB AFL Rising Star was Brisbane Lion Daniel Rich. The 19-year-old midfielder from the Sorrento Duncraig Junior Football Club in Perth was presented with the Ron Evans Medal and an investment portfolio and a dedicated personal banker, courtesy of National Australia Bank. Rich was the unanimous winner claiming the maximum 45 votes. He was followed by Adelaide's Andy Otten (30 votes) and Essendon defender Tayte Pears (28).

NAB AFL Draft

The NAB AFL Draft was conducted at the Melbourne Convention Centre on Thursday, November 26. The event was broadcast live by Fox Sports, 3AW, FIVEaa, SEN 1116 and afl.com.au. Strong media

coverage before and after highlighted the growing stature of the draft.

Victorian Tom Scully from the Dandenong Stingrays was the No. 1 selection and in total there were 91 players added to AFL lists during the NAB AFL Draft.

AIS-AFL Academy

The AIS-AFL Academy is a joint initiative of the AFL and the Australian Institute of Sport. The non-residential program involves 30 scholarship holders at three camps including an international tour over a 12-month period. The program is designed to develop players for the challenges of AFL football. In 2009, the 12th Academy intake toured South Africa in April and played against the South African Lions. Matches were also played against VFL side Williamstown and WAFL team Peel Thunder. Josh Toy from the Calder Cannons was awarded the Ben Mitchell Medal in recognition of both his football and his off-field approach to life.

In May, Head Coach Alan McConnell was appointed Greater Western Sydney High Performance Manager, and Youth and High Performance Co-Ordinator Jason McCartney was promoted to the coaching role. In other appointments, retired players Matthew Lloyd, Michael O'Loughlin and Tom Harley joined the program as assistant coaches and mentors.

We wish to thank Alan McConnell for his five years as coach and Nathan Buckley and Luke Darcy for their two years as mentors and wish them well with their new roles at Greater Western Sydney, Collingwood and the media respectively.

There were 12 AIS-AFL Academy players selected at the 2009 NAB AFL Draft, with another 10 players taken as pre-selections by the Gold Coast Football Club as part of the club's draft concessions for 2011.

NAB AFL Under-18 Championships

The NAB AFL Under-18 Championships were played between May 23 and July 1 in a new format in which all teams played five matches in different cities to allow for greater exposure of elite young players. The four Division One teams played each other once and two teams from Division Two. The four Division Two teams played each other once and two teams from Division One. Western Australia claimed the Division One title defeating Vic Country and NSW/ACT defeated Tasmania to win Division Two. Vic Country's Andrew Hooper and Western Australia's David Swallow shared the Larke Medal as the best and fairest Division One players, while NSW/ACT Captain Dylan McNeil took out the Hunter Harrison Medal for being the best and fairest player in Division Two.

2009 NAB AFL DRAFT SELECTIONS (FIRST ROUND)

1	Tom Scully	TAC Cup	Haileybury College/ Dandenong Stingrays	Melbourne
2	Jack Trengove	SANFL	Kybybolite FC/Sturt	Melbourne
3	Dustin Martin	TAC Cup	Castlemaine FC/ Bendigo Pioneers	Richmond
4	Anthony Morabito	WAFL	Harvey Brunswick JFC/ Peel Thunder	Fremantle
5	Ben Cunnington	TAC Cup	Cobden FC/Geelong Falcons	North Melbourne
6	Gary Rohan	TAC Cup	Cobden FC/Geelong Falcons	Sydney Swans
7	Brad Sheppard	WAFL	Wesley College/East Fremantle	West Coast Eagles
8	John Butcher	TAC Cup	Maffra FC/Gippsland Power	Port Adelaide
9	Andrew Moore	TAC Cup	Yarra Valley Grammar/Eastern Ranges	Port Adelaide
10	Jake Melksham	TAC Cup	PEGS/Calder Cannons	Essendon
11	Jordan Gysberts	TAC Cup	Yarra Valley Grammar/ Eastern Ranges	Melbourne
12	Kane Lucas	WAFL	Melville Hawks/East Fremantle	Carlton
13	Daniel Talia	TAC Cup	Assumption College/ Calder Cannons	Adelaide
14	Lewis Jetta	WAFL	Bridgetown FC/Swan Districts	Sydney Swans
15	Christian Howard	SANFL	Sacred Heart College/Glenelg	Western Bulldogs
16	Jasper McMillan-Pittard	TAC Cup	Torquay FC/Geelong Falcons	Port Adelaide
17	Daniel Menzel	SANFL	Golden Grove FC/Central Districts	Geelong Cats

2009 NAB AFL DRAFTS WHERE PLAYERS CAME FROM

	National & Pre-season	Rookie	GC17	Total
Victoria	50	35	3	88
South Australia	12	13	2	27
Western Australia	18	8		26
Queensland	7	3		10
NSW/ACT	2	5		7
Tasmania	5	1		6
NT	2	1		3
International	1	6		7
Totals	97	72	5	174

Number one: Dandenong Stingrays midfielder Tom Scully was taken by Melbourne with the first selection in the 2009 NAB AFL Draft, after a stellar junior career in which he earned selection in the 2008 and 2009 All-Australian Under-18 sides.





Future stars: Indigenous players who took part in the Qantas AFL KickStart program played a match on the MCG before the round 21 Richmond-Hawthorn game, and were still savouring the experience after the game with Deputy Prime Minister Julia Gillard (back centre, grey jacket), former Essendon great Michael Long (far right) and Saint Xavier Clarke (centre).

NAB AFL Under-16 Championships

The 2009 NAB AFL Under-16 Championships were played in Sydney from July 3-11 at Blacktown Olympic Park and at Rouse Hill. The finals matches were relocated to Visy Park from the MCG on Saturday, September 26, after heavy rain affected the MCG surface.

Led by coach Nathan Buckley, Vic Country defeated South Australia to win Division One and Queensland defeated NSW/ACT to win Division Two. Vic Country's Adam Treloar and West Australia's Tom Mitchell were joint recipients of the Kevin Sheehan Medal for the best and fairest player in Division One and Queenslander Jackson Allen was awarded the Alan McLean Medal for the best and fairest in Division Two.

Garry Lyon Appointment

Garry Lyon was appointed to a two-year development role with the AFL and AFL Victoria. Lyon will coach the Victorian Country Under-16 team in 2010 and 2011 and will work with AFL Victoria to enhance opportunities for talented players including those participating in the NAB AFL Under-16 Championships.

As a Junior Coaching Ambassador, Lyon will promote and support measures such as the AFL Junior Match Policy, the Green Shirt Umpiring program and the AFL Kids First program to ensure a quality environment at community levels.

NAB AFL Draft Camp

The 2009 NAB AFL Draft Camp invited saw 75 players to the Australian Institute of Sport in Canberra for four days of physical and psychological testing. Seven players in consideration for the Gold Coast team also attended. Detailed information about each player was supplied to AFL clubs in preparation for the Draft. The camp included a new kicking accuracy test developed by Nathan Buckley.

AFL Club-based Academies

AFL club-based academies were introduced in New South Wales and Queensland as a means of growing the national talent pool in the interests of all AFL clubs and to provide opportunities for elite players to remain in their home state under a bidding system. The academies are linked to each of the four AFL clubs in New South Wales and Queensland – the Sydney Swans, Brisbane Lions and expansion clubs Gold Coast and Team GWS.

Under the model which will revamp the AFL's talented player pathway in NSW and Queensland, each of the four AFL clubs will partner with the AFL to identify, attract and develop players as young as 12, taking their development through to drafting age for the NAB AFL Draft and NAB AFL Rookie Draft.

The four partnering AFL clubs in NSW and Queensland will have the opportunity to pre-list players that are developed through the

academies under the bidding system that applies to all father-son selections in the NAB AFL Draft. This will ensure that any player developed from NSW or Queensland was selected at his 'market value'.

In New South Wales, the existing AFL scholarship scheme will be phased out over the next 12 months, to be replaced by this academy structure. During the phase-out period, only two scholarship players can be listed per AFL club.

Telstra AFL Community Camps

At the 2009 Telstra AFL Community Camps, players met 10,000 primary and secondary students in every state and territory. Official camp functions raised more than \$20,000 for junior football and community projects. Players also visited hospitals and aged-care facilities and club staff conducted community football forums.

Indigenous Development

Indigenous Programs

In partnership with government and corporate partners, \$5 million was invested in Indigenous programs. The programs include:

- » Qantas AFL KickStart
- » Flying Boomerangs Youth Leadership
- » Indigenous academies
- » Ambassadors for Life club partnership
- » Indigenous All-Stars match and AFLPA camp
- » Indigenous events

Indigenous Framework

In May, the Indigenous Framework was launched at the annual 'Dreamtime at the G' luncheon. The AFL framework outlines our philosophy, practices and policies that assist to achieve participation, talent and community development outcomes through various Indigenous programs.

The framework recognises the reciprocal influence of Indigenous and non-Indigenous people. The underpinning principle of the framework is a partnership with the Indigenous community to:

- » Engage communities
- » Develop skills
- » Lead and coordinate
- » Celebrate culture

Indigenous Employment Program

In partnership with the Department of Education, Employment and Workplace Relations, the Indigenous employment strategy was also launched in May with a target of 4 per cent off-field employment across our state affiliates and clubs.

To support this strategy, the Federal Minister for Employment and Workplace Relations, Brendan O'Connor, announced \$580,000 funding to support Indigenous programs managers in each state. One of the first achievements of this strategy was the announcement of \$480,000 funding for the National Indigenous Radio Service, which assists Indigenous people with training and broadcasting skills to deliver quality broadcasts of AFL games to regional communities.

Football in East Kimberley

A partnership with the Department of Family, Housing, Community Services and Industrial Affairs to expand football in the East

Kimberley region was announced in January. Federal Minister for Indigenous Affairs Jenny Macklin pledged \$250,000 to help develop football programs in the East Kimberley. To support this expansion, the West Australian Football Commission developed a future directions paper which was launched in August.

The funding has been used to:

- » Employ a community development officer, based in Kununurra, to service the East Kimberley;
- » Employ an administrator to manage football activities in the region;
- » Employ two AFL Indigenous trainees, in Kununurra and Broome, to help deliver school-based programs.

Flying Boomerangs Leadership Program

At the conclusion of the annual Qantas AFL KickStart camp, 25 Indigenous players aged 14-15 were selected to participate in the Flying Boomerangs Leadership Program, a personal development and leadership program incorporating a three-match series against developing international countries.

The program's fourth tour, to Papua New Guinea, was held in March. The Flying Boomerangs conducted clinics and played in Port Moresby and regional provinces against an emerging Papua New Guinea team.

The tour provides an outstanding sporting, leadership and cultural opportunity for young Indigenous players. The focus of the tour is to further develop the leadership qualities and experience of the young Indigenous men. The AFL Foundation sponsors the 25 young men to undertake a Certificate II course in Indigenous Leadership, the only accredited Indigenous leadership program in Australia.

AFL Multicultural Program

Under the AFL Multicultural Program Australian Football is used as a tool to build community capacity and enhance social inclusion for newly arrived and existing Australians from culturally diverse backgrounds.

The program is gaining momentum across Australia, with multicultural development officers now based in Western Australia, South Australia, Victoria and New South Wales, who engage culturally diverse communities with AFL state affiliates, AFL NSW/ACT, SANFL, WAFC and AFL clubs Essendon, Western Bulldogs, North Melbourne, Richmond, Hawthorn, Carlton and Collingwood.

The multicultural team at AFL NSW/ACT was bolstered with the addition of two new multicultural development officers Kevin Sing and Ali Faraj to target the Greater Western Sydney region.

In 2009, the Multicultural Schools Football Program was implemented in 122 schools (90 primary, 18 secondary, two tertiary and 12 English language schools), exposing 14,000 students to Australian Football. Each student participated in 10 Australian Football experiences as part of their induction into the game.

The program is delivered by Nick Hatzoglou, Maria Cosmidis, Peter Cates, Russell Higgins, Michael Nguyen, Sash Herceg, Harmit Singh, Yuta Kobayashi, Jieh-Yung Lo, Michael Roberts, Ali Faraj and Kevin Sing.

A partnership with Sports Without Borders continues to provide grants for young people to play Australian Football.

The AFL's presence in community festivals reached more than 36,000 people.

Cultural Diversity Training

The first cultural diversity training component for the AFL junior, youth and Auskick coaching course was delivered in the western

NATIONAL & INTERNATIONAL DEVELOPMENT

David Matthews



Supporting umpires: Sydney Swans co-captain Adam Goodes and these NAB AFL Auskickers show their support for the AFL Green Shirt Program (started in 2005 to assist first-year umpires) ahead of this year's AFL Umpire Recognition weekend in round four.

region of Melbourne for 115 participants. This educated clubs about newly arrived communities, to enable them to integrate culturally and linguistically diverse children into their clubs.

Enhanced Relationships with Mainstream and Multicultural Media

AFL media accreditation was issued to multicultural media organisations. A campaign targeting Arabic-speaking communities focused on Essendon's Bachar Houli, resulting in extensive media coverage in the Arabic press and radio.

Tackling Peace - the inspirational story about the AFL Peace Team

Made before and during the 2008 International Cup competition, the *Tackling Peace* documentary told the story of 26 Israelis and Palestinians discovering Australian Football while playing on the same team in the name of peace.

Written, produced and directed by Marc Radomsky, *Tackling Peace* went behind the scenes as the young men from different sides of a political war set aside a lifetime of prejudice and hostility to compete together. *Tackling Peace* was a Screen Australia national documentary program produced by Dreamstone

Productions in association with GFN Productions and the Documentary Australia Foundation and Network Ten.

South Africa Match Deferment

The impact of the global economic crisis in late 2008 led to a scheduled NAB Cup match in Cape Town, South Africa, between the West Coast Eagles and Collingwood in February 2009, being deferred.

Footyweb

Footyweb is a national participation system provided free of charge to all leagues and clubs, storing information on all elements of the game including participants (NAB AFL Auskick through to senior), 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 online results;
- » A player-transfer system;
- » The provision of websites 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;
- » New revenue stream opportunities for grassroots football;
- » An estimated saving to the industry of more than \$1 million a year through this shared service.

In 2009, Footyweb collected a database of more than 659,000 records (up by 56,000), representing 90 per cent of Australia's total community-football participants. A few of the key achievements included:

- » The development of Sportzware online for clubs/leagues to manage their competitions;
- » The development of PayMySport to provide a payment gateway for NAB AFL Auskick centres and clubs to accept online registration and payment;
- » The rollout of online advertising throughout the FootyWeb website network;
- » The uptake of the VCFL using the system.

This 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.

Umpiring Development

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 35 per cent in 2009 and now involves nearly 300 umpire coaches in Australia and 12 umpire coaches based internationally.



New horizons: The Greater Western Sydney AFL multicultural development squad played the Drummoyne under-16 team as part of the AFL's commitment to grow the game in this region of NSW. Pictured (from left) are coach Eid Kassem, Michael O'Loughlin, player Jason Baldi and multicultural development officers Ali Faraj and Kevin Sing.

AFL Umpire Promotional Appearances

In 2009, the continued strong relationship between the AFL Umpiring Development Department and the AFL Umpires Association resulted in the highest number of AFL umpire appearances to date. Sixty AFL umpires, including all field umpires, were involved in 138 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 road shows in nearly 50 regional towns and community centres around Australia.

AFL High Performance Umpiring Academy

In partnership with the Australian Sports Commission (ASC), the AFL High Performance Umpiring Academy was successfully implemented in 2009. The academy provides opportunities to 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 the AFL Umpiring Department.

AFL Green Shirt Program and AFL Umpire Recognition Round

AFL research suggests that the majority of umpires who leave umpiring in their first year do so because of difficulties involving the rules 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 the umpire is still learning.

This year's program involved nearly 2000 umpires and more than 700 mentors. It is on track to grow by 22 per cent in 2010. To further promote this program the AFL conducted an AFL Umpire Recognition weekend in round four of the premiership season.

Coaching Development

Accreditation Courses

In 2009, more than 6000 coaches participated in AFL coach accreditation courses, with 5780 taking part in Level 1 courses and 337 in Level 2 courses. Twenty-six 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 Camp. For the first time, a second High Performance Coaching Course was held in Perth with 24 candidates participating, including the first female high performance coach candidate. Level 2 courses were conducted in every state and territory.

Specific courses conducted directly by the AFL during the year included: the High Performance Coaching courses, with 13 participants in the Canberra course and four participants in the WA course currently coaching in AFL clubs; and the annual AFL/AFLPA Level 2 coaching course in January attended by 23 recently retired or experienced players nominated by the AFLPA.

NATIONAL & INTERNATIONAL DEVELOPMENT

David Matthews

AFL Coaching Ambassadors

Long-standing AFL Coaching Ambassadors Stan Alves and David Parkin, along with Kevin Sheedy, Denis Pagan, 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.

AFL National Coaching Conference

The seventh AFL National Coaching Conference was held at the Melbourne Cricket Ground from January 30-February 1. More than 400 coaches attended the conference including community coaches from all states in Australia and representatives from all 16 AFL clubs.

Coach Recognition Awards

Australian Football Coaches Association (AFCA) awards functions were held in Queensland, South Australia, Victoria and Western Australia, while NSW/ACT implemented an impressive coaching coordinator and mentoring development program.

Coaching Resources

Monthly AFL coaching newsletters were distributed electronically to 16,000 coaches. Two editions of the new electronic magazine *Coaching Edge* were produced and published on afl.com.au.

The AFL collaborated with The Slattery Media Group to produce *Skills of Australian Football*, a book aimed at players and coaches. Several coaching videos were produced and an expert working party was convened to advise on the development of a contemporary kicking coaching program, including the production of *The Ultimate Kicking Guide*, a set of DVDs and booklets for players and coaches, and a specific kicking coaching course.

AFL Coaches Association

The AFL and AFLCA increased their commitment to promoting the growth of the game with AFL senior and assistant coaches involved in development activities and appearances throughout 2009 in line with AFL development priorities. This included a significant number of coach appearances, organised particularly in the coach education area.



New team: AIS-AFL Academy High Performance Coach Jason McCartney (centre) poses with new Vic Country Under-16 coach Garry Lyon (far left) and AIS-AFL assistant coaches (from left) Matthew Lloyd, Michael O'Loughlin and Tom Harley, who all joined the Academy after retiring at the end of this season.

University Course for Coaches

In conjunction with the Australian Catholic University (ACU), the AFLCA and the AFL, an undergraduate university degree for coaches has been created. The Bachelor of High Performance (Sport and Business) degree builds on the AFL High Performance Coaching Course, from which credit for up to 50 per cent of the first year of the degree will be automatically granted to coaches who have current AFL High Performance Coach accreditation.

Coaches will be able to progress from a diploma to an associate degree, to a bachelor degree. The course was launched in August by ACU Vice-Chancellor Professor Greg Craven, AFL Commission Chairman Mike Fitzpatrick and AFLCA President Kevin Sheedy. The first intake of coaches will commence the course in February 2010.

Coaching Effectiveness Research

The 2008 coaching effectiveness research conducted by the AFL Research Board was followed in 2009 by a related project aimed at assisting clubs in the process of making sound coaching appointments and in the ongoing performance management of coaches.

Community Development

Volunteers

The AFL believes that volunteers underpin the success of the game at all levels. In 2009, several initiatives were implemented to recognise the contribution of volunteers to the game.

These initiatives included:

- » Seven volunteers were recognised in the State Volunteer of Year programs. They attended the 2009 Toyota AFL Grand Final, had morning tea in the AFL boardroom with Kevin Sheedy and David Parkin, walked in the 2009 Toyota AFL Grand Final Parade and attended the VFL Grand Final official function.
- » The AFL's Volunteer Recognition System, which has run since 2004, recognised almost 2000 volunteers who have achieved one year, five years, 10 years, 25 years or 50 years of service to the game.
- » The Merit Award program continues to recognise two people from each state who made outstanding contributions to the game in their local club or league.

Telstra Assistance Fund

For the third 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.

Member Protection Policy

The AFL updated its Member Protection Policy and commissioned the production of an educational DVD to support the revised policy.

AFL Junior Match Policy

The AFL's Junior Match Policy, *Next Generation Australian Football Match Policy: For the conduct of the game for players aged 5-18 years*, was introduced. The implementation of the match policy is critical to ensure the best practice and uniform delivery of junior football across the country.



Recognition: AIS-AFL Academy member Josh Toy from the Calder Cannons with past Ben Mitchell Medal winners, (from left) Jack Grimes (Melbourne), Jack Ziebell (North Melbourne), David Myers (Essendon) and Garry Moss (Hawthorn). Ben Mitchell was a promising young footballer killed in a car accident on the way to training several years ago. The award named in his memory is presented to the Academy member who displays extraordinary personal qualities off the field.

NATIONAL & INTERNATIONAL DEVELOPMENT

David Matthews



Stadium opening: The new stadium at Blacktown Olympic Park (the future home ground of Team GWS) was officially opened with a NAB AFL Under-16 Championships clash between NSW/ACT (blue jumpers) and Queensland, with Queensland prevailing by 24 points. Photograph courtesy of The Daily Telegraph.

Football Environment Program

A Football Environment Program, developed through the AFL Research Board, was implemented at the Illawarra Junior Football League (NSW) and the Moorabbin Saints Junior Football League (Victoria). The program aims to improve the quality of the match-day environment by engaging key stakeholders in the development of a league 'trademark' or code of conduct.

Binge Drinking Education Program

The AFL signed an agreement with the Federal Department of Health and Ageing to participate in the Club Champions Program, which is part of the Australian Government's National Binge Drinking Strategy. The AFL is a partner in the development of the program and associated resources and, along with the AFLPA, is delivering the educational project through the AFL clubs. The

resulting program will be adapted and delivered to community football with the aim to reduce binge drinking by young Australians.

Community Football Online Destination

Work has commenced on the development of a community football website. It will contain cutting-edge new technologies to entice, communicate with and educate our key community football stakeholders. It will provide opportunities for community leagues and clubs to access and share information, and for volunteers to access online education courses and resource materials. Over time it will create efficiencies in course delivery and resource publication costs.

Trainers Research

A research project, aimed at improving the quality and appropriateness of sports first aid and trainer services for

community Australian Football, was conducted in conjunction with the University of Ballarat. It has included an extensive review of literature on injuries in community football, consultation with a panel of experts in the treatment and prevention of Australian Football injuries and consultation with the broader football community. The findings will assist with the development of a national policy and appropriate training courses and structures to support the implementation of the policy in 2010.

Inclusion of People with Disabilities

Through the Australian Sports Commission's Sports CONNECT framework, the AFL is committed to creating an inclusive and accessible environment within Australian Football for the 20 per cent of the population who have some form of disability.

The completion of the second phase of the AFL's disability strategy has resulted in the following achievements to date:

- » The AFL Disability Action Plan has become embedded as part of the AFL's strategic planning cycle.
- » The AFL's Junior Coaching Manual, for coaches of children aged 5-12, has been updated to incorporate stronger inclusive messages. At the Level 1 Junior/Auskick Coaching Course conducted in Dandenong during May, inclusion and modification techniques for all abilities were integrated within the existing course structure.
- » The AFL's disability launch/celebration event showcased two Football Integration Development Association (FIDA) teams at half-time of the Geelong-Collingwood blockbuster at the MCG, to generate disability awareness among the public.

Facilities

The AFL's Facilities Development Reserve (FDR) has been able to support projects in all areas of Australia. The facility improvements are both for existing amenities and new projects.

The FDR has provided support for established football areas with key projects being the Victorian Country Football Netball Program in partnership with the Victorian Government, the Twin Ovals project with the City of Kingston, Tasmania, as well as lighting projects for SANFL clubs.

New markets have also been supported with the completion of Blacktown Olympic Park in Sydney's Greater West and much-needed club upgrades in Townsville and Cairns. Smaller club projects in Brisbane and Cape York show that the FDR is supporting many partnerships with clubs everywhere.

Major developments approved for next year include the Peel Thunder development at Mandurah in Western Australia, a new headquarters for AFL Queensland for both administration and the AFL Academy program, and importantly a major upgrade for AFL Northern Territory at TIO Stadium, Darwin.

In total over three years the FDR projects have a combined project value of \$184 million and will reach more than 530 clubs throughout Australia.

Another important part of the FDR activity has been the development of standards and synthetic turf products suitable for our game and games that share community locations with our clubs, particularly cricket.

Products have now been endorsed and the first synthetic AFL-Cricket Australia (CA) approved venue will be built at Point Cook in the City of Wyndham, Victoria. This is an important step for the AFL and CA as we all prepare for the ongoing impact of climate change.

Message from the Australian Sports Commission

The power of a successful sports system like Australia's lies within the many cooperative partnerships and relationships between its system partners.

As our sports system has diversified and increased in complexity over the years, so too has the nature of these relationships. Now, as ever, a critical ingredient for our system's continued success and sustainability is to ensure that we all remain on the same page—that our links between each other, our leading programs, our roles and relationships are clearly defined and understood by all.

Sport operates in a dynamic, demanding and rapidly changing environment. The sources of change include advancing technologies, new structures and systems, products and services, people concerns and rising international competition and benchmarks.

The Australian Government has flagged the need to address this change by reforming our sports system and has outlined its approach in the paper *Australian Sport: Emerging Challenges, New Directions*.

The Government is also preparing to respond to recommendations by an independent expert panel, headed by lawyer David Crawford, to ensure both high performance and community level sport is prepared for those challenges.

The Australian Sports Commission has already taken steps to review and evaluate our strategic position and intent in active consultation with national sporting organisations and other stakeholders. These system improvements will provide a foundation for any changes emerging from the Government process.

Already we have identified a number of priorities. These include the need to better align our high-performance-sport efforts with our partners, to work more collaboratively with state departments of sport and recreation in strategic approaches to growing participation in sport, to re-communicate the value of sport to the Australian community and to retain and develop our best coaches.

Our efforts to act on these priorities are inherently intertwined with our partners. These partnerships represent a powerful tool in our ability to adapt to a changing environment, to share responsibilities, effectively communicate and continue to expand and strengthen sport.

Our work together will ensure that the Australian sports system is progressive, robust and sustainable for decades to come.

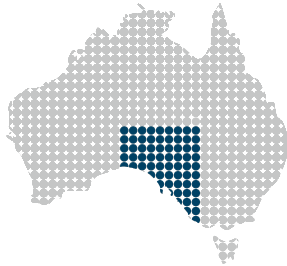
Matt Miller
Chief Executive Officer
Australian Sports Commission



Australian Government
Australian Sports Commission

Around the regions

A snapshot of the programs and initiatives in each state and territory and internationally.



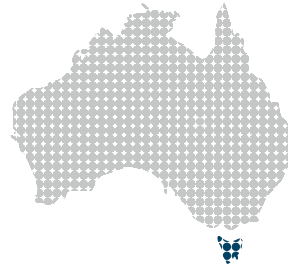
South Australia

- » Total participants reached 90,786 – up 8.2 per cent on 2008.
- » Attendances at SANFL matches reached 331,355, including a crowd of 35,647 at the 2009 SANFL Grand Final – the largest attendance in 10 years.
- » School football participation reached 29,568 – up 25 per cent on 2008.
- » Central District won its eighth SANFL premiership this decade, surpassing the record set by Port Adelaide Magpies in the 1950s.
- » The new South Australian Community Football Board supported community football facilities, including an initiative to provide water tanks for clubs in drought-affected areas.
- » The SANFL hosted its inaugural multicultural round in recognition of multicultural communities and the growth of multicultural football programs across the state.



Victoria

- » Total participants reached 236,277, up 2767 on 2008. The number of female players increased by 599 to 4524.
- » 97 new teams were formed across Victoria during 2009.
- » Victoria produced 54 per cent of the players in the 2009 NAB AFL Draft.
- » The VFL and TAC Cup Grand Finals were played at Etihad Stadium on AFL Grand Final eve. North Ballarat and Calder Cannons won the respective Grand Finals.
- » Record numbers for NAB AFL Auskick, with 49,040 registered participants.
- » AFL Victoria's Youth Girls Academy won the Victorian Government Sport and Recreation Education Award.
- » AFL school ambassadors increased by 258 to 1386 in 2009.



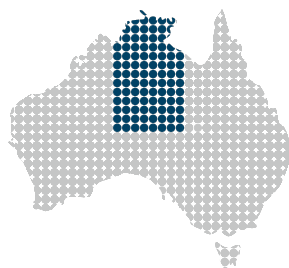
Tasmania

- » Total participants reached 35,340, up 1886 on 2008.
- » Establishment of new Tasmanian State League (TSL), encompassing clubs from all three regions of the state.
- » 10 clubs formed the new league: Burnie, Devonport, Launceston, North Launceston, South Launceston, Glenorchy, North Hobart, Hobart, Clarence and Lauderdale.
- » More than 7500 spectators attended the TSL Grand Final between Clarence and Glenorchy at Bellerive Oval in Hobart. Clarence won by six points.
- » Four Hawthorn home games were played at Aurora Stadium in Launceston.
- » Four Tasmanian youngsters were selected in 2009 NAB AFL Draft.



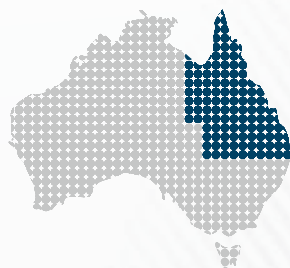
Western Australia

- » Total participants reached 120,976. Since 2004, participation has grown by 91 per cent.
- » School-based competitions recorded a 20 per cent growth in 2009. A total of 3000 WA school students participated in the national on-line AFL Footy Quiz.
- » The West Australian Football League recorded attendances of more than 200,000 for the first time in 15 years.
- » Funding secured to create a WA Football Centre of Excellence at Rushton Park in Mandurah.
- » WA Talent Academy produced 13 AFL draftees. The WA team was undefeated at the NAB AFL Under-18 Championships.
- » Four new NAB AFL Auskick centres set up in remote Indigenous communities.
- » Country and regional football participation increased by 7.3 per cent.
- » Brett Rosebury became the first West Australian field umpire to officiate in an AFL Grand Final.



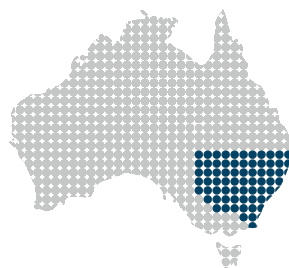
Northern Territory

- » Total participants reached 19,828 in 2009.
- » Establishment of a Northern Territory team to play in the QAFL competition.
- » Formation of an independent board to run the club and five full-time positions based in Darwin and Alice Springs to manage the team.
- » New \$8 million contract with the Northern Territory Government for AFL matches in the NT, including \$2.3 million for facility development.
- » The NT team finished fourth in the NAB AFL Under-16 Division Two Championship.
- » The NT team finished second in the NAB AFL Under-18 Division Two Championship.
- » Three Northern Territory players, Anthony Long, Troy Taylor and Shane Thorne, were selected in 2009 NAB AFL Draft.
- » Formation of 18 new junior leagues.
- » Establishment of three remote projects in Wadeye, Groote Eylandt and Galiwinku.



Queensland

- » Total participants topped 100,000 for the first time.
- » School-based participation recorded strong growth for the second year in a row – 15 per cent.
- » The number of NAB AFL Auskick participants reached 28,062.
- » Gold Coast qualified for the TAC Cup finals under coach Guy McKenna, who was appointed coach for the club's first two years in the AFL in 2011-12.
- » Gold Coast pulled off a major recruiting coup, luring Queensland and Australian rugby league star Karmichael Hunt to the AFL.
- » Morningside won its seventh QAFL State League Premiership, defeating Mt Gravatt in the Grand Final at Coorparoo. Nathan Gillard won the Grogan Medal.
- » Josh Thomas and Bryce Retzlaff were selected by Collingwood and Brisbane Lions respectively in the 2009 NAB AFL Draft.
- » Michael Voss, Jason Dunstall, Leigh Matthews, Alastair Lynch and Marcus Ashcroft were among the the Queensland Sports Hall of Fame's inductees as part of the state's 150th anniversary celebrations.



New South Wales/ACT

- » Total participants reached 126,000 – up 11.5 per cent on 2008.
- » Junior clubs including NAB AFL Auskick increased by 5 per cent, taking participant numbers to 45,205.
- » Primary inter-school competition grew by 123 per cent, while inter- and intra-school competitions at secondary level grew by 45 teams. Total primary and secondary inter- and intra-school competition teams grew by 20 per cent to 3687, involving 60,455 participants.
- » Completion and opening of Blacktown Olympic Park and Bruce Purser Reserve.
- » Announcement of first NAB Cup match at Blacktown, played between the Sydney Swans and Carlton on February 20, 2010.

INTERNATIONAL



- » Total participants in other countries reached 52,908.
- » Participation is spread across 273 clubs in 38 senior leagues on all continents.
- » Participant numbers in the Pacific Islands topped 28,000. AFL Fiji was launched and Nauru recommenced its national league.
- » KiwiKick (New Zealand version of Auskick) and Pikitini Pilai Rules (PNG version) introduced the game to thousands of children.
- » A high-level Chinese Government delegation from the Yangpu District of Shanghai visited Melbourne during AFL Grand Final week.
- » Announcement of first AFL match to be played in China, between Melbourne and Brisbane at Jiangwan Stadium in Shanghai on October 17, 2010.
- » An AFL community program will begin in China in February 2010.
- » The AIS-AFL Academy toured South Africa in April, playing the Lions national team in Cape Town.

LEGAL &

BUSINESS AFFAIRS

GENERAL MANAGER – ANDREW DILLON

CORPORATE AFFAIRS

& COMMUNICATIONS

CORPORATE AFFAIRS MANAGER – BRIAN WALSH

HUMAN

RESOURCES

GENERAL MANAGER – CHRISTINA OGG

FINANCE &

ADMINISTRATION

CHIEF FINANCIAL OFFICER – IAN ANDERSON



Exciting: Hawthorn spearhead Lance Franklin, equally dangerous in the air and at ground level, celebrates one of his five goals in the Hawks' eight-point loss to Geelong in round one.

Emphasis on rules for new club

Rules for Greater Western Sydney club adopted.

In 2009, 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.

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

1. List Establishment Rules for Team GWS

The Working Party reviewing the List Establishment Mechanisms for the expansion clubs met several times during 2009 and finalised its recommendations for the introduction of the GWS Football Club in late 2009.

The Working Party consisted of Andrew Dillon (Chairman), Adrian Anderson, David Matthews, Tony Peek, Kevin Sheehan, Grant Williams, Ian Robson (Essendon CEO), Steven Trigg (Adelaide CEO), Cameron Schwab (Melbourne CEO), Andrew Ireland (Sydney Swans GM Football, now CEO), Graeme Allan (Brisbane Lions GM Football), Brad Lloyd (Fremantle GM Player Management), Stephen Wells (Geelong Recruiting Manager) and Derek Hine (Collingwood Recruiting Manager).

The twin objectives for the Working Party were:

- » To assemble and develop a list that is competitive upon entry to the AFL competition.
- » To minimise downside and create opportunities for existing AFL clubs.

The initial recommendations adopted by the AFL Commission in August 2009 included:

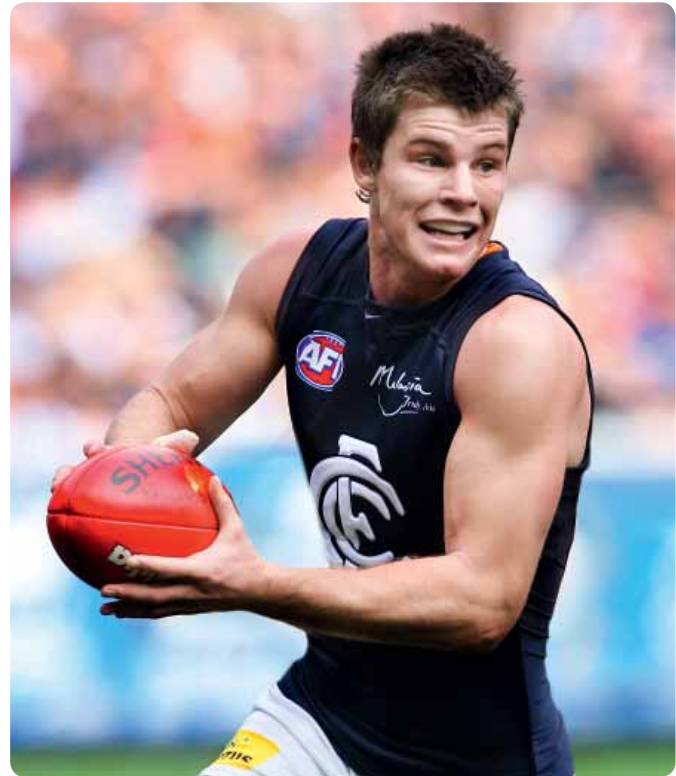
Local NSW/ACT Talent

GWS to have access to local NSW/ACT talent being those regions of NSW/ACT currently not part of the scholarship scheme:

- » Before the 2010 NAB AFL Draft – Players of draft-eligible age can be offered contracts to play with the GWS Football Club (GWS) in 2011, 2012 and/or 2013.
- » Before the 2011, 2012 and 2013 NAB AFL Drafts – GWS to have first right of access to players in this region. A total of 16 players may be listed under this rule over the four years of its operation.

Northern Territory Talent

GWS to have first right of access to players from the Northern Territory before the 2011, 2012 and 2013 NAB AFL Drafts. In October 2009, the AFL Commission resolved that the following rules be established for the entry of Team GWS in 2012:



Blues revival: Bryce Gibbs was part of an exciting group of youngsters who helped Carlton return to the finals for the first time in eight years in 2009.

- » 17-year-olds – GWS to have the ability to pre-list up to 12 17-year-olds (born January–April 1993) during 2010.
- » 2011 NAB AFL Draft – First pick in each round of the draft plus picks 2, 3, 5, 7, 9, 11, 13 and 15. These selections have priority over any other special assistance/priority selections that may be available to other AFL clubs.
- » 2011 NAB AFL Rookie Draft – GWS have the first 8 selections in the Rookie Draft at the end of the 2010 season.
- » 2012 NAB AFL Rookie Draft – GWS have priority selections in the Rookie Draft at the end of the 2011 season, alternating with the Sydney Swans and then the first selection in each round of the Rookie Draft.
- » AFL players – Before the 2011 and 2012 National Drafts, GWS to have the right to pre-list up to 10 unlisted players (in total over the two years), who have previously nominated for the Draft or been previously listed by a club.

- » Uncontracted AFL players – GWS to have the right to list up to 16 currently listed uncontracted players at the end of the 2011 season. Any player selections not utilised at the end of 2011 may be exercised at end of the 2012 season. A maximum of one player per club can be accessed under this mechanism unless the club agrees.
- » A compensatory draft pick will be granted to clubs for each uncontracted player they lose under this rule.
- » Conditions around the compensatory pick include that it can be used at the any of the next five NAB AFL Drafts, it is tradeable, clubs must nominate the year in which they wish to exercise the draft pick before round one of the Toyota AFL Premiership Season, and first-round compensatory picks will not be able to be exercised at the 2011 NAB AFL Draft, but they could be exercised at the end of the first round if the club chooses.
- » Trade incentives – GWS will be given access to four 17-year-olds (born January-April 1994) that must be on-traded to existing AFL clubs at the end of the 2011 season (and can be further on-traded). If the access is not fully utilised in 2011, the balance may be used at the end of the 2012 season (access will then be to 17-year-olds born January-April 1995).

The Commission also adopted further rules to create opportunities for the existing AFL clubs including:

- » Rookie lists for existing clubs – All AFL clubs shall be entitled to list an additional two rookies per season for the 2010, 2011 and 2012 seasons.
- » ‘Mature-age’ rookies – The current rule allowing one mature-age rookie be varied so that a club may list two mature-age rookies during 2010, 2011 and 2012, with the restriction that a mature-age rookie must not have played a senior AFL match to be removed for the same period.
- » Retention of rookie-list player – Clubs may retain a rookie for a third year, subject to the player having the right to enter the NAB AFL Draft.
- » Trading of NSW Scholarship players – Current AFL clubs which have signed NSW Scholarship players may trade those players to either the Sydney Swans or GWS subject to the traded player being included on the primary list of the club the player is exchanged to.

2. Northern Territory Games Agreement

The AFL and the Northern Territory Government concluded an \$8 million agreement that allows for two Toyota AFL Premiership season matches to be played in the Northern Territory each year from 2010-14 (inclusive). Key highlights of the deal include:

- » Doubling the number of home and away matches in Darwin.
- » Western Bulldogs, Melbourne and Richmond will rotate as the home team from 2010-12. Port Adelaide will be the away team in each of these years.



Electrifying: Collingwood's Leon Davis enjoyed a stellar season, booting 34 goals and being named an All-Australian for the first time.

- » 2013 and 2014 fixtures will be arranged following the introduction of the new Gold Coast and Team GWS clubs to the AFL competition.
- » More than \$2 million has been allocated to upgrade TIO Stadium (Darwin) and Traeger Park (Alice Springs).
- » 2011 Indigenous All-Stars match in Darwin.
- » 2013 Indigenous All-Stars match in Alice Springs, subject to facility upgrades.
- » Annual pre-season NAB Challenge match in Alice Springs.
- » Community engagement including school, hospital and Indigenous community visits.

3. Wagering Agreements

The AFL entered into ‘Product Fee and Integrity Agreements’ with 24 Australian-based wagering operators which operated throughout the 2009 AFL season.

The agreements provide the AFL with an enhanced ability to obtain information from wagering operators relating to AFL matches and events, including full access to the betting records of the wagering operators, restrictions on bet types and an obligation on wagering operators to report suspicious betting activity. The wagering operators also agree to pay to the AFL a product fee based on revenue derived by the wagering operator from wagering on AFL matches and events.

LIST SIZES FOR GREATER WESTERN SYDNEY FOOTBALL CLUB

	2012	2013	2014	2015	2016	2017	2018
Primary List	44-50	44-50	44-50	44-48	42-46	40-44	38-42
Rookie List	9	9	9	9	9	9	9
Total List Size	53-59	53-59	53-59	53-57	51-55	49-53	47 – 51
TPP Allowance	\$640,000-\$1.0m	\$640,000-\$1.0m	\$640,000-\$1.0m	\$640,000-\$880,000	\$520,000-\$760,000	\$400,000-\$640,000	\$200,000-\$520,000

Growing interest driving promotion

Coverage of the code expected to keep increasing.

The Corporate Affairs Department had a busy year promoting the game, both nationally and internationally, and also working with AFL clubs, state leagues, coaches, players, governments and corporate partners to provide ongoing issues management support.

The media coverage of the game and the interest in football as an industry continued to reach new heights in 2009. There is now close to year-round blanket coverage of the game, with early January virtually the only time of the year when AFL coverage is at a minimum.

The growth in coverage of the game has created challenges but also many opportunities for both the AFL and the 16 clubs to be able to promote the game and Australian Football's impact in the community.

In 2009, the growth in coverage of the game also expanded significantly in the multicultural media. More than 20 representatives of the multicultural media were accredited to report on the AFL in 2009 – a significant increase on past years. This is a trend that will continue as AFL programs in multicultural communities continue to expand, with the rookie-list drafting of Sudanese-born Majak Daw and Japanese-born Sean Yoshiura.

Coverage in the Queensland and New South Wales markets was also boosted in 2009 by the increased reporting around the successful licence application by the Gold Coast Football Club, and also the introduction of Team GWS and opening of Blacktown Olympic Park in Greater Western Sydney. The introduction of video-conference interviews with players from teams playing the Swans in Sydney also added to the coverage.

The AFL competition again had the largest group of accredited media of any sport in the country. More than 750 people were accredited to broadcast, talk about and write about the AFL game in 2009. Including photographers, cameramen and technical and production staff, the number of accredited media covering the AFL was in excess of 1600. The size of the Canberra press gallery reporting on federal politics is estimated at around 250.

In 2009, more than 770 media releases were distributed by the AFL's Media Department, with 70 speeches prepared for key AFL personnel, including 21 during the Toyota AFL Final Series.

Other Highlights of 2009 Included:

NAB Cup Bushfire Appeal Match

The Corporate Affairs Department provided extensive PR support to build the crowd, coordinated players from the 16 clubs and assisted the collection of donations. The match helped raise \$1.2 million for the Victorian Bushfires Appeal Fund.

The Toyota AFL Finals Series & Toyota AFL Grand Final

Coverage of the Toyota AFL Finals Series continued to grow in 2009 in terms of the time and space devoted to the nine matches, kicked off by the press conferences with the coaches and captains of the eight finals teams. Coverage of the Toyota AFL Grand Final was also at a new high in 2009 as were the number of media outlets represented at the Grand Final.

There were more than 370 accredited media at the Grand Final including photographers, technical personnel, statisticians, broadcasters and journalists. More than 35 regional media outlets were represented along with all major media organisations in the country.

Issues Management

The department continued to work closely with AFL clubs, state leagues and the AFLPA and AFLCA to provide issues management advice and guidance on a range of issues.

The department also provided issues management support for major strategic initiatives including the Gold Coast and Greater Western Sydney expansions and the MCG and Etihad Stadium match-returns campaign, and also continued to build awareness of the AFL in the community.

AFL Captains' Day

The annual gathering of AFL captains for interviews at Etihad Stadium saw around 100 accredited media representatives from major media outlets around Australia provide extensive coverage of the season launch.

Indigenous Round

With support of the 16 AFL clubs, Indigenous Round helped expand coverage of the contribution made by Indigenous players to the AFL. With a focus on country (players' place of origin), much of the coverage related to where players and their families come from and the importance of country to them.

Green Round

Carlton captain Chris Judd and AFL CEO Andrew Demetriou took the Green Round message to Canberra, where their press conference and the subsequent online interview between Prime Minister Kevin Rudd and Judd (in which Judd described the pair as "the Ruddster and the Juddster") appeared in every major television news bulletin around the country, and received significant coverage across radio, television and online.



Pitching in: Western Bulldog Robert Murphy (right) collects money for the Black Saturday bushfire victims at the NAB Cup Bushfire Appeal game between the Bulldogs and Essendon; the match helped raise \$1.2 million.

Karmichael Hunt and Kevin Sheedy

The announcement of Karmichael Hunt as a new recruit for Gold Coast was the biggest national story in the AFL in 2009. According to Media Monitors, the Hunt announcement generated the equivalent of \$7.5 million in free publicity in the first three days alone and was featured in 24 front- and back-page stories nationally. The coverage was most prominent in NSW and Queensland.

The announcement of the appointment of Kevin Sheedy as the first coach of Team GWS also received blanket media coverage, with 12 television camera crews covering his press conference in November and the announcement generating the equivalent of \$6.5 million in free publicity and more than 5700 media mentions.

Similarly, the announcement in April by Andrew Demetriou, Queensland Premier Anna Bligh and Gold Coast City Council Mayor Ron Clarke of funding for the Gold Coast Stadium project also received widespread media attention, as did the opening of the Blacktown Olympic Park facility in Greater Western Sydney in July and the \$450 million Adelaide Oval redevelopment announcement in December.

Community Camps

The Telstra AFL Community Camps traditionally start the AFL year and continued to generate positive media coverage in 2009, particularly in regional press. Positive reporting centred around AFL players in the community, based on activities such as clinics and hospital and school visits. Promotional activity was conducted prior to each camp.

NAB AFL Talent Pathway

The NAB AFL Rising Stars Program continued to grow in stature with significant media coverage throughout the season focusing on the weekly Rising Star nominees, the NAB AFL Under-16 and Under-18 Championships and the NAB AFL Draft in November and NAB AFL Pre-season Draft in December.

The revamped NAB AFL Under-18 Championships were a highlight. With the carnival expanded from one week in one city to seven weeks in 10 cities, metropolitan and regional coverage grew significantly, with more than 210 stories. The NAB AFL Rising Star is now a mainstream award on the AFL calendar and generated more than 640 media mentions.

NAB AFL Draft

For the first time, the Draft was held as a live television event in prime-time, broadcast by Fox Sports and also covered live online by afl.com.au and on radio through 3AW, SEN and FIVEaa. Coverage in the lead-up was extraordinary with media attention on the projected top-30 picks continuing to turn young draft prospects into household names. There were 450 metropolitan press articles in November and 80 media representatives attended the Draft.



On tour: The Flying Boomerangs, 25 Indigenous players selected after the Qantas AFL KickStart camp, toured Papua New Guinea in March; above, they listen to their coach Jason Mifsud (bottom left) during a break in one of their tour matches.



Tackling issues: (from left) AFLPA President and retired Richmond player Joel Bowden, Essendon ruckman David Hille, Yarra Community Housing CEO Rob Leslie and Ladder General Manager Mark Bolton at the launch of Ladder Hoddle Street in Melbourne.



AFL Foundation

Recognising that the AFL has an important role to play in the broader community, the AFL Foundation seeks opportunities to use Australian Football as a vehicle to engage communities, develop partnerships, provide leadership, develop capacity and celebrate diversity. The AFL Foundation collaborates with the broader AFL industry, government, community groups and corporate partners to deliver key outcomes aligned with AFL strategies, as well as leadership, education and training. These community engagement programs aim to have a significant social and economic impact, creating change by delivering on five strategic programs:

- » Indigenous.
- » Multicultural.
- » International communities.
- » Disability (Down Syndrome).
- » Ladder (youth homelessness).

In addition, the AFL Foundation is developing a national and international volunteers program to support our programs.

Strategic Projects

Indigenous – Flying Boomerangs Leadership Program

At the conclusion of the annual Qantas AFL KickStart camp, 25 Indigenous players aged 14-15 are selected to participate in the Flying Boomerangs Leadership Program, a personal development and leadership program incorporating a three-match series against

developing international countries. The fourth tour was conducted in March this year, with the Flying Boomerangs touring Papua New Guinea, facilitating clinics and playing games in Port Moresby and regional provinces.

The tour provides an outstanding sporting, leadership and cultural opportunity for young Indigenous players. The focus of the tour is to further develop the leadership qualities and experience of the young Indigenous men.

The AFL Foundation sponsors the 25 young men to undertake a Certificate II course in Indigenous Leadership, the only accredited Indigenous leadership program in Australia.

Multicultural

Academy Camps

A core objective of the AFL Foundation is to provide more opportunities for people from migrant communities to get involved with the game, whether as a player, volunteer or supporter.

This year, two Multicultural Academy camps were held (one in Sydney and one in Melbourne), with 80 participants given the opportunity to attend.

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 educational experience, which included leadership and skill-development sessions, training by AFL-accredited coaches and players, high-performance testing and talent-identification activities. The camps are one example of the AFL Foundation's investment in a broader social inclusion program, which will continue to be a priority.



Spreading the word: Sydney Swans players Tadhg Kennelly, Jared Crouch and Jesse White visited the Christian Community School in Coffs Harbour. Crouch won the AFL Foundation community leadership award.

Ladder

Ladder is a joint initiative of the AFLPA and AFL Foundation and was created to tackle the issue of youth homelessness. The initiative offers young people with histories of homelessness a living environment that integrates accommodation, social and emotional support and training opportunities that aim to make a lasting impact on their lives.

AFL players and elite athletes are involved in many aspects of Ladder, most importantly volunteering their time to play key mentoring roles for the young people in the program.

In 2009, Ladder reached several milestones including the launch of its Melbourne project, Ladder Hoddle Street.

Partnered with the Victorian Government (Department of Human Services), Melbourne City Mission and Yarra Community Housing, Ladder Hoddle Street welcomed 12 young people who are now housed in self-contained apartments and taking part in a mentoring program delivered by specially trained AFL players and elite female athletes. Four dedicated staff members have also been employed.

Major inroads were also made with Ladder St Vincent Street (South Australia). The partnership with the South Australian Government (Department of Families And Communities) and the Federal Government (Department of Families, Housing, Community Services and Indigenous Affairs) received final building approval, and construction of the building that will house 23 disadvantaged young people has started, with a completion date of late 2010.

Former Carlton and Adelaide player Kris Massie was employed as South Australian mentor coordinator. While the development of Ladder St Vincent Street got underway, Kris ran a successful pilot program which involved seven mentors (from Adelaide Football Club

and Adelaide Thunderbirds Netball Club), with 25 disadvantaged young people learning valuable leadership and communication skills.

As Ladder continues to expand its reach nationally, growing in profile and demonstrating its impact, a broad revenue-raising strategy has become a priority.

Ladder was well supported in 2009 by corporate partners Mallesons Stephen Jaques, George Patterson Y&R and Drake International, and Devine Homes provided tremendous support by coordinating a fundraising luncheon that generated \$100,000 (including the AFL Foundation's contribution of \$25,000).

AFL players donated \$100,000 via the AFLPA Charity Trust.

Disability (Down Syndrome)

The AFL Foundation seeks to ensure that Australian Football is inclusive and accessible for people with disabilities, via awareness campaigns, education programs and the development of sustainable pathways and long-term inclusion strategies.

Walking with Umpires Program

The Walking with Umpires Program continued in 2009 in partnership with Down Syndrome Victoria and with the valued support of the AFL Umpires Department and the AFL Umpires Association.

The program was established to engage young people with Down Syndrome in the workplace, helping to develop confidence and skills.

All umpires involved in Friday night football took part in the program, which saw 15 young people with Down Syndrome work alongside umpires and trainers during 23 matches played in Western Australia, South Australia, Queensland, New South Wales and Victoria.

Gordon Andrew Program

The Gordon Andrew program is named after an uncle of Adelaide coach Neil Craig, who had Down Syndrome. The program is facilitated and managed by Foundation 21 in Adelaide, with the assistance of the South Australian Government. It provides training and support for young adults aged 17-25 with Down Syndrome.

Initially a three-year program, the main focus of the Gordon Andrew program is to increase independence by presenting work-placement opportunities, with the aim of securing ongoing employment through the development of partnership arrangements between trainees and employers.

AFL Foundation Community Leadership Award

Recognising and rewarding AFL players for their outstanding community leadership is important and it was fitting to re-introduce the AFL Foundation Community Leadership Award in 2009.

Recently retired Sydney Swans player Jared Crouch was the recipient and was awarded \$10,000 by the AFL Foundation to be donated to the charity of his choice, the Children's Oncology Foundation. Since his debut in 1998, Jared showed great commitment on the field as a player and off the field as a community leader.

He worked tirelessly with several organisations in 2009 including the Children's Oncology Foundation, Redkite, Heart Foundation and Royal Women's Hospital, as well as managing Sydney's 'TeamSWANS' community engagement program.



AFL SportsReady

Phillip Campbell took up the position of AFL SportsReady CEO in 2009 as the organisation continued to consolidate its relationships with key partners including the AFL Players' Association and the corporate sector. In its 15th year, AFL SportsReady provided more than 700 traineeships in 2009 and since 1995 has provided about 7000 traineeship opportunities across Australia.

AFL Commissioner Sam Mostyn succeeded Bill Kelty as Chair of AFL SportsReady in 2009. The AFL SportsReady program now supports more than 700 trainees across the country, an increase of more than 15 per cent since the end of 2008.

The organisation continues to expand and evolve and, while firmly entrenched as a first-choice sports traineeship provider, has also established partnerships in the corporate sector. AFL SportsReady was granted funding in Tasmania for group training registration and will pursue registration in New South Wales in 2010.

AFLPA Partnership

Through three key development programs – Next Goal, Football Apprenticeship and Sporting Trade Skills – AFL SportsReady assisted in the development of AFL players both on and off the field.

The Next Goal program assisted around 45 players to gain work placements in a wide variety of fields (for example, in zoo keeping, financial planning and marketing), assisting them to make a smooth transition from the AFL to the workforce.

A further 45 players were placed in the Sporting Trade Skills program, which promotes athletes' participation in trades including carpentry, plumbing, electrical and horticulture. This partnership with the Federal Government was secured until the end of 2011, providing another 25 athletes the opportunity



Positive support: Lauren Robertson is one of some 7000 young people to have taken part in the AFL SportsReady traineeship program since 1995.

to pursue apprenticeships in skill-shortage trades. A further 102 players participated in the Football Apprenticeship program in 2009, preparing them for a career as AFL players. These players were taught valuable skills to better themselves both on and off the football field.

Indigenous Employment Program

AFL SportsReady's Indigenous Employment Program continues to set a benchmark and exceed targets. In 2009, it recorded an enviable retention rate of 90 per cent, up 15 per cent on the national average.

The program was strengthened in 2009 with the employment of three Indigenous Program mentors who support and provide guidance for trainees throughout the year. Hawthorn's Cyril Rioli and now-retired Sydney Swan Michael O'Loughlin, along with former Australian netballer Eloise Southby-Halbish, were appointed as ambassadors for the program.

In a new partnership with ANZ, AFL SportsReady was able to provide 40 school-based trainee opportunities and a further 15 full-time positions. The program also secured six school-based traineeships with the Commonwealth Bank in South Australia.

AFL SportsReady has provided more than 170 training opportunities and employment experiences for Indigenous Australians across the country.

Taking a progressive approach

AFL employees have adopted values.

The AFL formalised its internal corporate identity by adopting a mission statement with a set of supporting core values to guide and influence employees' actions and decision-making. The values were adopted after wide consultation with staff, and are as follows:

Our legacy – Leaving the game and community in better shape for future generations. This legacy is supported by three key integral pillars: employees should be accountable, progressive and respectful.

By being accountable, AFL employees will:

- » Focus on delivering or exceeding performance objectives.
- » Be responsible for our actions and results, and do what we say we will.
- » Act with integrity – deal with all people honestly, ethically and transparently.
- » Not cause surprises.
- » Make decisions in a timely manner, even when under tight deadlines and pressure.

» Be prepared to go the extra distance.

» Persevere when faced with setbacks.

By being progressive, AFL employees will:

- » Strive for constant improvement.
- » Respect the great history of our game and its role in the community but challenge the status quo.
- » Find new and creative ideas to innovate.
- » Focus on the future.

» Embrace change and new ideas.

By being respectful, AFL employees will:

- » Embrace and respect diversity and inclusion – and understand and value the differences in every person.
- » Acknowledge the efforts of others.
- » Listen actively and consider other viewpoints.
- » Cooperate with others.
- » Help teams or other departments or stakeholders in getting work done.
- » Act with humility and modesty.

Respect and Responsibility

The Respect and Responsibility Policy represents the AFL's commitment to addressing violence against women and to work towards creating safe, supportive and inclusive environments for women and girls across the football industry, as well as in the broader community. This year, the AFL delivered the Respect and Responsibility Program to more than 35 state league clubs



Driving change: AFL Respect and Responsibility program leader Sue Clark and former Hawthorn and Sydney Swans player Luke Brennan helped deliver the AFL's Respect and Responsibility message to clubs across the country.

across Australia, involving more than 1750 players aged 16-18. Nine current and former players assisted industry experts in the delivery of the program and it is intended that the remaining 37 state league clubs will receive the program in 2010. Throughout 2009, the AFL continued to work with individual clubs to deliver a series of four education sessions designed to increase players' understanding of the impact and prevalence of violence against women. The program includes the participation of industry experts and is co-facilitated by former Hawthorn and Sydney Swans player, Luke Brennan. Underpinning these education sessions was the introduction of Club Based Respect and Responsibility, a program which focuses on the development of policies and procedures that support organisational and cultural change within clubs. A further eight clubs will participate in both the education program and Club Based Respect and Responsibility in 2010.

The AFL continues to support the White Ribbon Foundation by incorporating the White Ribbon Campaign in to the Brownlow



Making a stand: AFL players including North Melbourne trio Josh Smith, Andrew Swallow and Aaron Edwards, Collingwood pair Shane O'Bree and Josh Fraser and Essendon's Courtney Dempsey joined Victorian Police Chief Commissioner Simon Overland and AFL CEO Andrew Demetriou at the White Ribbon Day Breakfast at the Victoria Police Academy in Melbourne.

Medal function, and by working with Victoria Police to organise the 2009 White Ribbon breakfast function at the Victoria Police Academy in Glen Waverley.

Learning and development

Learning and development for AFL and industry staff continues to be a high priority. Introduced in July, AFLEARNING Centre is an internet-based learning service available to all staff, offering training in a wide range of areas, allowing employees to access training at a time and pace that suits them.

Development of middle and senior managers in the industry continued to remain a focus in 2009, with further AFL industry-management and leadership-development programs run in partnership with Melbourne Business School.

Appointment to AFL Executive

In June 2009, AFL CEO Andrew Demetriou announced the appointment of Human Resources Manager Christina Ogg to the AFL Executive. Christina is the first woman to join the executive team. She joined the AFL in 2008, her appointment recognising the expanding role of human resources within the AFL and the continued focus on people within the industry.

Financial Report

Total revenue increased, with a record operating profit.

Key Highlights for the 2009 Financial Year

- » AFL revenue increased to \$303 million.
- » A record operating profit of \$214 million.
- » A net surplus of \$3 million.
- » Cash on deposit of \$54 million.
- » Net assets increased to \$106 million.

Despite the adverse economic conditions in Australia in 2009, the AFL was still able to grow its operating profit. This was due to a small increase in revenue (up \$1 million) as well as a conscious effort to reduce expenditure (down \$5 million).

Although the AFL recorded an increased operating profit of \$214 million, the net surplus was down from \$19 million in 2008 to \$3 million in 2009. This reduction was due to two main factors:

- » An increase in funding the development of the two new teams on the Gold Coast and Greater Western Sydney, totalling \$10 million; and
- » An increase in funding from the Facilities Development Reserve for AFL and community football assets, totalling \$5 million.

Both the development of the two new clubs and the funding of new football facilities are important investments for the long-term benefit of Australian Football.

Despite these additional funding requirements, the AFL still increased its cash reserves from \$50 million to \$54 million. The majority of this money has been allocated to the AFL's Future Fund, which has been set up to help fund major investments in the football industry.

Financial Performance of AFL Clubs

As a result of the concerns with the economic conditions in Australia in 2009, the AFL worked closely with AFL clubs to help ensure the financial impact on them was minimised.

The AFL continued to provide financial assistance to the clubs in a number of ways, including annual special distributions, strategic partnership funding and facilities development funding.

Pleasingly, most clubs were able to manage their businesses successfully through the year with only three clubs recording an operating loss for the year.

The AFL also finalised new stadium arrangements at both the MCG and Etihad Stadium, which will improve the financial returns from matches played at these venues in coming years. The financial benefits to AFL clubs playing at these venues is significant and will help to reduce the inequality of stadium returns between AFL clubs that existed prior to these agreements being put in place.

National Insurance and Risk Protection Program

The AFL continued to manage the insurance arrangements for the Australian Football industry, which includes the AFL clubs, state football bodies and community football clubs. The AFL uses the insurance broker Marsh on the AFL and AFL club programs and the insurance broker Jardines on the national insurance program for community football clubs. The AFL and the two brokers continued to work on a number of initiatives aimed at improving the results of these programs, including:

- » A business risk assessment of the AFL, which was reviewed and approved by the AFL Commission. This template was then made available to AFL clubs and AFL state bodies.
- » The ongoing rollout of crisis-management plans and crisis-management training to a number of AFL clubs.

Due to the significant work done in 2009 by all parties on a range of risk-management initiatives, the number of claims reduced and, as a result, the premium cost also reduced across the football industry.

Information Technology

The AFL continued its focus on improving the IT systems for the AFL industry. A number of specific projects were undertaken in 2009, including:

- » The implementation of an events and corporate sponsorship system at the AFL and two AFL clubs.
- » The implementation of an injury-management system at eight AFL clubs.
- » A review of the AFL's business information systems and the completion of a plan to upgrade these systems.
- » Providing additional IT support to a number of state football bodies including, AFL Victoria, AFL NSW/ACT, AFL Queensland and AFL Northern Territory, as well as to AFL SportsReady.

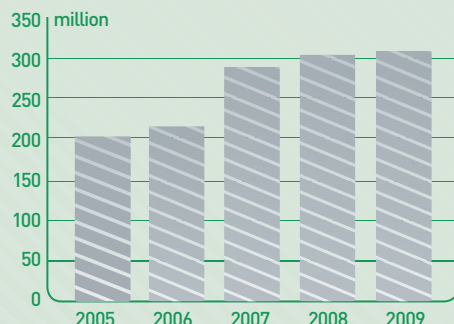
Shared Services Initiatives

The AFL offers a range of financial and administrative services to the AFL industry. These services were continued in 2009, and in particular were expanded in the following areas:

- » Provision of accounting and payroll services to the Gold Coast Football Club and the Northern Territory Football Club.
- » The provision of IT support to AFL Queensland and AFL Northern Territory.
- » Information systems support to AFL clubs with the implementation of an injury-management system at eight AFL clubs.

Key Financial Indicators

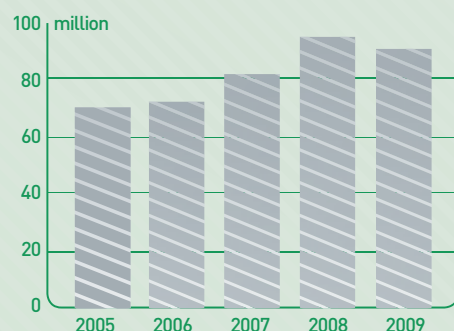
REVENUE
0.4%
TO \$303
MILLION



Revenue increased by \$1 million with the major movements comprising:

- » Finals Series up \$6 million
- » Broadcasting up \$4 million
- » Commercial Operations revenues down \$8 million

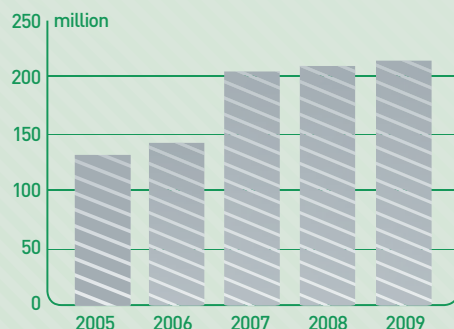
EXPENDITURE
5%
TO \$90
MILLION



Expenditure reduced by \$5 million with the major movements comprising:

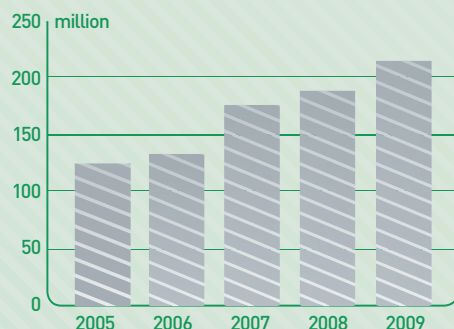
- » Events and Hospitality costs down \$2 million
- » 150th Anniversary costs incurred in 2008 only down \$3 million

OPERATING PROFIT
3%
TO \$214
MILLION



The AFL's operating surplus increased by \$6 million to \$214 million. This increase enabled greater distributions to all stakeholders.

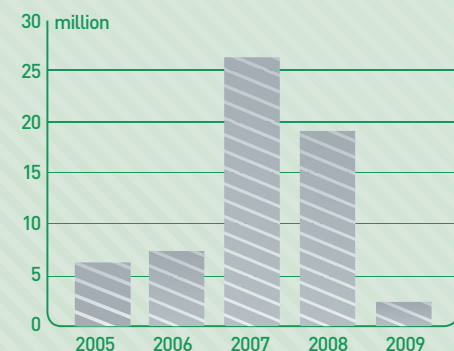
DISTRIBUTIONS
12%
TO \$211
MILLION



Distributions increased by \$23 million in the following areas:

- » Funding the AFL's expansion to the Gold Coast and Greater Western Sydney up \$10 million
- » Facilities development expenditure up \$5 million
- » Payments to clubs up \$4 million

NET PROFIT
86%
TO \$3
MILLION



The AFL's net surplus decreased by \$17 million from 2008. This reduction was entirely due to the increased distributions, which were all in line with the budget.



Reward for effort: Melbourne's Matthew Warnock celebrates his team's win over Richmond in round four at the MCG. Warnock finished equal fifth in the Demons' best and fairest.



Good start: Danyle Pearce (above right) is poised to drive Port Adelaide forward in their round one match against Essendon at AAMI Stadium this year, as his Power teammate Nathan Krakouer prepares to shepherd chasing Bomber Angus Monfries. The Power won the game by 41 points.

Payments to clubs

The AFL increased the distributions and financial support to AFL clubs in 2009. These payments included the following:

- » A base distribution to all clubs which totalled \$90.8 million, an increase of \$4.2 million on 2008.
- » A bonus distribution of \$1.2 million to all clubs from the broadcast rights proceeds.
- » A total of \$6.4 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)
 - » 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)
 - » Port Adelaide Football Club (\$0.25 million)
 - » Hawthorn Football Club (\$0.25 million)
- » Other payments to clubs included amounts for game buy-out 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.

2009 PAYMENTS TO CLUBS

Club	Base	Other	Total
Adelaide	5,673,252	1,733,453	7,406,705
Brisbane Lions	5,673,252	1,879,367	7,552,619
Carlton	5,673,252	3,528,088	9,201,340
Collingwood	5,673,252	3,395,688	9,068,940
Essendon	5,673,252	2,876,238	8,549,490
Fremantle	5,673,252	1,822,684	7,495,936
Geelong Cats	5,673,252	3,348,326	9,021,578
Hawthorn	5,673,252	2,534,122	8,207,374
Melbourne	5,673,252	3,136,364	8,809,616
North Melbourne	5,673,252	3,737,825	9,411,077
Port Adelaide	5,673,252	1,919,679	7,592,931
Richmond	5,673,252	2,730,944	8,404,196
St Kilda	5,673,252	3,077,173	8,750,425
Sydney Swans	5,673,252	2,709,795	8,383,047
West Coast Eagles	5,673,252	1,872,318	7,545,570
Western Bulldogs	5,673,252	4,733,426	10,406,678
Total	90,772,032	45,035,491	135,807,523

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 16 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), Andrew Dillon (General Manager – Legal and Business Affairs), David Matthews (General Manager – National and International Development), Adrian Anderson (General Manager – Football Operations), Andrew Catterall (General Manager – Strategic Planning and Club Support), Dale Holmes (General Manager – AFL NSW/ACT), Gillon McLachlan (Chief Operating Officer), Christina Ogg (General Manager – Human Resources), Tony Peek (Assistant to the CEO), Paul Waldren (General Manager – Commercial Operations and Marketing)

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), Rod Austin, Jeff
Gieschen, Patrick Keane, Jill Lindsay, Dean
Moore, Kevin Sheehan, Ken Wood, Tess
McManus, Scott Taylor, Ted Woodruff, Thea
Salter, Tony Abate, Shane McCurry, Brett
Clothier, Katrina Leith, Emma Taylor

AFL Match Review Panel

Andrew McKay (chair), Peter Carey, Paul
Broderick, Scott Taylor (secretary)

AFL Tribunal

David Jones (chair), John Hassett
(deputy chair), David Pittman, Wayne
Schimmelbusch, Richard Loveridge, Wayne
Henwood, Emmett Dunne, Stewart Loewe,
Scott Taylor (secretary)

AFL Legal Counsel for AFL Tribunal

Jeff Gleeson SC, Andrew Tinney

AFL Appeals Board

Peter O'Callaghan QC (chair), Brian Collis
QC (deputy chair), Brian Bourke, John
Schultz, Michael Green, John Winneke
QC, Scott Taylor (secretary)

AFL Mediators (Trade Week)

Anthony Nolan SC, Jack Rush QC

AFL Investigations Officers

John Coburn, Bill Kneebone, Allan Roberts,
Graeme McDonald

AFL Grievance Tribunal

Jack Rush, QC (chair), Darren Baxter, James
Dowsley, Kevin Power, Michael Moncrieff,
Scott Taylor (secretary)

AFL Laws of the Game Committee

Adrian Anderson (chair), Kevin Bartlett,
Luke Darcy, Leigh Matthews, Andrew
McKay, Matthew Pavlich, Rowan Sawers,
Michael Sexton, Shane McCurry (secretary)

AFL Research Board

Dr Ross Smith (chair), Dr David Buttifant,
Brian Cook, Neale Daniher, Dr Peter
Harcourt, Prof Mark Hargreaves, Paul
Lew, Dr Colin McLeod, David Parkin, Dr
Anthony Schache, Prof Peter Fricker, Dr
Hugh Seward, Lawrie Woodman, Shane
McCurry (secretary)

AFL Umpiring Selection Panel

Jeff Gieschen, Peter Howe, Rowan Sawers

AFL Medical Commissioners

Dr Peter Harcourt, Dr Harry Unglik

AFL All-Australian and AFL Rising Star Selectors

Andrew Demetriou (chair), Adrian
Anderson, Gerard Healy, Mark Ricciuto,
James Hird, Kevin Bartlett, Robert Walls,
Glen Jakovich, Kevin Sheehan (Rising Star
only), Scott Taylor (secretary)

Australian Football Hall of Fame Selection Committee

Mike Fitzpatrick (chair) Brian Atkinson,
Kevin Bartlett, Brendon Gale, Harry
Gordon, Tim Lane, Mike Sheahan, Patrick
Smith, Tom Reynolds, Leigh Whicker,
Caroline Wilson, Jim Main, David Parkin,
Shane McCurry (secretary), Col Hutchinson
(statistician/historian)

AFL Group Training Company

Sam Mostyn (chair), Graeme Billings,
Andrew Dillon, Brendon Gale, David
McKay, David Matthews, Marilyn Morgan,
Leigh Russell, Rhys Thomas (secretary)

AFL International Game Development Committee

David Matthews (chair), Dr Colin McLeod,
Kevin Sheehan, Simon Lethlean, Dean
Moore, Dean Warren, George De Crespigny,
Phil Martin, Josh Vanderloo

AFL Foundation Board

Colin Carter (chair), Andrew Demetriou,
Matt Finnis, Danny Frawley, Gabrielle
Trainor, Cameron Schwab