



ANNUAL REPORT 2011

AUSTRALIAN FOOTBALL LEAGUE





115TH ANNUAL REPORT 2011

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FRONT COVER: Geelong Cats captain Cameron Ling looks like the Cat who got the cream as he holds the 2011 Toyota AFL Premiership Cup.

OPPOSITE: First-year Cats coach Chris Scott brought a fresh voice to the club in 2011, helping his ageing team defy widespread predictions that its premiership window had closed.

BACK COVER: A young Cats fan rises above the crowd to cheer his team on to its 2011 Toyota AFL Grand Final win.

2011 HIGHLIGHTS

7,488,198

Record for total attendances at NAB Cup, NAB Regional Challenge, Toyota AFL Premiership Season and Toyota AFL Finals series in 2011, beating the previous record of 7,470,606 set in 2010.

6,525,071

Record total attendance for the Toyota AFL Premiership Season.

34,893

The average attendance a game during the Toyota AFL Premiership Season, which puts the AFL competition in the top four in average attendance a game in world professional sport, behind the National Football League in the United States (66,690), Bundesliga soccer in Germany (42,673) and Premier League soccer in England (35,283).

3,571,262

Average national Network 10 audience for the Toyota AFL Grand Final between Geelong and Collingwood, retaining the Grand Final's position as the most watched annual sporting event in Australia.

FLYING HIGH: West Coast Eagle Nic Naitanui showcases one of the most exhilarating aspects of Australian Football, clutching a 'specky' over teammate Jack Darling and Carlton's Zach Tuohy in round 14, as Blue Bret Thornton tries in vain to spoil. High marking was a feature of the 2011 AFL season, helping attract a record overall attendance of 7,488,198.



PIE HIGH: Collingwood's Andrew Krakouer holds on to a spectacular mark in round nine at Etihad Stadium, which was subsequently named 2011's Panasonic Mark of the Year. Krakouer flew over Adelaide's Luke Thompson and teammate Dayne Beams, as Crow James Sellar and Magpie Chris Dawes waited in vain for crumbs. Australian Football's appeal continued in 2011, with total participation numbers reaching 791,178.



AFL CLUBS AND PLAYERS

650,373

The membership record established by AFL clubs in 2011, the 11th consecutive season the clubs have created a new mark. With the Gold Coast Suns' inaugural membership excluded, a record of 639,232 club members was still established.

Attendance growth

Richmond recorded the biggest increase in home game attendances compared with 2010, attracting 470,624 fans – a 14.2 per cent increase. The top clubs in terms of average attendance a home game were:

61,488

Collingwood

53,212

Carlton

49,267

Essendon

42,784

Richmond

37,436

West Coast Eagles

36,363

Hawthorn

Major awards



Brownlow Medal
Dane Swan
Collingwood



Norm Smith Medal
Jimmy Bartel
Geelong



Coleman Medal
Lance Franklin
Hawthorn



NAB AFL Rising Star
Dyson Heppell
Essendon



Michael Tuck Medal
Heath Shaw
Collingwood



Jim Stynes Medal
James Kelly
Geelong

AFL payments to clubs

AFL payments to clubs in 2011 totalled \$159 million.

Total player earnings

Taking into account the \$153.7 million in gross player payments, \$9.2 million in additional services agreements and \$1.93 million from employment and marketing arrangements with associates of the clubs, the total earned by players in 2011 was \$164.83 million.

Collective Bargaining Agreement

The Collective Bargaining Agreement secured with the AFL Players' Association totalled \$1.144 billion in player payments and related benefits for the period 2012-16. By 2016, the average salary for an AFL player will be \$300,000.

INFRASTRUCTURE DEVELOPMENT



Metricon Stadium

Opened on time and on budget (\$140 million) for the Gold Coast Suns-Geelong match on May 28, 2011. In market research conducted by the AFL during the season, supporters attending Suns games at Metricon Stadium rated the venue the highest among all AFL venues in terms of the stadium and match-day experience.



Adelaide Oval

Legislation passed by South Australian Parliament for the Adelaide Oval redevelopment to proceed at a cost of \$535 million. Adelaide Oval will be the home-game venue for Adelaide and Port Adelaide from 2014.



Perth Stadium

On June 28, 2011, the Premier of Western Australia, Colin Barnett, and Sports Minister Terry Waldron announced a new stadium would be built, at a cost of \$700 million, at a site near Burswood. Fremantle and the West Coast Eagles will be the primary tenants of the new venue, which will have a capacity of 60,000 with provision for future expansion to 70,000 seats.



Royal Agricultural Society Showground

Work is on schedule and budget for the \$60 million redevelopment of the RAS Showground at Sydney Olympic Park as the primary home-game venue for the Greater Western Sydney Giants. The redevelopment will increase the capacity of the stadium to 25,000 seats from 14,000 and the Giants will play their first home game at the ground on May 26, 2012, against Essendon.



MCG

Worked started on stage one of the \$55 million upgrade of the Great Southern Stand. Stage one is to be completed for the 2012 Toyota AFL Premiership Season; stage two is due for completion for the 2013 season.



SCG

The SCG Trust finalised a master plan for the redevelopment of the SCG, which will include new training and administration facilities for the Sydney Swans. In the lead-up to the New South Wales state election, Premier Barry O'Farrell announced plans to build a light-rail service from Sydney to Randwick, which will significantly boost public transport facilities for SCG patrons and those using other venues in the precinct.



Community facilities

In 2011, the AFL partnered with various state and local governments to secure 94 community club facility projects throughout Australia at a total cost of \$57.5 million, including for Peel Thunder at Mandurah in WA (above).

BLUE BEAUTY:

Carlton's Andrew Walker uses Bomber Jake Carlisle as a step-ladder late in the Blues' round 18 win over Essendon. Walker's aerial feats were a highlight of Carlton's 2011 season and helped it attract the second highest average attendance in the AFL: 53,212 a game.

PHOTO: SCOTT BARBOUR, GETTY IMAGES.





SWAN SOARS: Sydney Swans co-captain Adam Goodes marks on Tiger Bachar Houli's shoulders in round 21 at the MCC, as Richmond youngster Dustin Martin looks on.

COMMUNITY DEVELOPMENT, ENGAGEMENT AND PARTNERSHIPS

790,905

Total participation in Australian Football in Australia in 2011.

2537

In 2011, 2537 community-based football clubs fielded 12,302 teams each week of the season in 273 leagues. A further 17,971 school teams participated in competitions in 2011.

94,412

Total female participation in the game in 2011, which included more than 25,000 girls in NAB AFL Auskick.

100,000

Total participation in the game in countries outside Australia exceeded 100,000 for the first time.

Major community engagement programs

Flying Boomerangs leadership program

In December 2011, this program won a prestigious international Beyond Sport Award, which recognised the role of sport in health, social inclusion, corporate and social responsibility and philanthropy.

The program was nominated in the Sport Federation or Governing Body of the Year category and was among 400 entries from more than 125 countries.

Other programs included:

- ▶ Footy Means Business
- ▶ AFL Club fostership program
- ▶ Ambassadors for Life mentoring program
- ▶ Multicultural Schools Football program

AFL partnerships

AFL SportsReady

The AFL's group training company completed its 17th year and has inducted more than 8000 trainees since it began.

Olivia Newton-John Cancer and Wellness Centre

Melbourne Football Club and the AFL partnered with the Olivia Newton-John Cancer and Wellness Centre to raise awareness and funds culminating at the MCG on May 27 with a pre-game performance by Olivia Newton-John at the Melbourne-Carlton game. The initiative raised more than \$570,000 for the Olivia Newton-John Cancer and Wellness Centre, which is due to open in Melbourne in 2012.

Ladder

Ladder, the joint project between the AFL and AFL Players' Association to address the issue of youth homelessness, expanded its program in 2011 with the opening of the Ladder St Vincent Street partnership in Adelaide, which follows the Ladder Hoddle Street partnership in Melbourne.

Balls 4 Life

The AFL partnered with AFL clubs to support the Balls 4 Life Foundation and Prostate Cancer Foundation of Australia to auction match balls signed by players from winning teams in 2011. The program raised more than \$70,000 for services and research into prostate cancer by the Prostate Cancer Foundation.

Queensland and Victorian flood relief

The AFL and AFL clubs contributed \$500,000 to the Queensland Premier's flood relief appeal after much of Queensland was devastated by floods in January 2011. The AFL Players' Association contributed a further \$150,000. First-round NAB Cup matches helped raise further funds to support community football clubs in Queensland and Victoria. The AFL, in conjunction with AFL Queensland and AFL Victoria, provided grants to 50 community clubs to assist their recovery from the floods.

White Ribbon Foundation

An international campaign to eliminate violence against women.

1



CLASSY CAT: Champion Geelong midfielder Jimmy Bartel has been an integral part of the Cats' all-conquering team of the past five years. He capped off a superb 2011 season by winning the Norm Smith Medal.

CHAIRMAN'S REPORT

MIKE FITZPATRICK//CHAIRMAN

INVESTING IN THE FUTURE

The new broadcast rights agreements, stadia development and careful management of the laws of the game – and its integrity – are the key drivers for the AFL's continued growth.

The AFL Commission's strategic agenda in 2011 was arguably one of the most ambitious we have undertaken in conjunction with AFL clubs, players and corporate and broadcast partners, as well as governments at various levels.

The game itself is another core responsibility for the AFL Commission and, in 2011, we continued to see the benefit of recent changes to the laws of the game, while also reinforcing the importance of maintaining and enhancing the integrity of the AFL competition.

Several generational outcomes from 2011 which we believe will drive the long-term growth of the AFL competition in particular and the game in general, included:

- ▶ Finalising new television and digital media rights agreements will provide supporters of the 18 AFL clubs in particular, and the game in general, with an unprecedented level of coverage across more platforms than ever before.
- ▶ The agreements will underpin the finances of the game from 2012-16 and allowed the AFL Commission to adopt a financial strategy for 2011-16 which includes allocating more than \$1 billion to AFL clubs.

- ▶ Introducing a new approach to equalisation and revenue-sharing among AFL clubs.
- ▶ Completion of a new Collective Bargaining Agreement with the AFL Players' Association, which will deliver payments and other benefits totalling \$1.114 billion to players from 2012-16, including an average salary of \$300,000 for an AFL player by 2016.
- ▶ Major stadium projects continued to be a focus including the \$535 million Adelaide Oval development, a new \$700 million stadium on the Burswood peninsula in Perth announced by the WA Premier Colin Barnett, the first stage of the redevelopment of the MCG's Great Southern Stand, construction of Skoda Stadium at the RAS Showground in Sydney and completion of Metricon Stadium on the Gold Coast.
- ▶ Agreement was reached for North Melbourne FC to play two premierships season games per year for three years from 2012 at Blundstone Arena in Hobart.

More than \$2 billion is being invested during the next five years in AFL match venues by federal, state and local governments and venue managers, including the next redevelopment stage of Simonds Stadium at Geelong and the SCG, which will start

in 2012 and be completed for the next Ashes cricket tour in 2013-14 and the 2015 cricket World Cup.

When this national stadium footprint is completed, our game at the highest level will be played in some of the best stadia in the world.

The AFL Commission also places a great deal of importance on supporting the development of quality facilities for local community clubs in conjunction with local governments.

From 2007-11, more than 600 local clubs have benefited from facility projects with a total of more than \$240 million invested by the AFL.

Broadcast rights

After a long period of negotiation, the AFL Commission was pleased to reach agreement in April 2011 for broadcast rights from 2012-16 with the Seven Network, Foxtel, Fox Sports, Austar and Telstra.

The need to provide an improved TV outcome for all football supporters across the country was a guiding principle for the AFL Commission and our executive team throughout the negotiations.

Significant reach on free-to-air TV has always been extremely important to our supporters and will remain so during the Toyota AFL Premiership Season and Toyota AFL Finals Series under our new broadcasting arrangements, with four matches a round during the premiership season and all finals to be broadcast by the Seven Network.

With the support of Foxtel and Austar, every game, every week will be available live to supporters across the country, through subscription television and IP television.

Telstra will also enable supporters to watch every game live via their mobile phones for the first time.

As well as delivering more live football to more people in more ways than ever before, our broadcast agreements will provide \$1.253 billion to the game in rights as a combination of cash (\$1.118 billion) and contra support from 2012-16.

I would like to acknowledge the work of Chief Executive Officer Andrew Demetriou, Chief Operating Officer Gillon McLachlan and the broadcast team, including AFL General Manager of Business and Legal Affairs Andrew Dillon, Head of AFL Media Sam Walch and Broadcasting, Scheduling and Legal Affairs Manager Simon Lethlean for their work in concluding the arrangements and delivering a first-class outcome for the game and its supporters.

On behalf of the AFL Commission and all of the game's key stakeholders, I wish to thank the Seven Network, Foxtel, Fox Sports, Austar and Telstra for the extent of their coverage of the game from 2012 and for their substantial investment which underpins the finances of Australian Football at all levels.

Their coverage of the AFL competition in 2011 was again outstanding and we look forward to that going to another level in 2012 and beyond.

Network Ten

While Network Ten did not bid for our broadcast rights for 2012-16, I would like to sincerely thank the network for its contribution to the game as one of our free-to-air broadcast partners for the past 10 years.

In particular, I would like to acknowledge the support of former network Executive Chairman Nick Falloon, former Managing Director Grant Blackley, former Head of Sport David White and acting Chief Executive Lachlan Murdoch for Ten's significant contribution to the game.

Ten's commitment to the growth of our game in New South Wales and Queensland in particular was demonstrated by its prime-time coverage of matches involving the Sydney Swans and Brisbane Lions in both markets during the past 10 years and the Gold Coast Suns in Queensland in 2011. This has been fundamental to the game's national growth.

The 2011 Toyota AFL Grand Final was the last match broadcast by Network Ten.

Financial strategy

During 2011, the AFL Commission finalised a financial strategy for 2012-16 which aims to balance the needs of fans, participants, clubs and AFL players, and provide a legacy for the game at all levels.

The key objectives of the strategy include:

- ▶ Maintaining the affordability of the game for supporters.
- ▶ Supporting 18 viable and competitive AFL clubs.
- ▶ Consolidating expansion and nurture the heartland of the game.
- ▶ Providing a fair CBA for players.
- ▶ Finishing the national footprint of stadium and club infrastructure to provide clubs, players, supporters and participants with the best possible facilities.
- ▶ Reinvesting to strengthen the code's strategic position, balance sheet and financial security.

A core objective of the strategy is to ensure a legacy of having 18 viable and competitive clubs in the AFL competition by 2016.

The club funding and equalisation components of the financial strategy were developed in consultation with the clubs for more than 18 months and I wish to thank everyone involved for their input into what was obviously a very significant issue for the AFL Commission and something with which most major sports wrestle.

In particular, the Commission would like to thank the members of the Working Group: club chairmen David Evans (Essendon) and Greg Westaway (St Kilda); club CEOs Steve Rosich (Fremantle), Gary Pert (Collingwood) and Brendon Gale (Richmond); and AFL executives Andrew Catterall, Ian Anderson, Sam Graham, Jamie Williams and David Grossman.



DIVERSE: Australian Football attracts children from many cultural backgrounds. Fremantle's Chris Mayne joined in the fun at an NAB AFL Auskick clinic at the Australian Islamic College in Perth in 2011.

WINNING FEELING:
One of the highlights of the 2011 season was the Gold Coast Suns recording their first AFL victory. They defeated Port Adelaide by three points at AAMI Stadium in round five.



Financial result

The financial result for the AFL in 2011 was in line with budget and reflected the decision by the AFL Commission, which was unanimously endorsed by the AFL clubs, to bring forward competition expansion by four years from what was originally envisaged in our *Next Generation* strategy for 2007-11, which indicated that AFL matches would be played each week of the season in Queensland and New South Wales by 2016.

Highlights of the AFL's financial performance in 2011 included:

- ▶ Total AFL revenue increased by \$7 million or two per cent to \$343 million.
- ▶ The operating surplus before grants and distributions was \$234 million.
- ▶ The AFL provided total funding to AFL clubs of \$159 million.
- ▶ Apart from normal distributions to AFL clubs, game development grants and facility improvements, there were three extraordinary distributions in 2011:
 - Funding to the Gold Coast Suns FC as part of its transition into the AFL competition totalling \$16.8 million.
 - Establishment funding for the Greater Western Sydney Giants FC totalling \$22.2 million, which included \$10 million for the redevelopment of Skoda Stadium at the RAS Showground, Sydney Olympic Park.
 - Provision of \$7.5 million to the AFL Players' Association relating to a profit-share agreement which was part of the Collective Bargaining Agreement for 2007-11. When added to the \$2.5 million provided in 2010, the total of \$10 million was agreed with the AFLPA when negotiations for the next CBA were finalised in December 2011.

As a result of these extraordinary distributions, the AFL recorded a net loss of \$23.6 million, the AFL's first loss in 10 years. The AFL Commission is aiming to recoup this loss during the next five years by generating profits of at least that amount.

Corporate partners

The AFL competition and its game development programs are particularly fortunate to enjoy long-term relationships with some of the most significant national and international brands as corporate partners.

Australia's leading car manufacturer, Toyota Australia, concluded its eighth year as the AFL's premier partner in 2011.

It remains one of the most successful sponsorships in Australian sport, which includes naming rights to the Toyota AFL Premiership Season, Toyota AFL Finals Series, Toyota AFL Grand Final and the Toyota AFL Grand Final Parade.

I would like to sincerely thank Toyota for its decision in 2011 to renew its partnership with the AFL for a further three years – its investment and commitment to the game is substantial.

We were also delighted when the National Australia Bank renewed its long association with the AFL until 2016.

On behalf of the AFL Commission, I wish to thank all of our corporate partners, all of whom are noted in the Commercial Operations section of this report.

Competition integrity

The integrity of the AFL competition remains a key strategic priority for the AFL Commission.

We will do whatever is necessary to protect the integrity of the game because sport can quickly lose its supporters if there is any doubt about the integrity of the competition.

That is why the AFL Commission has in recent seasons supported a number of measures and rule changes relating to:

- ▶ Gambling on the game, including sharing of information with betting agencies, to closely monitor betting trends on AFL matches.
- ▶ Federal and state government plans to introduce a national match-fixing policy.
- ▶ Continued leadership on testing for performance-enhancing drugs in partnership with the Australian Sports Anti-Doping Agency, including intelligence-sharing, target-testing and testing for HGH, EPO and CERA, and testing of players when they are overseas on training camps.
- ▶ Continued commitment in conjunction with the AFL Players' Association to out-of-competition testing for illicit drugs. This policy has led to a tenfold reduction in positive tests since its introduction (0.3 per cent from more than 1600 tests), a remarkable result.

During the development of our illicit drugs policy, players, clubs and the AFL Commission were subject to considerable pressure from those who opposed the medical and player welfare model we adopted and instead were advocating a "name and shame" approach.

The policy was based on the best available medical and other advice on how to deal with those who use illicit drugs and we believe the results which have been achieved are consistent with the advice we received.

"The AFL is particularly fortunate to enjoy long-term relationships with some of the most significant national and international brands."

//LAWS OF THE GAME, GRAND FINALISTS

» At AFL level, the laws of the game provoke consistent debate and, at times, proposed changes are sometimes predicted to have dire consequences.

The AFL Commission believes there can be no debate about the priority given to protecting the health and safety of players, which in recent years has seen a variety of successful measures introduced to protect players from serious head, neck and other injuries.

Clearly, there was considerable debate concerning the new interchange rules in 2011, which included the introduction of a substitute and three players who could be interchanged at any time, instead of four interchange players.

Analysis of the game indicates the changes which were implemented have reduced congestion, the game has opened up and we have seen a return to long kicking and contested marks.

In my view, the standard of football in 2011 was exceptional and all clubs, players and coaches should be congratulated for the way the game was played.

That standard was evident on the game's biggest stage when Geelong won its third Toyota AFL Grand Final in five years with a 38-point win over defending premier Collingwood.

During the past five years, Geelong has won 105 of its 125 games, including participating in four of the past five Grand Finals and reaching five successive preliminary finals. No club has won more games than Geelong during a five-year period since the competition was founded in 1897.

Congratulations to club president Colin Carter, chief executive officer Brian Cook, senior coach Chris Scott, the players, staff and board for the period of sustained success that the club and its supporters have enjoyed.

We also congratulate Collingwood on reaching the Toyota AFL Grand Final for the second successive year and for winning the Dr Wm. C. McClelland Trophy for finishing on top of the ladder after the premierships season, also for the second successive year.

In 2011, Collingwood became the first AFL club to attract more than 60,000 members and drew average crowds to its home games at the MCG of 66,861 under the leadership of president Eddie McGuire, chief executive officer Gary Pert, coach Michael Malthouse, the board, staff and players.

Including finals, the average crowd for each game in which Collingwood played at the MCG in 2011 was 73,369.

AFL clubs

The collective contribution to the game of club boards, senior management, players and coaches is greatly appreciated by the AFL Commission.

We received valuable assistance from Adelaide chairman Rob Chapman and Western Bulldogs president David Smorgon as members of the AFL Commission nominations sub-committee to identify potential Commissioners following the retirements of Bob Hammond and Graeme John from the AFL Commission.

It would be remiss of me not to acknowledge the unique contribution to the Hawthorn Football Club of president Jeff Kennett, who retired after the 2011 season. He became president of Hawthorn in 2006 and, since then, the club has become one of the strongest on and off the field, winning the 2008 Toyota AFL Premiership, reaching the finals in four of six seasons and building a membership base of more than 50,000. Jeff championed the cause of Hawthorn and the clubs, and provided colourful comments on all issues important to the football community.

We wish Jeff and his wife, Felicity, every success in the next phase of their lives.

AFL Commission

On September 26, 2011, we announced that long-time AFL Commissioners Bob Hammond and Graeme John would retire from the AFL Commission in 2011.

Bob and Graeme have served the game in every capacity – as champion players, coaches, club presidents and as Commissioners who have guided the development of the game.

Both have been wonderful advocates for the game and been involved in a momentous period of change with the expansion of the AFL competition into the Gold Coast and Greater Western Sydney.

I also want to pay special tribute to Bob's wife, Jill, and Graeme's wife, Diane, for their support and friendship to all on the Commission and the AFL executive.

Mr Hammond, AM, was appointed to the AFL Commission in 2001. He played 234 SANFL games for North Adelaide and Norwood between 1960-75, represented SA seven times and later coached Norwood to two premierships in 1975 and 1978 before coaching the Sydney Swans.

He was inaugural chairman of Adelaide FC between 1991-2000, overseeing premierships in 1997-98. He is a life member of the AFL and SANFL.

Mr John, AO, retired in late 2010 as Managing Director of Australia Post. He played 67 games for East Perth from 1959-63, 77 games for South Melbourne from 1964-69 and was an All-Australian in 1966. He coached South Melbourne in 1974-75 and was president of the club from 1978-80. He was appointed to the AFL Commission in 2000 and was inducted into the Sydney Swans Hall of Fame in 2011. He is also a life member of the AFL.

On September 26, 2011, we announced that Wesfarmers Managing Director Richard Goyder would join the AFL Commission as a replacement for Mr Hammond, who retired in October 2011. He attended his first meeting of the AFL Commission in Sydney on November 21 and 22, 2011.



AFL COMMISSION 2011: Back row (from left) – Graeme John, Chris Lynch, Chris Langford, Sam Mostyn and Richard Goyder. Front row (from left) – Justice Linda Dessau, Andrew Demetriou, Mike Fitzpatrick and Bill Kelty. In September, Bob Hammond and Graeme John announced their retirements from the Commission. Richard Goyder replaced Hammond in November while Paul Bassat will replace John in 2012.

Mr Goyder has been on the board of Wesfarmers since 2002 and was appointed managing director of the company in July 2005 after holding a number of senior roles in the company, including deputy managing director and chief financial officer. A director of the Business Council of Australia and also a director of Gresham Partners, Mr Goyder was a director of Fremantle FC from 2006 and resigned from that role to join the AFL Commission.

Mr Goyder played amateur football with University and Old Scotch in WA, and brings significant business acumen to the AFL Commission while also having experience as a director of an AFL club.

On November 21, 2011, the AFL Commission announced it had appointed Paul Bassat to fill the vacancy caused by the retirement of Graeme John on January 1, 2012.

A lawyer by profession, Mr Bassat co-founded SEEK in 1997 with his brother Andrew and Matthew Rockman. He was Chief Executive Officer or joint CEO of SEEK for almost 14 years and led the company to become the world's largest on-line employment business. During that time, SEEK has gone from a start-up to one of Australia's top 100 companies, with a market capitalisation of \$2.2 billion.

Given his business background and broader understanding of digital media and its implications for business and football, we believe Mr Bassat will add to the skills of the AFL Commission.

Mr Bassat was due to attend his first meeting of the AFL Commission in February 2012.

It remains a privilege for me to serve as Chairman of the AFL Commission and be part of a board which devotes a great deal of time and expertise to the game on complex issues, including

rapid changes in broadcast and communications technology, major stadia projects, challenges facing AFL clubs as well as clubs and leagues at a community level, the growing diversity of the Australian community, protecting the integrity of the game and keeping the interests of supporters and club members at the forefront of our thinking.

I wish to thank AFL Commissioners Justice Linda Dessau, Sam Mostyn, Bill Kelty, Chris Langford, Chris Lynch and Chief Executive Officer Andrew Demetriou for their continued high-quality contribution to the game. We also greatly appreciate the support of their respective partners and families.

I also wish to congratulate our executive team led by Andrew Demetriou and all AFL staff for the very positive role they have played in 2011. It was a year of remarkable achievement which enables the AFL to look forward with an ambitious strategy for the next five years to grow the game of Australian Football.

Mike Fitzpatrick
Chairman
AFL Commission

YOUNG LEADER:

The Greater Western Sydney Giants will join the AFL competition in 2012 and in keeping with their fresh and vibrant approach, Callan Ward will be one of three co-captains.



CEO'S REPORT

ANDREW DEMETRIOU//CHIEF EXECUTIVE OFFICER

COMMITTED TO NSW/ACT FOR THE LONG HAUL

The establishment of the GWS Giants is a generational decision and much work lies ahead.

All tip and no iceberg' was how our game's presence in New South Wales and the Australian Capital Territory was described in a report to the AFL Commission in March 1998 by a task force appointed to review the development of the game in the region.

While we still have a great deal of work ahead of us to continue to develop the game in the region, the so-called 'iceberg' will continue to grow in 2012 when the Greater Western Sydney Giants enter the AFL competition and the Sydney Swans celebrate their 30th year based in Sydney.

The AFL Commission appointed the task force that was chaired by then-AFL Commissioner Terry O'Connor. The iceberg analogy was used to illustrate that although the Sydney Swans were building a strong following after reaching the 1996 Grand Final, the game did not have a great deal of strength or depth at other levels.

Other members of the task force included Sydney Swans chairman Richard Colless, Maurice Koop, then a Boston Consulting Group senior executive in Sydney, Ross Howarth, John Livy and Brian Quade, who at the time were all involved with the Sydney AFL competition or the game in the Riverina and Canberra regions.

Our game's first steps in NSW actually occurred in the late 1870s and involved Carlton playing the Waratahs under rugby rules one day and AFL rules (or Victorian rules as they were then known) two days later.

In 1903, Collingwood played Fitzroy before 20,000 people at the SCG and the then VFL spent 10,000 pounds over the next eight years playing matches in Sydney.

It is fair to say the game missed many opportunities to develop in NSW and the ACT after those early days largely due to the state-based administration of the game that existed until the then VFL Commission was established by the clubs in 1984 and took a national view of Australian Football.

In 1998, there were 36,960 football participants in NSW and the ACT; in 2011, there were more than 136,000.

The AFL Commission made a generational decision in 1999 when it increased its investment in the development of the game in NSW and the ACT by \$5 million.

When one considers the history of the game since its establishment in 1858, 12 years of increased investment is a short period and we continue to take a generational approach to our growth in both regions and Queensland.

Key highlights in the development of the game in NSW/ACT from 2007-11 include:

- ▶ Total participation numbers have more than doubled from 60,000 in 2007 to 136,000 in 2011.
- ▶ In 2011, participation numbers in Greater Western Sydney increased from 21,000 to 28,000.

- ▶ Participation numbers in Sydney club football have increased by more than 26 per cent, from 10,789 to 13,638.
- ▶ The launch of the Sydney Swans and GWS Giants academies to provide a direct career path for talented athletes to the AFL via the respective clubs.
- ▶ Establishment of two Indigenous academies and Indigenous PaCE centres, employing 11 Indigenous staff members.
- ▶ 117 new AFL grounds – 64 at schools and 53 community-based – have been developed or accessed within the region. About 50 of these are located within Sydney. The AFL has co-invested with governments at various levels to develop these facilities.
- ▶ The AFL is collaborating on community facility projects valued at \$150 million in NSW and the ACT.
- ▶ 100 sets of goalposts have been installed in new school and community venues throughout metropolitan Sydney.
- ▶ The AFL's multicultural program was established in 2008 with a highlight being the establishment in 2010 of the Auburn Tigers Football Club, which consists predominantly of players and supporters of Muslim heritage. The club won the premiership in its first season in the Sydney AFL competition and, in 2011, had two senior teams, two junior teams, a women's team and 160 NAB AFL Auskickers.
- ▶ The establishment of the North East Australian Football League (NEAFL) competition that featured the Sydney Swans reserves, GWS Giants and teams from AFL Canberra. The University of Sydney and Sydney Hills Eagles will join the NEAFL in 2012.
- ▶ 50 players from NSW/ACT listed by AFL clubs.

The Sydney Swans' role

In 2012, the Sydney Swans will be celebrating their 30th year based in Sydney following their relocation from South Melbourne in 1982, which was the first step in the development of our national competition.

We wouldn't be in a position to launch the GWS Giants in the AFL competition in 2012 if it had not been for the Swans' efforts over the past three decades in leading the promotion of the game at all levels throughout the region.

Since Richard Colless became the club's chairman in 1994 at the request of the AFL Commission, the Swans have become the largest professional sporting club based in Sydney in terms of members, average game attendances, revenue and national television audiences, while building a culture on and off the field that is second to none.

The board, staff, players and coaches are to be commended for having built a club that has consistently performed at a high level, reaching 13 of the past 16 Toyota AFL Finals Series and winning the 2005 Grand Final and finishing runners-up in 1996 and 2006.

We will continue to assist their efforts to build the club at all levels, particularly in growing the Swans' membership and supporter base.

// GREATER WESTERN SYDNEY REGION

» The AFL Commission clearly understands that establishing the GWS Giants is perhaps the biggest challenge we have undertaken since the national competition was established, given that historically our game has not had a strong presence in Greater Western Sydney.

One of the best pieces of advice we received when we were considering establishing the Giants came from various City of Blacktown councillors. When we sought their view as to what was our biggest risk, they replied: "Doing nothing."

When assessing potential regions in which to expand the AFL competition, the Gold Coast/south-east Queensland and Greater Western Sydney were clearly the two regions with the greatest growth potential in Australia. At the time, our game was represented by the Brisbane Lions in Queensland and the Sydney Swans in NSW/ACT, while other codes had 25 teams in both regions and were planning to expand.

Greater Western Sydney

The region:

- ▶ Is made up of 14 local government areas – Auburn, Bankstown, Blacktown, Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Holroyd, Liverpool, Parramatta, Penrith, The Hills and Wollondilly.
- ▶ Has a population of two million which is expected to reach three million by 2036 and be 50 per cent of Sydney's total population.
- ▶ By 2051, is forecast to have a population of four million out of a total Sydney population of seven million.
- ▶ Has a greater population in 2011 than South Australia and greater than the combined populations of Tasmania, the Northern Territory and Australian Capital Territory.
- ▶ Has one of Australia's largest and most diverse economies

with a gross regional product of more than \$83 billion, which is more than a fifth of Australia's gross domestic product.

- ▶ Is a major industrial centre of the New South Wales economy and home to about 150 of Australia's top-500 companies.
- ▶ Has one of the most diverse populations in Australia with more than a third of its people having migrated to Australia and half of the world's nations represented among them.
- ▶ Is where young people are choosing to begin their families – 37.3 per cent of people in the region are aged 24 years and under.

The GWS Giants' entry to the AFL means that an AFL game will be played in NSW/ACT during each week of the Toyota AFL Premiership Season.

SUPER SAINT:
St Kilda's Nick Dal Santo
enjoyed a stellar season in
2011, earning All-Australian
selection and finishing second
in the Brownlow Medal.





OVAL BALL IN THE OVAL OFFICE:
 During her visit to the United States in 2011, Australian Prime Minister Julia Gillard introduced US President Barack Obama to the finer points of Australian Football.

Greater Western Sydney Giants

Like our investment in the development of the game in NSW and the ACT, the establishment of the GWS Giants is a generational decision that will take 20 or 30 years, perhaps longer, to accurately assess.

While we increased our investment in the development of the game in NSW and the ACT 12 years ago, we started playing premierships season matches at ANZ Stadium in 2002.

Given the geography of metropolitan Sydney, securing the Olympic Stadium for AFL premierships season and finals matches was another key recommendation from the NSW/ACT task force.

Since 2002, 1,613,472 people have attended premierships season matches and finals involving the Sydney Swans at ANZ Stadium, at an average of 43,607 a game.

We have also scheduled premierships season matches at Manuka Oval in Canberra since 1998 and that venue will host three Giants premierships season games a year from 2012.

Therefore, the AFL Commission's decision to grant the Giants a licence to play in the AFL was made on the back of the work done to build the game in NSW and the ACT during the past 10-12 years, but we are under no illusions that we still have a great deal of work ahead of us to implement such a generational decision.

In 2011, major components in the establishment of the GWS Giants included:

- ▶ The construction of Skoda Stadium at the RAS Showground was on budget and on schedule to open on May 26, 2012.
- ▶ The club's board and governance were put in place.
- ▶ The club's name and colours were announced.
- ▶ The club enjoyed a successful season in the NEAFL competition, finishing third.
- ▶ Key players were signed, including Tom Scully, Phil Davis, Callan Ward, Sam Reid, Rhys Palmer, James McDonald, Luke Power, Dean Brogan and Chad Cornes; the club also secured 11 of the first 14 selections in 2011 NAB AFL Draft.
- ▶ First-class accommodation was secured for the club's players at Breakfast Point, Sydney.
- ▶ More than 130 sponsors/coterie were secured, including the club's major sponsor, Skoda, with co-major and shorts-partner deals pending.
- ▶ Plans were made to launch the 2012 Toyota AFL Premiership Season with activities in Sydney over several weeks.
- ▶ The first Sydney derby between the GWS Giants and Sydney Swans was scheduled to open the 2012 Toyota AFL Premiership Season on Saturday, March 24, at ANZ Stadium.

Competition expansion – Gold Coast Suns

The Gold Coast Suns Football Club had a successful debut Toyota AFL Premiership Season in 2011 with highlights including:

- ▶ A club membership of 11,141 (match-day access).
- ▶ Average attendances of 18,167 at Metricon Stadium and 21,842 at the Gabba.
- ▶ Their first home game, in round two against Carlton at the Gabba, exceeded expectations, with a crowd of 27,914 and 12,793 in daily ticket sales.
- ▶ A national TV audience of 1.1 million watched the game – the highest rating game for round two.
- ▶ The first QClash game between the Suns and Brisbane Lions attracted a record subscription TV audience for an AFL match of 354,745, along with a crowd of 25,504 and 15,963 in daily ticket sales.
- ▶ The Suns' home game venue on the Gold Coast, the \$170 million Metricon Stadium, opened on time and on budget when the Suns met the Geelong Cats on May 27, 2011.
- ▶ About 5000 tickets for that game were sold outside Queensland, boosting domestic tourism on the Gold Coast.
- ▶ Consumer research ranked Metricon Stadium the No. 1 AFL venue in 2011 for quality of facilities and match-day experience.

Collective Bargaining Agreement

On December 15, 2011, the AFL and AFL Players' Association announced that agreement had been reached on the terms for a new Collective Bargaining Agreement for the period 2011-16 with a review after three years.

It will provide players with payments and associated benefits totalling \$1.144 billion.

I would like to acknowledge the assistance of senior AFL club executives who were members of the AFL's CBA Working Group: Geelong Chief Executive Officer Brian Cook, Collingwood Chief Executive Officer Gary Pert, Melbourne Chief Executive Officer Cameron Schwab, Fremantle General Manager Football Operations Chris Bond and Richmond General Manager of Football Craig Cameron, whose input from a club perspective was invaluable during 18 months of negotiations.

I also wish to thank our General Manager, Football Operations, Adrian Anderson, for his work in leading the CBA negotiations with other members of our executive and senior management team, including Ian Anderson, Darren Birch, Andrew Dillon, Brett Clothier, Andrew Catterall, Brian Walsh and Patrick Keane.

A key objective for the AFL Commission in reaching an agreement with the AFL Players' Association was to appropriately reward the players for their critical role in the game while also balancing the interests of all other levels of Australian Football, including:

- ▶ Keeping the game affordable for the supporters.
- ▶ AFL clubs.
- ▶ Continuing to invest in the development of the game at a community level throughout Australia and internationally.
- ▶ Maintaining investment in stadium facilities for AFL matches and community club facilities.

The new CBA will provide players with:

- ▶ The best retirement scheme in Australian sport, through an investment of \$90 million that will deliver each player about \$20,000 a year for their life after football.
- ▶ An affordable increase in total player payments and additional career opportunities for players through competition expansion, with nearly 900 jobs now available across the industry and the average wage for listed players set to reach more than \$300,000 by 2016.
- ▶ A significant increase in the minimum wage for rookies, taking it above \$50,000 plus match payments.
- ▶ More rewards and opportunities to promote the game and clubs through increases in additional services agreements.
- ▶ A landmark emphasis on player welfare, education and personal development through the following:
 - A joint industry education committee to determine consistent standards for player education and personal development.
 - Each club must nominate a set day off each week (which can only vary four times each year).
 - Players are entitled to a minimum block of six weeks' leave in the post-season.
 - Four hours a week must be allocated for professional development.
 - Each club must have a full-time, qualified player development manager.
 - The delivery of enhanced injury benefits and insurance coverage.
 - A hardship fund for former players.

“The new CBA will provide players with the best retirement scheme in Australian sport.”

Other key elements of the CBA include:

- ▶ Five-year agreement on player payments and related benefits totalling \$1.144 billion, with a formal review after three years.
- ▶ Increases in the competition-wide Total Player Payments (TPP) of seven per cent in 2012, followed by four per cent in 2013, 5.4 per cent in 2014 and three per cent in both 2015 and 2016, resulting in an overall increase in the salary cap of about 24 per cent over the five years.
- ▶ Increase in Associated Services Agreement (ASA) limits of seven per cent, 39 per cent, 13 per cent, three per cent and three per cent. ASA amounts will increase to \$963,000 a club by 2014.
- ▶ Each club to pay a minimum 95 per cent of the combined TPP/ASA limits, an increase from 92.5 per cent.
- ▶ Major increases in the minimum wage and prescribed payments for rookie players of 17 per cent, 19 per cent, 9.3 per cent, three per cent and three per cent, bringing the rookie wage to \$53,785 a year by 2014.

- ▶ Package to improve injury compensation for current and former AFL players.
- ▶ \$14 million contribution to the player retirement benefits each year.
- ▶ \$10 million payment as part of the profit-share in the 2007-11 CBA.
- ▶ Agreement between the AFL Players' Association and the AFL for non-exclusive player digital media rights on the AFL-Telstra Network.
- ▶ A profit-share to ensure players receive a share of AFL net profit above the 2012-16 forecast.
- ▶ A formal review after three years incorporating incentives for both parties to reach agreement.

Total player payments for 2012-16 will be as follows:

- ▶ 2011 – \$8.21 million a club (final year of current agreement).
- ▶ 2012 – \$8.787 million a club (seven per cent increase).
- ▶ 2013 – \$9.139 million a club (five per cent increase).
- ▶ 2014 – \$9.632 million a club (5.4 per cent increase).
- ▶ 2015 – \$9.92 million a club (three per cent increase).
- ▶ 2016 – \$10.2 million a club (three per cent increase).

	2012	2013	2014	(2015)	(2016)
Total Player Payments	7%	4%	5.4%	(3%)	(3%)
Additional Services Agreements	7%	39%	13%	(3%)	(3%)
Player Retirement Fund	85%	-	-	-	-
Combined Total	11%	6%	6%	(3%)	(3%)
Rookie Payment Increase	17%	19%	9%	(3%)	(3%)

As part of the agreement, a profit-share will apply for the first three years with a formal review after three years for 2015 and 2016. If the parties cannot agree during the review process in 2015, the AFL Players' Association will be entitled to a penalty payment from the AFL – the size of the penalty will depend on the size of the profit to be shared.

Players will also be entitled to a limited relaxation of the criteria around free-agency rules in 2015 and 2016 in the event that club football department spending exceeds certain targets.

The AFL Commission and executive greatly value the excellent relationship we have with the AFL Players' Association and all players, and believe it is a real strength of our game.

“For the 11th consecutive year, AFL clubs set a record by signing 650,373 members, an increase of 5.9 per cent on 2010.”

Key measures, AFL clubs

I would like to congratulate all AFL clubs for their continued success in attracting members and attendees in record numbers in 2011. Highlights included:

- ▶ For the 11th consecutive year, AFL clubs set a record by signing 650,373 members, an increase of 5.9 per cent on the 2010 total of 614,251. With the Gold Coast Suns' inaugural membership of 11,000 excluded, a record of 639,000 club members was still established. Significant achievements included:
 - Collingwood set a record for a club with 71,271 members, up 24 per cent on its 2010 total of 57,408.
 - Port Adelaide increased its membership by 11.9 per cent to 32,581.
 - Richmond increased its membership by 11.7 per cent to 40,184.
 - Melbourne increased its membership by 10.7 per cent to 36,937.
- ▶ A record of 7,488,198 was set for total attendances at the NAB Cup, NAB Regional Challenge, Toyota AFL Premiership Season and Toyota AFL Finals Series in 2011, beating the previous record of 7,470,606 set in 2010.
- ▶ A record of 6,526,071 for total attendance in the Toyota AFL Premiership Season was also set in 2011.
- ▶ Richmond recorded the biggest increase in home game attendances compared with 2010, attracting 470,624 fans, a 14.2 per cent increase. The top five clubs in terms of average home game attendances were:
 - Collingwood 61,488
 - Carlton 53,212
 - Essendon 49,267
 - Richmond 42,784
 - West Coast Eagles 37,436
- ▶ The average attendance per game during the Toyota AFL Premiership Season was 34,893, putting the AFL competition in the top four in average game attendances in world professional sport, behind America's National Football League (66,690 a game), Bundesliga Soccer in Germany (42,673) and Premier League soccer in England (35,283).
- ▶ While total attendances increased, the average per game decreased from 36,907 in 2010, following the entry of the Gold Coast Suns and premiership season matches being scheduled in smaller regional venues including Canberra, Cairns, Darwin and Launceston.
- ▶ The Toyota AFL Grand Final continued to be the most-watched annual sporting event held in Australia, with a national average audience on Network Ten of 3,571,262 in 2011.
- ▶ 80 per cent of all television sets in use on the day were tuned into the Grand Final.
- ▶ Total participant numbers in the game in Australia reached a record 790,905 in 2011 and, for the first time, participation in various overseas countries exceeded 100,000.



LENDING A HAND: The passion of fans like this Western Bulldogs supporter helped ensure the AFL attracted the fourth largest average crowd in world professional sport in 2011: 34,893 a game.



Michael Malthouse

The Toyota AFL Grand Final brought to an end the distinguished career of Collingwood coach Michael Malthouse.

His total of 664 games as a coach is second only to another Collingwood legend, the late Jock McHale who coached in 714 games.

Michael sits third on the all-time list for combined games as a player and coach (838) during 40 years of continuous involvement at the highest level of the game, behind Kevin Sheedy (886 games) and Jock McHale (878).

Each of the clubs he coached - the Western Bulldogs, West Coast Eagles and Collingwood - were infinitely stronger at the end of his term as coach than when he arrived. Michael also led the Eagles to their first two premierships and took Collingwood from last in 1999 to four Grand Finals and the 2010 premiership.

He is also a Richmond premiership player.

Being involved at the highest level of our game for such an extended period, particularly as a senior coach, requires an enormous amount of support off the field and we wish Michael, his wife Nanette and family every success in the next phase of their lives.



Management changes

Following the resignation of Dale Holmes as Chief Executive Officer of the GWS Giants in October 2011, our General Manager, National and International Development, David Matthews, was appointed as the new Giants CEO in November 2011.

David was general manager of the game development department for seven years and before that was National Auskick Manager from 1998-2004. We wish him every success in his new role and thank him for his very positive contribution to the development of the game.

Following David's move to the Giants, we appointed our General Manager, Legal and Business Affairs, Andrew Dillon, as General Manager, National and International Development and General Counsel.

Andrew joined the AFL in 2000 as our Legal Counsel and was promoted to General Manager, Legal and Business Affairs in 2004. He has done a first-class job in that role, where he has been heavily involved in major projects including the negotiations for our various broadcast rights agreements, stadium and sponsor agreements, CBA negotiations and the list development rules for the Gold Coast Suns and GWS Giants.

With Andrew taking on the very important role in development, Simon Lethlean was promoted to Acting General Manager Broadcasting, Scheduling and Legal Affairs.

Simon joined the AFL in 2004 in the position of Legal Counsel and was promoted in 2008 and given the additional responsibilities of broadcasting and scheduling.



THE WORLD OF AFL: From left – AFL CEO Andrew Demetriou embraces retiring Collingwood coach Michael Malthouse after the Grand Final; Port Adelaide fans enjoy a taste of the future, cheering on the Power in their round 24 win over Melbourne at Adelaide Oval, the new home of the Power and Adelaide from 2014; Deputy Opposition Leader Julie Bishop and Opposition Leader Tony Abbott present US President Barack Obama with a West Coast Eagles jumper.

Simon was also heavily involved in the negotiations for our broadcast rights agreements with the Seven Network, Foxtel, Fox Sports and Telstra, and recently completed radio rights agreements for 2012-16 that will deliver the broadest possible radio coverage of our game throughout Australia.

Our Manager, Corporate Affairs, Brian Walsh, resigned in October 2011 to take up the role of General Manager, Corporate Affairs for the National Australia Bank.

We appointed James Tonkin as our Manager, Corporate Affairs to replace Brian. Before joining the AFL, James was the General Manager, Corporate Affairs for the ConnectEast Group and also had extensive experience as a journalist, press secretary and advisor to various state ministers, the then Premier of Victoria, Jeff Kennett and, later, in the private sector.

James has also served as Victoria Police media director before joining Gavin Anderson & Company as a director and then becoming managing director of their Melbourne office.

Public Affairs Manager Nick Johnston resigned from the AFL in November 2011 to take up a similar appointment with the Greater Western Sydney Giants.

I would like to sincerely thank our management team and all AFL staff for their continued efforts and commitment to the game in 2011 – I feel very fortunate to work with such a high quality group of people.

Role of supporters and volunteers

Our game is blessed to have so many people involved as supporters and members of not just AFL clubs but at all other levels of our game.

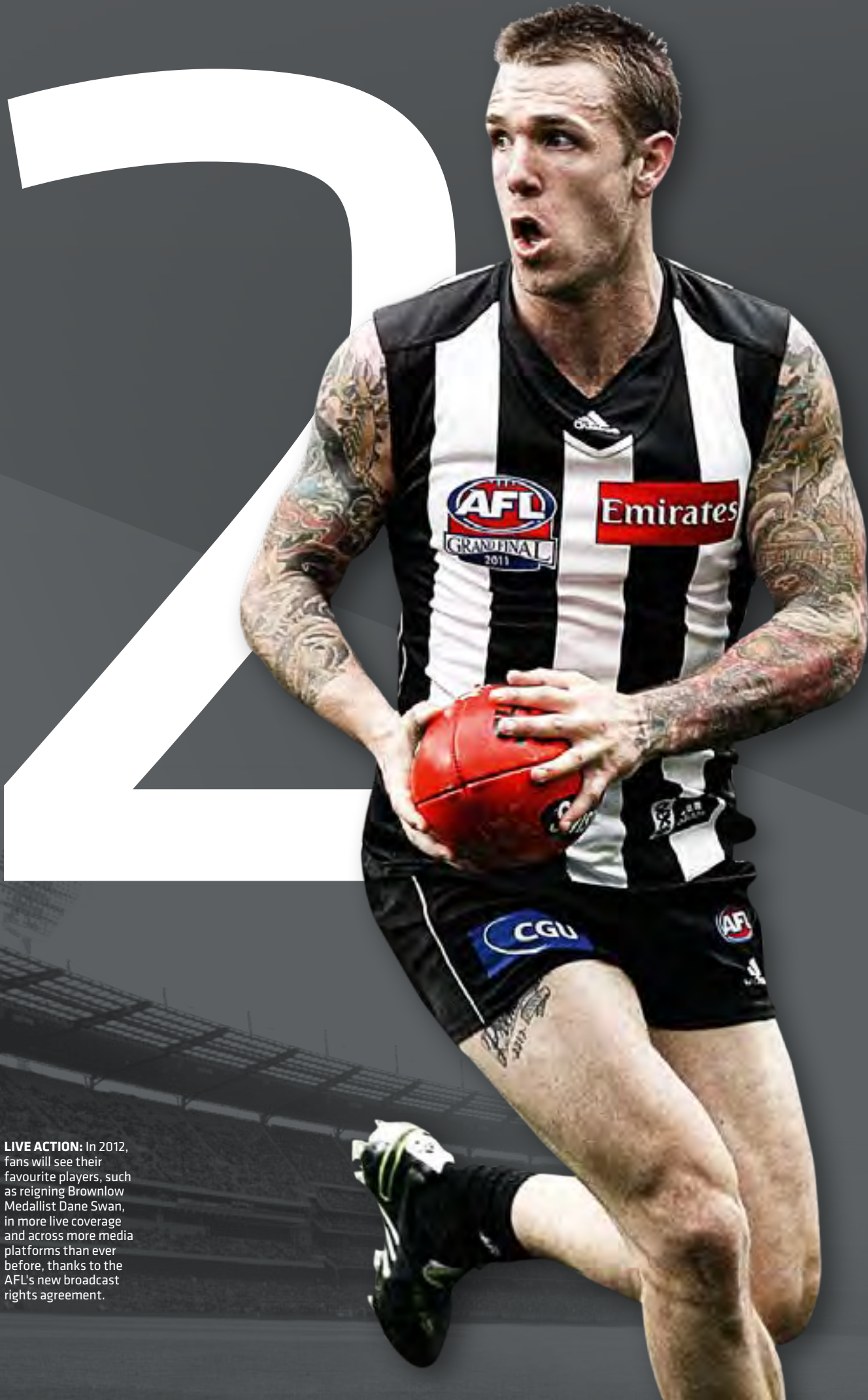
All levels of Australian Football generate about \$4 billion for the Australian economy each year, which is divided almost equally between the AFL competition and community clubs and leagues throughout Australia.

While 7.48 million people attended all AFL matches in 2011, about the same number of people attend matches involving the 2500-plus community clubs that field more than 12,300 teams each week of the season in 273 leagues around Australia.

Community club football is the foundation of the game and its substantial infrastructure is supported by the contribution of an estimated 150,000 volunteers and 2700 NAB AFL Auskick Centres throughout Australia.

We never lose sight of just how much Australia's only indigenous game means to so many people of all ages and backgrounds, and wish to acknowledge this broad community support, which is fundamental to not just the AFL competition but all levels of the game.

Andrew Demetriou
Chief Executive Officer



LIVE ACTION: In 2012, fans will see their favourite players, such as reigning Brownlow Medallist Dane Swan, in more live coverage and across more media platforms than ever before, thanks to the AFL's new broadcast rights agreement.

BROADCASTING & INFRASTRUCTURE

GILLON McLACHLAN//CHIEF OPERATING OFFICER

GIVING THE FANS WHAT THEY WANT

The new broadcast rights agreements ensure more live coverage of games, across more media platforms, than ever before.

New television and digital media rights across multiple platforms, renewed radio rights agreements, the establishment of AFL Media and stadium infrastructure projects at various stages of development and costing more than \$2 billion were the major projects managed by the department in 2011.

Other major responsibilities for the department included:

- ▶ Servicing television broadcast partners the Seven Network, Network Ten, Foxtel, Fox Sports and Austar in the fifth and final year of the rights agreement.
- ▶ Servicing radio rights partners and newspaper partner News Limited.
- ▶ Developing fixtures for the 2012 NAB Cup and 2012 Toyota AFL Premiership Season that will be the debut season of the Greater Western Sydney Giants.

Television and digital media rights

Under the broadcast rights agreements announced on April 28, 2011, with the Seven Network, Foxtel, Fox Sports, Austar and Telstra, more live coverage of AFL matches will be shown on more platforms than at any time in the history of the game, including:

- ▶ Live Friday night football on the Seven Network into Victoria, New South Wales, Queensland, the ACT, Northern Territory and Tasmania.
- ▶ Four games in every round live on the Seven Network (7mate) in New South Wales, ACT and Queensland.
- ▶ Live or near-live Friday night football on the Seven Network into South Australia and a reduced delay into Western Australia.
- ▶ Every game every week live from Fox Sports on Foxtel and Austar and live on IPTV.
- ▶ Every game every week live on Telstra mobile.
- ▶ All finals broadcast live nationally on the Seven Network.
- ▶ All finals other than the Toyota AFL Grand Final broadcast live from Fox Sports on Foxtel and Austar.

Coverage by market

New South Wales, Australian Capital Territory:

- ▶ Every game shown live on Foxtel and Austar and on Telstra Mobile and IPTV.
- ▶ All 42 matches involving the Sydney Swans and the GWS Giants broadcast live on the Seven Network (7mate) and live from Fox Sports on Foxtel and Austar.
- ▶ Friday night matches live on 7mate and live from Fox Sports on Foxtel and Austar.
- ▶ Three Sunday matches played. All matches to be shown live from Fox Sports on Foxtel and Austar. Minimum of one match shown live on free-to-air multi-channel.
- ▶ Two Saturday night matches played. Both matches shown live from Fox Sports on Foxtel and Austar. One match shown live on free-to-air multi-channel.
- ▶ Two Saturday afternoon matches played. Both matches shown live from Fox Sports on Foxtel and Austar. One match shown live on free-to-air multi-channel.
- ▶ No matches lost to black spots on Saturdays or Sundays, with all matches broadcast live from Fox Sports on Foxtel and Austar.

“Under the broadcast rights agreements, more live coverage of AFL matches will be shown on more platforms than at any time in the history of the game.”

Queensland:

- ▶ Every game shown live on Foxtel and Austar and on Telstra Mobile and IPTV.
- ▶ All 42 matches involving the Brisbane Lions and Gold Coast Suns broadcast live on the Seven Network multi-channels (7mate) and live from Fox Sports on Foxtel and Austar.
- ▶ Friday night matches live on the Seven Network multi-channels (7mate) and live from Fox Sports on Foxtel and Austar.
- ▶ Three Sunday matches played. All matches to be shown live from Fox Sports on Foxtel and Austar. Minimum of one match shown live on the Seven Network (7mate).
- ▶ Two Saturday night matches played. Both matches shown live from Fox Sports on Foxtel and Austar. One match shown live on the Seven Network (7mate).
- ▶ Two Saturday afternoon matches played. Both matches shown live from Fox Sports on Foxtel and Austar. One match shown live on the Seven Network (7mate).
- ▶ No matches lost to black spots on Saturdays or Sundays, with all matches broadcast live into the state from Fox Sports on Foxtel and Austar.

South Australia:

- ▶ All 42 matches involving the Adelaide Crows and Port Adelaide broadcast on the Seven Network, and live from Fox Sports on Foxtel and Austar.
- ▶ No matches lost to black spots on Saturdays or Sundays, with all matches broadcast live into the state from Fox Sports on Foxtel and Austar.
- ▶ Friday night matches live or near live on the Seven Network and live from Fox Sports on Foxtel and Austar.
- ▶ Three Sunday matches played. All matches to be shown live from Fox Sports on Foxtel and Austar. A minimum of one match shown live or near live on the Seven Network.
- ▶ Two Saturday night matches played. Both matches shown live from Fox Sports on Foxtel and Austar. One match shown live or near live on the Seven Network.
- ▶ Two Saturday afternoon matches played. Both matches shown live from Fox Sports on Foxtel and Austar. One match shown live or near live on the Seven Network.
- ▶ Every game shown live from Fox Sports on Foxtel and Austar and on Telstra Mobile and IPTV.

Victoria, Tasmania, Northern Territory:

- ▶ Friday night matches live on the Seven Network and live from Fox Sports on Foxtel and Austar.
- ▶ Three Sunday matches played. All matches to be shown live from Fox Sports on Foxtel and Austar. One match shown live on the Seven Network at 3.15pm.
- ▶ Two Saturday night matches played. Both matches shown live from Fox Sports on Foxtel and Austar. One match shown live on the Seven Network.
- ▶ Two Saturday afternoon matches played. Both matches shown live from Fox Sports on Foxtel and Austar. One match shown on delay by the Seven Network.
- ▶ Every game shown live from Fox Sports on Foxtel and Austar and on Telstra Mobile and IPTV.

Western Australia

- ▶ All 42 matches involving the West Coast Eagles and Fremantle broadcast on the Seven Network and live from Fox Sports on Foxtel and Austar.
- ▶ No matches lost to black spots on Saturdays or Sundays, with all matches broadcast live into the state from Fox Sports on Foxtel and Austar.
- ▶ Friday night matches on Seven Network, with a reduced delay time from the previous agreement, and live from Fox Sports on Foxtel and Austar.
- ▶ Three Sunday matches played. All matches to be shown live from Fox Sports on Foxtel and Austar. A minimum of one match shown live or near live on the Seven Network.
- ▶ Two Saturday night matches played. Both matches shown live from Fox Sports on Foxtel and Austar. One match shown live or near live on the Seven Network.
- ▶ Two Saturday afternoon matches played. Both matches shown live from Fox Sports on Foxtel and Austar. One match shown live or near live on the Seven Network.
- ▶ Every game shown live on Foxtel and Austar and on Telstra Mobile and IPTV.



BLOCKBUSTER: The annual Anzac Day clash between Essendon and Collingwood at the MCG was the most-watched premiership season match on free-to-air TV in 2011, attracting a national audience of 1.43 million.

Television in 2011

The 2011 Toyota AFL Premiership Season continued to attract strong audiences across both free-to-air and subscription television attracting an average 4.05 million viewers per round nationally.

Free-to-air regional markets drew strong viewership with an overall increase of 1.4 per cent, while free-to-air mainland capital cities dropped by 4.4 per cent. Strong audiences on Fox Sports saw an increase of 18.1 per cent across all matches in 2011, providing for a national average audience per game of 184,077 compared to 155,836 in 2010.

For industry comparative purposes, viewership across all programming on free-to-air networks fell 10.9 per cent in 2011 as a result of continued fragmentation in the market, including but not limited to an increase in the number of free-to-air multi channels.

The most-watched Toyota AFL Premiership Season games in 2011 on metropolitan and regional free-to-air TV were:

- ▶ Essendon v Collingwood, Anzac Day, national average audience 1.43 million.
- ▶ Geelong Cats v Collingwood, round eight, 1.30 million.
- ▶ Collingwood v Carlton, round three, 1.14 million.
- ▶ West Coast Eagles v Geelong Cats, round 16, 1.07 million.
- ▶ Carlton v Geelong Cats, round eight, 1.05 million.
- ▶ Hawthorn v Geelong Cats, round five, 1.05 million.
- ▶ Collingwood v Geelong Cats, round 24, 1.04 million.
- ▶ St Kilda v Collingwood, round 21, 1 million.
- ▶ Brisbane Lions v St Kilda, round five, 984,000.
- ▶ Gold Coast Suns v Geelong Cats, round 10, 982,000.

The Toyota AFL Grand Final continued to be the most-watched annual sporting event held in Australia with Network Ten's broadcast attracting a national audience in metropolitan and regional Australia of 3,571,262. Eight out of 10 people watching free-to-air TV on Grand Final day tuned into Network Ten's coverage.

The four games in week one of the Toyota AFL Finals Series attracted a cumulative national audience of 5.21 million people, the cumulative audience for the two games in week two was 2.82 million, while the cumulative national audience for the two preliminary finals was 3.17 million.

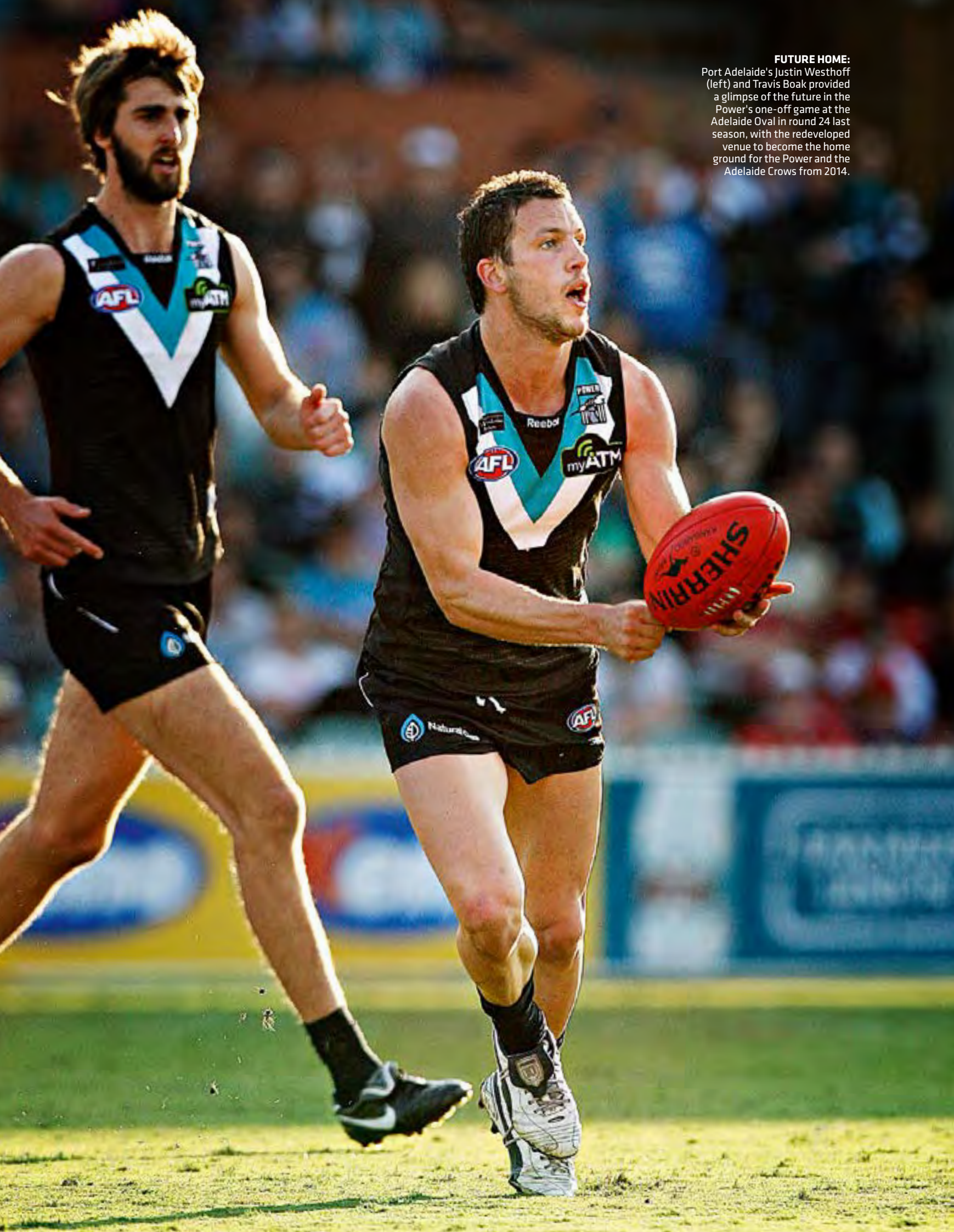
Fox Sports

The inaugural meeting between the Brisbane Lions and Gold Coast Suns, QClash 1, attracted a record audience for an AFL match on subscription TV with a national average of 357,882.

St Kilda's meeting with Essendon in round three was the next most-watched game on subscription TV with a national average audience of 306,000.

// BROADCAST & MEDIA PARTNERS





FUTURE HOME:
Port Adelaide's Justin Westhoff (left) and Travis Boak provided a glimpse of the future in the Power's one-off game at the Adelaide Oval in round 24 last season, with the redeveloped venue to become the home ground for the Power and the Adelaide Crows from 2014.

Radio audiences, new rights deal

Live radio broadcasts of AFL matches continued into each mainland capital city with guaranteed coverage of the West Coast Eagles and Fremantle in Perth, Adelaide and Port Adelaide in Adelaide, the Sydney Swans in Sydney, the Brisbane Lions in Brisbane and the Gold Coast Suns on the Gold Coast.

On average, 1.4 million people listened to AFL matches during the radio survey periods four-six in 2011.

In Melbourne, matches were broadcast by Triple M, 3AW, SEN and the ABC, with relay calls into regional Victoria. Regional Victoria, Tasmania and other parts of Australia were also serviced by syndicated live broadcasts by Crocmedia.

In November 2011, the AFL announced it had reached agreement with its radio broadcast partners for the period 2012-16. The new radio broadcast agreements will see more AFL matches broadcast nationally, including regional areas, than at any time in the game's history.

The AFL's radio partners in metropolitan markets will be 3AW, Triple M, ABC Radio, SEN, FIVEaa and 6PR. ABC Radio will also broadcast matches in regional areas along with K-Rock (Geelong), Gold FM (Gold Coast), Crocmedia, Southern Cross Media and the National Indigenous Radio Service (NIRS).

Key features of the radio agreements include:

- ▶ A greater number of matches broadcast across more parts of Australia.
- ▶ Nine matches a round during the Toyota AFL Premiership Season and all matches in the Toyota AFL Finals Series will be broadcast into Victoria.
- ▶ Increased regional coverage via ABC Radio, Crocmedia, Southern Cross Media and NIRS.
- ▶ Every match featuring an AFL club from Western Australia, South Australia, Queensland and New South Wales to be broadcast into their respective states.
- ▶ All broadcasters to be able to broadcast matches on Monday nights, Thursday nights, Friday nights and public holidays.
- ▶ All Toyota AFL Finals Series games (including Toyota AFL Grand Final) to be broadcast nationally.

The radio rights agreements for 2012-16 will bring a total \$23.2 million to the game plus contra support. The rights payable in 2012 will be more than \$4.3 million, a 29 per cent increase on the rights paid in 2011.

Online

The AFL/Telstra Network continued to be Australia's most-visited online sports destination in 2011, with an average of more than 4.35 million unique visitors a month during the premiership season – an increase of 13 per cent on 2010.

New features to the network in 2011 included exclusive weekly team announcements, live Tribunal coverage and enhanced applications to present key AFL events such as the NAB AFL Draft, the 2011 Toyota AFL Finals Series, the Brownlow Medal and Trade Week. On match-day, Carlton Draft AFL Match Centre delivered live match radio, statistics and video highlights to more than 325,000 users every week.

Toyota AFL Dream Team continued to be *afl.com.au's* flagship online game in 2011 with more than 300,000 players

taking part, while more than 170,000 tipsters participated in QuitNow AFL Tipping.

Significantly in 2011, AFL Media also became the official supplier of video content to *afl.com.au*, overseeing a dramatic increase in the viewing of editorial video on *afl.com.au*. Video consumption during the premiership season totalled 4.9 million video plays, a 319 per cent increase on 2010.

The official Collingwood website continued to be the most popular club website in 2011, averaging more than 250,000 monthly visitors during the premiership season. All clubs averaged more than 50,000 monthly unique users, while nine clubs averaged more than 100,000.

“The development of AFL Media is in response to rapid changes in all forms of media, with 22 per cent of all media consumption now occurring online.”

AFL Media

Throughout 2011, the AFL continued to establish AFL Media as a business unit within the organisation. This process included consolidating various businesses and portfolios, including AFL Films, AFL Photography and AFL Publishing, under AFL Media.

Under an agreement with Telstra, from 2012 AFL Media will be responsible for the provision of all content on the AFL Telstra Network, which includes the AFL and the 18 AFL club websites.

The development of AFL Media is in response to rapid changes in all forms of media, with 22 per cent of all media consumption by Australians now occurring online and more digital content being consumed across more platforms and on more devices than ever before.

AFL Media will allow the AFL and our clubs to have a direct relationship with members and supporters through the provision of content on various platforms.

Australia has the choice of 16 free-to-air TV channels, 140 subscription TV channels, 32 digital radio stations, social media (Facebook and Twitter), online search engines and video portals. Some 77 per cent of Australians use multiple platforms while watching TV, including browsing the web on their laptop, iPad or mobile phone.

AFL Media producer Peter Dickson produced a series of documentaries on the 1971, 1981, 1991 and 2001 Grand Finals that were broadcast on the Nine Network in the lead-up to the 2011 Toyota AFL Grand Final.

The documentary on the 1971 Grand Final between Hawthorn and St Kilda included an interview between the respective coaches, Allan Jeans and John Kennedy. It was the last interview given by Jeans before he passed away in July 2011.



Stadium infrastructure

The AFL continued to work in partnership with various venue managers and federal and state governments on a range of major stadium projects in Adelaide, Gold Coast, Melbourne, Perth and Sydney to deliver first-class facilities for supporters and members attending AFL matches.

The total cost of the projects, which are at various stages of development, is more than \$2 billion.

Adelaide Oval

The Adelaide Oval Redevelopment and Management Bill passed through both houses of the South Australian Parliament in July 2011. South Australian Premier Jay Weatherill announced in late October that the construction contract had been awarded to Baulderstone and that initial works would start before the end of 2011.

Major construction will begin after the 2011-12 cricket season and will include new southern and eastern stands to seat 14,000 and 19,000 people respectively. The project is a result of an agreement between the South Australian National Football League and South Australian Cricket Association that was facilitated by the AFL in conjunction with the South Australian Government.

It is expected Test cricket will be played at the Adelaide Oval in the summer of 2013-14, with home games for the Adelaide and Port Adelaide football clubs to be scheduled at Adelaide Oval from 2014.

When completed, Adelaide Oval will have a seating capacity of 50,000 with 77 per cent of seating under the drip line. The total cost of the project will be \$535 million.

Perth Stadium

On June 28, 2011, West Australian Premier Colin Barnett announced a new multi-purpose stadium would be built on the Burswood Peninsula, with a scheduled completion date of 2018.

With 60,000 seats and the provision for future expansion to 70,000 seats, the new Perth Stadium will have the third-biggest capacity of Australia's AFL stadiums, behind the MCG and ANZ



Stadium. It will be the home game venue for the Fremantle and West Coast Eagles football clubs. It is expected to cost \$700 million, based on 2011 dollar values.

The AFL has established a working group chaired by AFL Chief Operating Officer Gillon McLachlan with representatives from Fremantle (Steve Rosich and Gary Walton), the West Coast Eagles (Trevor Nisbett and Deane Pieters), the WA Football Commission (Wayne Bradshaw and Geoff Glass) and the AFL (Jude Donnelly, Andrew Catterall, Simon Gorr and Simon Lethlean).

The WA Government appointed a steering committee to oversee the project to be co-chaired by the executive director of the Office of Strategic Projects, Richard Mann, and director general of the Department of Sport and Recreation (DSR,) Ron Alexander.

In December 2011, Mr Barnett announced that one of the world's leading sports stadium architects, Populous, had been appointed as architectural consultants for the Perth Stadium project. Populous has worked on many of the world's best-known stadia, including Wembley, the main stadium for the London 2012 Olympics, Yankee Stadium and Citi Field in New York, and major AFL venues, including Etihad Stadium in Melbourne and Metricon Stadium on the Gold Coast.

Mr Barnett also announced in December that the Perth Stadium would be located on the northern portion of the Burswood Park Golf Course as recommended by the government's steering committee.

MCG

Work started in October 2011 on the first stage of the \$55 million upgrade of the Great Southern Stand. The first stage will be completed for the 2012 Toyota AFL Premiership Season and the final stage for the 2013 season.

Works will include improved entry points at gates four, five, six and seven, with an emphasis on open, light spaces similar to the northern side of the stadium.

The AFL Members Reserve will be improved with upgrades to several existing areas such as new food courts, a refurbished and expanded Haydn Bunton Sports Bar and the creation of the adjacent Barassi Cafe.



A new AFL members dining room will be built at the city end of level two and all seating on level two of the AFL members area will be upgraded. The Tom Wills Room is also being refurbished, as is the old Legends Room, which will be expanded and renamed the Premiership Club dining room. Upgrades to the Ryder, Miller and Hassett rooms are also planned.

There will also be kitchen upgrades, improved food and beverage outlets, including food courts, new toilet facilities and upgrades to infrastructure services. Significant technology and audio-visual system upgrades are also being incorporated in the refurbishment to provide members and supporters with an enhanced game-day experience.

Metricon Stadium

The \$140 million Metricon Stadium was completed on time and on budget for the Gold Coast Suns' first home game there on May 28, 2011, against Geelong. The stadium project was funded by a joint agreement involving the Queensland Government, Federal Government, Gold Coast City Council and the AFL.

During 2011, the AFL conducted research among patrons at all AFL venues and, in terms of the quality of the stadium, its facilities and match-day experience, supporters rated Metricon Stadium as the best in the AFL competition.

In November 2011, the Queensland Government and Gold Coast City Council won the right to stage the 2018 Commonwealth Games on the Gold Coast, in April that year.

Designed so it could be expanded from its 25,700 capacity to a temporary capacity of about 40,000, Metricon Stadium will be the major athletics venue for the Commonwealth Games.

Skoda Stadium, Sydney Olympic Park

Work on the \$65 million upgrade of Skoda Stadium (Sydney Showgrounds' main arena) at Sydney Olympic Park is progressing on time and on budget for the Greater Western Sydney Giants to play their first home game there against Essendon on Saturday, May 26, 2012.

The project includes: increasing seating capacity from 13,000 to a total capacity in AFL-mode of about 25,000; upgraded food and beverage outlets; AFL-standard team and umpire facilities,

STATE-OF-THE-ART: Redevelopment of (from left) Adelaide Oval, the MCG, Metricon Stadium and Skoda Stadium are part of more than \$2 billion worth of projects designed to deliver first-class facilities for supporters and members.

coach's boxes and media facilities; and the installation of one of the largest stadium video boards in the southern hemisphere.

The lower bowl of the stadium is being reconfigured and expanded to suit an AFL-sized playing field.

SCG

The SCG Trust has completed a master plan for the redevelopment of the SCG that includes replacing the existing Noble, Bradman, Messenger, Brewongle and Churchill stands during the next three to five years.

The total cost of the SCG redevelopment is estimated to be between \$450 million and \$500 million.

The plan includes improved traffic management, pedestrian access and a light-rail service for the precinct that will run from Sydney to Randwick. The AFL and the Sydney Swans are working closely with the SCG Trust as key stakeholders in the redevelopment process.

Work on a new Northern Stand to replace the Noble, Bradman and Messenger stands is expected to start in 2012 and be completed at a cost of \$186 million for the next Ashes Test cricket series in Australia during the summer of 2013-14.

The New South Wales Government has announced it will contribute \$86 million to the project with the Federal Government and SCG Trust each contributing \$50 million.

Cazaly's Stadium

A \$4 million upgrade of the facilities at Cazaly's Stadium, Cairns, was completed ahead of the first Toyota AFL Premiership Season game played at the venue, in July 2011, between Richmond and the Gold Coast Suns.

The redevelopment included new AFL-standard team and umpire facilities, coach's boxes and media facilities.

Further redevelopment will be completed in time for the next premiership season game in July 2012, with the venue's floodlighting to be upgraded to television broadcast standards.



TOUGH TIGER: Exciting youngster Dustin Martin will enter his third season with Richmond in 2012. With Greater Western Sydney entering the competition, the 2012 Toyota AFL Premiership Season will feature a record 198 games over 23 rounds.

2012 fixture

With the entry into the AFL competition of the Greater Western Sydney Giants in 2012, the Toyota AFL Premiership Season will feature 18 clubs, nine games a round and a total of 198 games for the first time.

The structure of the premiership season and Toyota AFL Finals Series was reviewed in 2011 by the AFL Commission and, except for the addition of the ninth game in the home and away season as a twilight game on Saturdays, the AFL Commission agreed not to change the format and structure of the premiership season or finals during the first two seasons of the 18-club competition.

The 2012 season will be conducted across 23 rounds, with all clubs continuing to play 22 matches each, consisting of 11 home games and 11 away games. In each of rounds 11-13, six teams will be scheduled a bye, so that all 18 teams will have a bye over that three-round period.

The season structure has 20 standard rounds of nine matches, with the new ninth match to be played as a Saturday twilight fixture, subject to usual commitments around public holiday and special-event games.

Key features of the 2012 Toyota AFL Premiership Season include:

- ▶ The 2012 season opens on Saturday, March 24, at ANZ Stadium, Sydney, with the first meeting between the Greater Western Sydney Giants and Sydney Swans.
- ▶ The remaining eight matches in round one will be held from Thursday, March 29, with Richmond to host Carlton in the first match at the MCG for 2012, followed by a rematch of the dramatic 2011 preliminary final between Collingwood and Hawthorn, again at the MCG, in the first Friday night encounter of the season.
- ▶ The Brisbane Lions will host Carlton on Easter Thursday at the Gabba in round two.
- ▶ On Easter Sunday, Blundstone Arena will host the first of two AFL matches for the season, with North Melbourne playing the GWS Giants.
- ▶ Geelong Cats v Hawthorn on Easter Monday.
- ▶ Blacktown International SportsPark will host its first AFL match in round three when the West Coast Eagles, who have enjoyed a long affiliation with the East Coast Eagles (Sydney AFL competition) in the Hills District, travel to play the Giants.
- ▶ St Kilda will host Fremantle and former coach Ross Lyon at Etihad Stadium on Friday night in round four. In the same round, the Geelong Cats will play their first match at Simonds Stadium for the season, after claiming the 2011 premiership.
- ▶ The traditional Essendon-Collingwood Anzac Day game falls on a Wednesday in 2012, with Collingwood the home team.
- ▶ Feature matches outside the usual weekend/public holiday timeslots will also be played in round seven (St Kilda v Carlton, Monday night game) and round 12 (West Coast v Carlton, Thursday night game).
- ▶ The Giants will christen a third new AFL venue in round nine when Skoda Stadium hosts Essendon. The master Kevin Sheedy will tackle his famous apprentices James Hird and Mark Thompson in the coach's box.

- ▶ Club mid-season breaks to be spread across rounds 11-13. In each round, six matches will be played with six clubs having a bye.
- ▶ Football returns to Cazaly's Stadium, Cairns, in round 16, when Richmond again hosts the Gold Coast Suns, in the first premiership season game under lights at the venue.
- ▶ TIO Stadium to host games in rounds eight (Western Bulldogs v Gold Coast Suns) and 17 (Melbourne v Port Adelaide).
- ▶ GWS Giants to host six matches at Skoda Stadium in western Sydney, in rounds nine, 12, 16, 18, 19 and 23, and to host three matches at Manuka Oval, in rounds five, seven and 21.
- ▶ Four Aurora Stadium matches scheduled as home matches for Hawthorn, against the Sydney Swans (round five), Fremantle (round eight), North Melbourne (round 10) and Port Adelaide (round 20).
- ▶ Intra-state rivalries now exist in Queensland, Western Australia, South Australia and New South Wales, with two QClashes between Brisbane and Gold Coast Suns (rounds four and 17), two Derbies between West Coast and Fremantle (rounds nine and 19), two Showdowns between Adelaide and Port Adelaide (rounds five and 15) and two Sydney derbies between the Swans and Giants (rounds one and 14).
- ▶ Themed rounds in round one (Opening), round five (Anzac Day), round eight (Indigenous), round 14 (Multicultural) and round 17 (Women's).
- ▶ Three ANZ Stadium matches to include both matches between the Swans and Giants, and the traditional meeting between the Swans and Collingwood.
- ▶ The AFL has again released only the opponents and venues for the final round of matches (round 23), retaining a floating fixture to maximise scheduling flexibility for the first week of the 2012 Toyota AFL Finals Series.

“The Giants will christen a third new AFL venue in round nine when Skoda Stadium hosts Essendon.”

- ▶ Teams' travel loads are as equitable as possible. With eight teams based outside Victoria, given the inclusion of the GWS Giants, all Victorian-based clubs will travel a minimum of five times, compared to three or four in previous years.
- ▶ All clubs to play a minimum of five matches in Victoria.
- ▶ Collingwood and the Geelong Cats to meet twice at the MCG in 2012, with the first of the two 2011 Toyota AFL Grand Final rematches to be played in round eight.
- ▶ Big-drawing Victorian clubs to meet twice in the home and away season to maximise both match attendances and television audiences: Carlton v Collingwood (rounds three and 15); Carlton v Essendon (rounds four and 21); Carlton v Richmond (rounds one and 18); Collingwood v Essendon (rounds five and 23); Collingwood v Geelong Cats (rounds eight and 16); Collingwood v Hawthorn (rounds one and 17); Essendon v Richmond (rounds eight and 22); and Geelong Cats v Hawthorn (rounds two and 19).
- ▶ Every club will play a home match against at least one of Collingwood and Essendon.

S



NEWCOMERS:
Star midfielder Gary Ablett led the Gold Coast Suns in their first season as the AFL continued to expand and develop the competition.

STRATEGIC PLANNING & MARKETING

ANDREW CATTERALL // GENERAL MANAGER

A MORE LEVEL PLAYING FIELD

The Club Future Fund will address the specific needs of each club with the aim of producing 18 viable and competitive clubs by 2016.

Development of the AFL Commission's financial strategy for 2012-16, competition expansion, major stadium projects in Adelaide and Perth and marketing across various elements of the AFL competition were major priorities for the department in 2011.

Under the financial strategy, \$1.1 billion was allocated by the AFL Commission to the 18 AFL clubs from 2012-16.

This club-funding package is approximately 52 per cent of projected total available AFL funds for the period, and an increase of more than \$320 million in allocations to AFL clubs for the period 2007-11.

Major components of the funding package for AFL clubs include:

- ▶ Approximately 60 per cent of the funding is for the base distribution, which will increase to fully fund the increase in total player payments under the terms of the Collective Bargaining Agreement finalised with the AFLPA in December 2011.
- ▶ \$108 million will be for the continuation of the \$1.2 million per annum bonus distribution for each club, which is conditional on participation in the AFL-club online network.
- ▶ The creation of a \$144 million Club Future Fund, which will be invested in the specific needs of each club.

- ▶ Continuation of other distributions to clubs for programs such as AFL membership and prizemoney, as well as contracted additional distributions to the Gold Coast Suns and Greater Western Sydney Giants to assist both clubs in their start-up phases.
- ▶ \$1.5 million per annum for strategic partnership programs and establishing a club services division.

In addition to this package, clubs will also share in new revenue sourced from initiatives such as the redevelopment of the Great Southern Stand, stadium bonuses, new stadium development and secondary market agreements.

The financial strategy adopted by the AFL Commission after consultation with AFL clubs also adopted new principles for equalisation and revenue sharing as follows:

- ▶ No caps on growth.
- ▶ A higher proportion of unequal distributions.
- ▶ One fund should be created (the Club Future Fund) that deals with all strategic investments made in clubs.
- ▶ All funding in the Club Future Fund should be tied to a specific, legacy outcomes and clubs should be held more accountable.

Club Future Fund

The new approach to equalisation and revenue-sharing under the club funding strategy adopted by the AFL Commission resulted in the creation of a \$144 million Club Future Fund, under which the AFL will work in partnership with each club to achieve the objective of delivering 18 viable and competitive clubs by 2016.

In developing this funding strategy, the AFL consulted with clubs about their needs during the next five years and sought to better understand the causes and effects of constraints on club businesses.

Clubs submitted their core needs and funding requests to achieve the objective of 18 viable and competitive clubs and improved equalisation across the competition.

During 2012-16, the Club Future Fund will be invested into the specific needs of each club to improve viability and improve competitiveness. The investment aims to leave a legacy of improved facilities, reduced debt, more and better resources to grow club revenues, more and better resources to improve on-field performance and to compensate for revenue and cost disadvantages that affect a club's ability to compete.

Club Future Fund allocations:

The Club Future Fund will provide:

- ▶ A minimum EQUAL distribution of \$3.25 million to all clubs during 2012-16, totalling \$58.5 million.
- ▶ A further \$48 million will be distributed UNEQUALLY over 2012-14 and be invested into specific initiatives for a selected number of clubs. Apart from facility projects, these additional funding commitments have been made only for 2012-14.
- ▶ A further \$37 million has been budgeted to be invested during 2015 and 2016 unequally, but has not been allocated to specific clubs. This will allow the AFL to review the effectiveness of the investments made from 2012-14 and the status of equalisation and financial health across the clubs, so it can make the necessary investment decisions for 2015 and 2016.

The AFL Commission expects approximately 40 per cent of the Club Future Fund to be invested equally and 60 per cent unequally, and to provide the best opportunity to achieve 18 financially viable clubs.

The expected expenditure from the Club Future Fund will be between \$25-30 million per annum during the first three years, depending on the timing of facility contributions. The average over five years is expected to be \$29 million per annum.

Funding made available for facility developments will follow the milestone-based model that has successfully been applied to developments over 2007-11.

Club Future Fund allocations will be additional to base and bonus distributions, and total approximately \$43 million per club from 2012-16:

- ▶ Base distributions increasing to cover the increase in total player payments under the Collective Bargaining Agreement for 2012-16.
- ▶ \$1.2 million per annum per club in bonus distributions (\$6 million during 2012-16).

Distributions from the Club Future Fund (2012-16)

Club	Total allocated (2012-16) \$mill
Western Bulldogs	10.2
North Melbourne	10.2
Melbourne	9.1
St Kilda	8.9
Richmond	8.0
Port Adelaide	7.2
Sydney Swans	7.2
Brisbane Lions	7.2
Essendon	4.75
Carlton	4.25
Collingwood	4.25
West Coast Eagles	4.25
Fremantle	4.25
Geelong Cats	3.25
Hawthorn	3.25
Adelaide	3.25
Gold Coast Suns	3.25
GWS Giants	3.25

Note: \$37 million to be distributed unequally but not yet allocated to clubs for 2015 and 2016.

The allocations above exclude base and bonus distributions totalling approximately \$43 million per club from 2012-16.

Allocation to specific club needs

After consultation with clubs, approximately \$92 million of the \$144 million Club Future Fund has been tied to initiatives as follows:

- ▶ More than \$30 million towards club facility and stadium developments.
- ▶ Approximately \$6 million in debt reduction grants for 2012-14, helping save more than \$400,000 per annum in interest costs from 2014.
- ▶ More than \$21 million towards new resources and programs to grow membership, sponsorship, fan development, and digital and media initiatives for 2012-14.
- ▶ More than \$8 million towards achieving minimum required capability in football department resources and systems, and helping bridge the gap in TPP for 2012-14.
- ▶ More than \$25 million in subsidies, primarily to clubs constrained by stadium deals for 2012-14.
- ▶ \$14 million in funds committed to clubs but not tagged to activity for 2015 and 2016 (the last two years of the \$3.25 million distribution).
- ▶ A further \$37 million in funds to be distributed unequally but not yet allocated to clubs for 2015 and 2016.

Conditions for Club Future Fund

A club working group was established in March 2011 to advise the AFL on future club-funding arrangements. Members of the working group included:

- ▶ Club Chairmen: David Evans (Essendon), Greg Westaway (St Kilda).



IN GOOD CHEER: Sydney Swans fans show their support for their team during 2011, a year when the AFL announced the advent of the Club Future Fund, which aims to deliver 18 viable and competitive clubs by 2016.

- ▶ Club CEOs: Brendon Gale (Richmond), Gary Pert (Collingwood), Steve Rosich (Fremantle).
- ▶ AFL: Ian Anderson, Andrew Catterall, Sam Graham, David Grossman, Jamie Williams.

The group met formally four times to debate the issues, agree on the objectives and the principles, and shape the core ideas that formulated the end strategy.

The group did not discuss the quantum of funds to be allocated to clubs or the relative merits of different clubs' needs.

A core recommendation of the club working group was that a stricter compliance model should be implemented for clubs receiving significant levels of funding.

Compliance will include:

- ▶ Funding of new resources linked to key performance indicators:
 - The objective is for the new resources to be self-funding by 2014 so the club can continue without the need for additional funding.
 - If the clubs are not meeting KPIs during 2012-14 then the funding can be discontinued or the strategy changed.
- ▶ Stricter budgeting framework:
 - Agreed three-year and annual plans and forecasts.
 - Annual budgets that are set for a profit and based on achievable revenue forecasts.
 - Agreed reinvestment priorities if actual revenue exceeds forecast.
 - Regular reviews.
- ▶ Stricter conditions on funding and repercussions:
 - Define 2012-14 as a period of special funding that comes with additional conditions.
 - If during this period there are material departures from agreed forecasts and strategies, then the AFL can:
 - i. Conduct a detailed review into the strategy, operations, management and board of the club.
 - ii. Withhold or restructure funding packages.
 - iii. Depending on the circumstances, the AFL Commission reserves the right to take more serious action.

Club services

A recommendation from the club working group that the AFL establish a club services division was also accepted by the AFL Commission.

From 2012, the club services division will come under the Strategy and Marketing Department and will comprise the membership shared services function and strategy support for clubs.

The group will work with AFL Finance and other departments to support the Club Future Fund investment, improve the support for clubs in areas of customer management and provide ad hoc project and planning advice. Sam Graham, formerly Manager - Strategy, has been appointed as Manager, Club Services, to lead this team.

Other major projects

Other major projects for the department in 2011 included:

- ▶ Adelaide Oval redevelopment - working with the Adelaide and Port Adelaide football clubs to deliver the best possible financial returns from their matches at Adelaide Oval from 2014 and to build the supporter bases of both clubs in 2012 and 2013 before the move to Adelaide Oval.
- ▶ Perth Stadium - initial planning with the Fremantle and West Coast Eagles football clubs and West Australian Football Commission following the announcement in June 2011 by the West Australian Government that a \$700 million stadium will be built on the Burswood Peninsula with the two Perth-based AFL clubs being the anchor tenants.
- ▶ Support programs for various AFL clubs including the Brisbane Lions, North Melbourne, Western Bulldogs, Richmond, St Kilda and Sydney Swans.
- ▶ Competition expansion - first season of the Gold Coast Suns in the AFL competition and the continued development of the Greater Western Sydney Giants.

MAKING HIS MARK:

The 'Meet You at the Footy' campaign for Victorian fans celebrated the importance of going to the football to watch emerging young stars such as Melbourne defender James Frawley.



Marketing in 2011

The AFL Industry Conference was held in conjunction with the NAB AFL Draft on the Gold Coast in November 2010 with the key theme 'It's all about the fans'.

Based on important lessons from the conference, the focus on fans for the 2011 Toyota AFL Premiership Season increased significantly.

NAB Cup

Along with the addition of the Gold Coast Suns and Greater Western Sydney Giants, a new triangular series format was introduced in the first two weeks of the 2011 NAB Cup. The triangular format provided a new match experience for fans and an opportunity to trial a range of match-day innovations and activities.

More than 250,000 fans attended the NAB Cup in 2011, an increase of 12 per cent on 2010.

The theme of the NAB Cup and the pre-season was 'Bringing the Football Community Together'.

This theme was brought to life in a number of ways, including: providing local coaches with the chance to be involved in the coach's box and quarter-time huddles during NAB Cup matches; local representative teams getting the chance to play at Etihad Stadium; and community umpires warming up and running on to the ground with their AFL mentors.

The highlight of this connection between AFL and community football was the raising of \$750,000 throughout the series to help local clubs affected by the floods.

2011 Toyota AFL Premiership Season

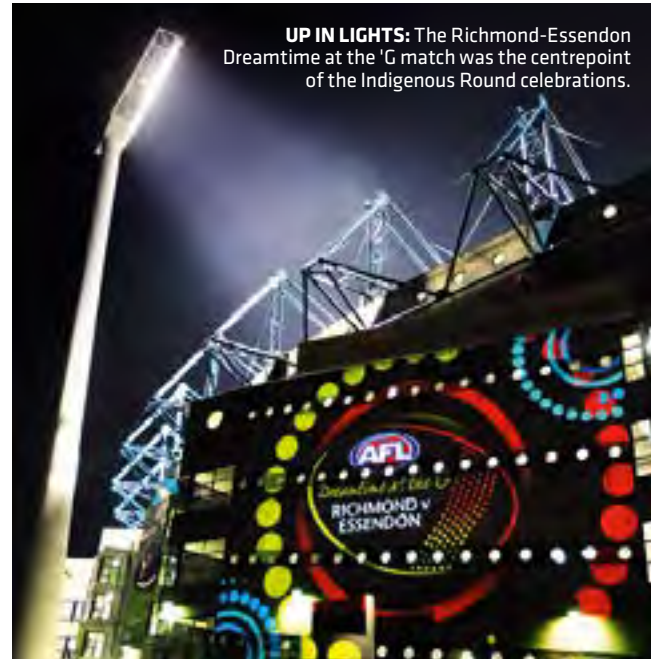
The 2011 Toyota AFL Premiership Season kicked off with Opening Round, a new themed round that captures the excitement, anticipation and traditions associated with the start of a new AFL season.

The AFL's celebration of the contribution of Indigenous players to football and the wider community was expanded from the annual Dreamtime at the 'G match between Essendon and Richmond to Indigenous Round, with all eight games in round nine celebrating Indigenous players. In other themed rounds, the important role of women in football (Women's Week) and the growing involvement of people from multicultural communities (Multicultural Round) were celebrated.

The AFL launched Live at the 'G, an initiative that uses live music to provide fans with an even greater 'going to the footy' experience. In collaboration with the Melbourne Cricket Club, the AFL built a permanent stage at the MCG that hosted a wide range of musical performers across the 2011 season, from ARIA-winning indie-rock band Little Red, rockers Airbourne to Olivia Newton-John.

Another initiative to engage younger fans was the development of the AFL Playground at the MCG and Metricon Stadium. The AFL Playground was designed to provide kids with a free, fun and interactive experience at the footy and included activities such as face-painting, skills challenges and appearances by club mascots. More than 59,000 kids and parents experienced the AFL Playground in 2011.

In addition, the AFL worked with clubs to better utilise the video screen and external lighting production technology to enhance the match experience.



UP IN LIGHTS: The Richmond-Essendon Dreamtime at the 'G match was the centrepiece of the Indigenous Round celebrations.

Toyota AFL Finals Series

The 2011 Toyota AFL Finals Series was heavily promoted through the 'This is Greatness' campaign.

This is Greatness was about celebrating the greatness of the players, the finals stories, the passion of the fans and the event itself. The campaign was supported by a series of national television and radio commercials with the voice-over and soundtrack provided by Australian rock legend Tim Rogers.

The city of Melbourne also came to life during the finals with a large number of banners and images in key sites around town, as well as on trams and trains.

NSW and Queensland expansion

Tailored marketing campaigns were implemented to support the Gold Coast Suns, Brisbane Lions and Sydney Swans in Queensland and New South Wales.

A crowd of 10,832 attended the inaugural match staged at Cazaly's Stadium in Cairns, delivering economic benefits for the local tourism industry.

Club Support

Building on the fan-development framework, the AFL continues to partner with all clubs to increase membership, attendance and fan experience at matches.

In conjunction with all clubs, the AFL entered into generating an industry-wide crowd build framework, to better understand the make-up and breakdown of match attendees, with a focus on driving attendance and maximising match returns.

Clubs were provided additional support through access to internationally recognised education programs in customer service and match-day experience.

Both South Australian clubs participated in the 'See for Yourself' campaign with the aim of bolstering attendances at the 22 games played at AAMI Stadium in 2011.

In Victoria, a campaign was developed around the theme of 'Meet You at the Footy', which celebrated the cultural and social importance of going to the football in Melbourne.

4



STAR POWER:
The brilliance of champions such as Hawthorn's Lance Franklin helped attract more than seven million fans to AFL matches in the 2011 season.

FOOTBALL OPERATIONS

ADRIAN ANDERSON // GENERAL MANAGER

STRIKING THE RIGHT BALANCE

The substitute rule contributed to some positive trends making the game fairer, and a better spectacle coinciding with an increase in long kicking and contested marks.

The 2011 Toyota AFL Premiership Season was a standout season that culminated in a stellar Toyota AFL Finals Series and a much-anticipated match-up between the two best sides of recent years – Geelong and Collingwood.

The Football Operations Department has several major responsibilities which it carried out throughout the 2011 season:

- ▶ Ensuring the game at the elite level remains a professional and entertaining spectacle.
- ▶ Presentation of matches.
- ▶ Maintenance of competitive balance.
- ▶ Protecting competition integrity.
- ▶ Driving cultural strategy and education initiatives across the industry.

In 2011, a major change was instituted with the introduction of the substitute rule, which saw the four-man bench altered to three interchange players and one substitute player.

The substitute rule contributed to a reduction in player speed and short kicking, and an increase in long kicking, contested marking, scoring and clearance rates, especially in last quarters.

In addition, a RMIT study confirmed significantly fairer outcomes for teams that lose a player to injury early in games.

The injury data from the 2011 season is yet to be received and will continue to be monitored to evaluate the effects of the rule.

AFL clubs, coaches and players should be congratulated for the standard of football they produced in 2011, which was equally supported by the quality of umpiring.

The Gold Coast Suns made their AFL debut and will be joined in 2012 by the competition's 18th team, the Greater Western Sydney Giants.

A record 187 premiership season games were played in 2011 and this figure will rise again to 198 matches in 2012 – increasing the demands on the competition's resources.

Football Operations continued to present the competition and its venues to the highest standards in Australian sport, with more than seven million fans attending AFL matches during the year.

Off the field, the AFL leads all sports with its approach to the integrity of the game – including key areas such as performance-enhancing drugs and gambling. These are supported by a commitment to education and self-improvement programs for all players, officials and staff across the industry.

NAB Cup revised format

The introduction of the Gold Coast Football Club as the competition's 17th side in 2011 meant the AFL was not able to continue with a traditional four-week knockout competition for the NAB Cup, where each eliminated team then plays in the NAB Challenge.

Under the new format, the GWS Giants were added to the competition, in advance of their entry into the AFL in 2012, with the 18 teams divided into six divisions of three clubs each.

For round one, each club played two shortened matches of two 20-minute halves against the other two clubs in their pool, allowing three games to be played in a three-hour block.

The six winners of each division qualified for the next round of matches, along with the two teams that had the best records among the other teams, allowing for a traditional quarter-final fixture of eight teams, before the respective winners moved into semi-finals and a grand final.

“Football Operations will continue to monitor a range of trends in the game, and was pleased overall with the high standards set on-field in 2011.”

Laws of the Game

In the lead-up to the 2011 season, the AFL Commission approved the introduction of the substitute rule, to address three key areas:

- 1/ Congestion
- 2/ Fairness
- 3/ Injuries

The Laws of the Game committee was concerned that, if left unchecked, further increases in the use of interchange would make the game more defensive and congested.

Two other rule changes were introduced for the 2011 premiership season:

- ▶ Advantage rule: the player rather than the umpire decides if there is an advantage.
- ▶ Rough conduct (shepherd): definition simplified to make it consistent with the head down over the ball rule.

After the successful implementation of the substitute rule throughout 2011, the AFL Commission determined after the season there would be no law changes for 2012, to allow a year of consolidation and to allow the new advantage and interchange rule to settle while continuing to monitor their effect on the game.

Football Operations will continue to monitor a range of trends in the game, and was pleased overall with the high standards set on the field in 2011.

The average number of contested marks was 25.4 a game in 2011, compared to 20.2 a game in 2008, while long kicks (78.7 in 2008 to 108.9 in 2011), contested possessions (235.6 to 288.1) and clearance rates from stoppages (78 per cent to 80.3 per cent) have risen in the same period.

The initial implementation of the advantage rule was more difficult than expected, but did improve as the season progressed and will be monitored again in 2012.

AFL Integrity Rules

The AFL continued to take a strict approach to protecting the integrity of the sport and is recognised as the leader in Australian sport for its approach to performance-enhancing drugs and gambling.

In 2011, a number of matters were investigated by the AFL's integrity staff with sanctions imposed on Collingwood players Heath Shaw and Nick Maxwell, Gold Coast player Nathan Bock and Essendon assistant coach Dean Wallis.

The AFL entered into information-sharing agreements in 2009 with all major bookmakers in Australia as part of a range of measures to protect the integrity of the sport. The AFL's rules governing gambling on AFL matches and events are central to the integrity of the competition.

All AFL players, coaches, umpires and officials must be in no doubt betting on the AFL is prohibited and they cannot disclose inside information when it could be used for betting purposes.

The AFL played a lead role working with the Federal Government and the Coalition of Major Professional Sports (COMPS) on the introduction of a national match-fixing policy to deter and deal with corruption in sport.

Key features of the policy are:

- ▶ An agreement to pursue nationally consistent legislative arrangements.
- ▶ Legal arrangements and integrity agreements between sports and betting companies that will include requirements to share information, provide sports with a right to veto bet types and provide a financial return from sports betting to sports.
- ▶ The adoption of codes of conduct by sports.
- ▶ The establishment of a National Integrity of Sport Unit to oversee the national arrangements and provide support for smaller sports.
- ▶ That government funding will be contingent on sports implementing appropriate anti-match-fixing and anti-corruption policies and practices.

AFL Anti-Doping Code

The AFL's most recent 12-month period of testing by the Australian Sports Anti-Doping Authority (ASADA) for performance-enhancing drugs under the AFL's Anti-Doping Code recorded no positive test results.

ASADA reported to the AFL it conducted almost 1000 tests for the 12-month period from November 1, 2009, to October 31, 2010, with no positive test results.

The testing period saw the introduction of a number of initiatives designed to further deter any athlete considering doping, as the AFL and ASADA annually determine what is current best practice in combating the use of performance-enhancing substances.

Testing for EPO and CERA was introduced, as well as testing for human growth hormone (HGH), and an information-sharing arrangement between the AFL and ASADA officially started. Testing of players on overseas training camps was also instigated as another measure to enhance the testing program.

Out-of-competition testing also improved, and the AFL expanded its blood-profiling program in this 12-month period, with a number of players repeat tested.

The AFL was the first Australian sport to pay for its own HGH, EPO and CERA testing program, after working with ASADA to examine all possible testing options. The AFL remains proud that ASADA describes the AFL testing program as 'gold standard'.

Illicit Drug Policy

The most recent results for the competition's Illicit Drug Policy showed the rate of failed tests has reduced tenfold since the policy's introduction in 2005.

The rate of failed tests dropped for the fifth consecutive year, after the largest number of tests was undertaken since the policy started. A total of 1654 tests were conducted, an increase from the previous mark of 1568 tests, with a total of six failed tests recorded – this represented 0.36 per cent of all tests conducted.

Since the policy started in 2005, the rate of failed tests has dropped each year, from 4.03 per cent (2005), 1.85 per cent (2006), 1.2 per cent (2007), 0.98 per cent (2008), 0.89 per cent (2009) and 0.36 per cent (2010).

Of the six failed tests for the 2010 testing period, one player recorded a second failed test, while Hawthorn's Travis Tuck recorded a third failed test. Players who have recorded a failed test continue to be target-tested as part of the policy.

A total of 6552 tests have been conducted since the policy was introduced.

The AFLPA and AFL believe education on this issue is having a positive effect, and the players should be congratulated for taking a hands-on, proactive role in seeking to curb risky behaviour among their peers.

As part of the policy, there are mandatory referrals to a drug and alcohol specialist for any player who fails a test.

AFL Medical Commissioner Dr Peter Harcourt was invited to present on the AFL approach to illicit drugs and its long-term policy results at the Third International Olympic Committee (IOC) World Conference on the Prevention of Injury and Illness in Sport in Monaco, where the achievement of a tenfold decrease in positive tests was applauded by international delegates.

AFL Illicit Drug Policy Results – Year By Year

Year	Tests	Total failed tests	2nd failed tests	3rd failed tests	Failed tests %
2005	472	19	3	0	4.03
2006	486	9	0	0	1.85
2007	1152	14	3	0	1.2
2008	1220	12	2	0	0.98
2009	1568	14	2	0	0.89
2010	1654	6	1	1	0.36

The breakdown by type is as follows:

	2005	2006	2007	2008	2009	2010
Cannabinoids	6	0	4	3	1	1
Stimulants	12	8	10	8	13	5
Mixed	1	1	0	1	0	0

Umpiring

The standard of umpiring in 2011 was outstanding, with decision-based accuracy the highest it has been in recent seasons – 86.7 per cent – resulting in recognition of the umpires' performances throughout the football industry.

The introduction of the substitute rule had a profound and positive impact on the style of game played throughout 2011. It was the view of the Umpiring Department that matches tended to open up as they progressed, with an increase in long kicking, contested marks, scoring and clearances rates, especially in last quarters.

The change to the advantage rule, where players, and not umpires, determine whether there is an advantage, created initial challenges for field umpires, but players and officials adapted as the season progressed.

Umpires successfully implemented a stricter approach to deliberate out of bounds, to ensure clubs and players adapted to the Laws Committee objective of keeping play continuous and free-flowing. Free kicks for deliberate out of bounds increased from 33 in 2010 to 144 in 2011.

Protection of the ball player remained the No. 1 umpiring focus, which is important in the context of player density around the ball and tackling statistics remaining high.

The Umpiring Department was pleased with the standard of on-field officiating, culminating in an excellent finals series by the game's umpires, timekeepers and interchange stewards.

A total of 15 new umpires were introduced in 2011 – three field umpires, eight boundary umpires and four goal umpires – while there were significant retirements: Hayden Kennedy, Michael Vozzo, Shaun Ryan, Glenn Sinclair and David Flegg. Led by Kennedy's record 495 games as a field umpire, these umpires combined for 1578 matches, 126 finals and 19 Grand Finals and are to be congratulated for their contributions over many years.



BIG STAGE: (From left) Shaun Ryan, Brett Rosebury and Chris Donlon lead the umpires on to the field for the 2011 Toyota AFL Grand Final.

The following umpires reached significant milestones in 2011:

- ▶ 100 games: Daniel Wilson, Chris Roberts, Mark Hill, Stefan Grun, Troy Mavroudis, Sergio Villagra, Chelsea Roffey.
- ▶ 200 games: Shaun Ryan, John Morris, Scott Jeffery, Jonathan Creasey.
- ▶ 300 games: Darren Wilson.
- ▶ 350 games: Stephen McBurney.

The 2011 Toyota AFL Grand Final was umpired by Shaun Ryan, Brett Rosebury and Chris Donlon (field); Mark Thomson, Mark Foster, Nathan Doig and Chris Gordon (boundary); and Luke Walker and David Dixon (goal). Brett Rosebury was named the All-Australian umpire.

Off the field, all Victorian-based umpires and associated staff were relocated to a new training base at Visy Park in Carlton, which will become a permanent elite facility for AFL umpiring.

The 'Umpiring is Everyone's Business' campaign continued to strongly promote the work of umpires at all levels of the game, and the challenges they face. The campaign benefited from the support of AFL senior and assistant coaches, AFL players and several media organisations.

The Player to Umpire project continues with former Carlton player Jordan Bannister and former St Kilda player Leigh Fisher continuing their transitions from playing to umpiring. Bannister is set to be included on the AFL panel in 2012 while Fisher hopes to be included on the VFL panel.

Injury survey

The annual injury survey showed that injury rates in the 2010 season continued a gradual but consistent upward trend in both injury incidence and prevalence, which provided further evidence that a restriction to the interchange bench for the 2011 season was justified.

Injury incidence and prevalence have both increased gradually since 2003, with an average club list of 46 players expected to have eight players sidelined by injury in any given week. This has risen from an average of six players injured per week during the period 2003-05 and seven players injured per week during 2006-08.

Hamstring injury incidence and prevalence remained high; it was the most common injury that caused players to miss games. But it was pleasing to report a long-term low rate of serious head injury as a key indicator that the game is safe to play, especially at lower levels.

The AFL invests more than \$300,000 annually toward injury surveillance and research and will continue to examine all aspects of player welfare in a bid to reduce injury rates and keep players on the ground.

Concussion management guidelines

The AFL released updated concussion management guidelines before the 2011 Toyota AFL Premiership Season. The AFL-level guidelines recommend a more conservative approach where players diagnosed with concussion are not allowed to return to playing or training on the day of their injury.

Developed by the AFL Medical Officers Association and endorsed by independent medical professionals, the AFL guidelines have since become the benchmark for professional contact sports in Australia.

In addition, a community-level adaptation of these guidelines was circulated to more than 25,000 recipients across the AFL community club network, to ensure adequate handling of any player suffering concussion or suspected concussion.

Principally, the community level guidelines stipulate that any decisions on players returning to the field after a concussion or suspected concussion should only be made by a qualified medical professional.

Tribunal and Match Review Panel

There were changes to the Match Review Panel personnel in 2011 with the addition of former Melbourne and current GWS Giants player James McDonald, and former Chief Steward of Racing Victoria, Des Gleeson.

In addition, there were procedural changes introduced to enhance consistency and fairness. Ninety-two per cent of players accepted the penalty allocated by the Match Review Panel (the highest percentage on record) and only three charges were not sustained at the Tribunal (the lowest number on record).

Following the 2011 season, the AFL Commission approved a number of changes for 2012 as part of the annual Tribunal review. The basic structure of the Tribunal and Match Review system, in place since the 2005 season, was not altered, but changes were introduced for striking and behind-play incidents, rough conduct in tackles, and staging.

AFL matches were played in great spirit and the changes for 2012 are designed to further ensure the welfare of AFL players, with significant penalties for any illegal behaviour.

// CULTURAL STRATEGY AND EDUCATION

» In 2010, the AFL Cultural Strategy and Education Unit reviewed the industry's approach to education and professional development.

The focus of the review was on the education and professional development provided to players and coaches coming into the game through talent pathways, those in the AFL competition and those exiting the game. This review saw a series of reforms and initiatives started or achieved in 2011 including:

- ▶ The development of an integrated education package for AFL clubs, including face-to-face programs, online learning and resources targeted at players, coaches, club administrators and board members.
- ▶ The start of AFL club-based pilots that incorporate key recommendations from the review, in particular the implementation of cultural development initiatives that will be evaluated at club level and shared across the AFL in 2012.
- ▶ Establishment of key partnerships with peak bodies such as Orygen Health, the Australian Institute of

Sport and Catholic Care Northern Territory, ensuring the AFL remains a community leader on social issues.

- ▶ Collaboration with the AFL Research Board on evaluation, ensuring all research activities where possible are linked and collected evidence informs current and future education and policy development across the AFL industry.

A key priority for the unit in 2011 was the development of the AFL's position on social inclusion. A specific focus was placed on the expansion of the AFL's vilification policy and development of the AFL's mental health policy. The AFL's vilification policy is an extension to the existing Rule 30 – Racial and Religious Vilification.

At the elite level in 2011, the AFL has developed, delivered and evaluated education focused on AFL codes, policies, social issues and risks to all AFL clubs, AFL-AIS academies, AFL state academies and TAC Cup teams.

During 2011, the community education project started to extend

the programs delivered at the elite level through to state and community football clubs.

The education programs developed through this project focus on alcohol (Club Champions program), illicit drugs in sport and respectful relationships.

These programs were developed in partnership with the Federal Government and use former AFL players as facilitators.

A total of 123 sessions were delivered nationally and supported by state affiliates and local leagues.

Importantly, throughout 2011, the DVD resource *Taking the Tackle: Respect is for Everyone* and facilitator manual focusing on the prevention of violence against women was developed. This resource provides an education tool for the AFL industry to tackle the issue of violence against women.

The resource was developed in partnership with the Victorian Government and CASA House in Melbourne and will be made available to every community football club in Victoria in season 2012, and supported by train-the-trainer programs.

Striking and behind-play incidents

- ▶ The Tribunal guidelines on impact have been changed to ensure that any reckless or intentional strikes that are inherently dangerous and/or have the potential to cause serious injury will not be classified as 'low' impact and will be given a higher impact rating than other offences.
- ▶ The Tribunal guidelines on intent have been changed to ensure that any striking action with a raised forearm or elbow will be classified as intentional, unless there is clear evidence the strike was not intentional.
- ▶ The Tribunal guidelines on intent have been changed to ensure that any striking action that occurs behind play, off the ball or during a break in play will be classified as intentional, unless there is clear evidence the strike was not intentional.

Rough conduct (tackles)

- ▶ In line with a continued focus on protecting players from dangerous tackles, the guidelines were amended to distinguish between negligent and reckless dangerous tackles by including relevant factors such as lifting a player off the ground and using a double action in the tackle.

“AFL matches were played in great spirit and the changes for 2012 are designed to further ensure the welfare of AFL players.”

Staging

- ▶ The Match Review Panel was instructed to be more stringent on staging, while excessive exaggeration of contact in an unsportsmanlike manner was made a reportable offence. In 2011, the key results of the Tribunal and Match Review Panel system were:
 - ▶ 92 per cent of players accepted Match Review Panel charges – the highest percentage since the system was introduced for the 2005 season.
 - ▶ Only 15 Tribunal hearings were held – compared with 123 in the last year of the previous system (2004).
 - ▶ Only three cases were not sustained at the Tribunal – compared to 40 in 2004.
 - ▶ 47 players were suspended – 57 in 2004.
 - ▶ 72 matches were lost through suspension – 117 in 2004.
 - ▶ \$92,600 in fines – \$223,100 in 2004.

Competition expansion – player compensation rules

As part of the compensation rules for clubs that lost a player to the Greater Western Sydney Giants in the expansion period, the following clubs were compensated:

- ▶ Adelaide (Phil Davis) – round-one selection (later traded back to the GWS Giants).
- ▶ Fremantle (Rhys Palmer) – end-round-one selection (later traded back to the GWS Giants).
- ▶ Melbourne (Tom Scully) – round-one selection and mid-round-one selection.
- ▶ Western Bulldogs (Callan Ward) – round-one selection.
- ▶ Western Bulldogs (Sam Reid) – round-three selection.

No clubs elected to activate a selection for the 2011 National Draft, held on November 24, 2011.

// TRIBUNAL RESULTS 2004-11

	2004*	2005	2006	2007	2008	2009	2010	2011*
Charges	173	150	137	150	128	144	159	178
Tribunal hearings	123	26	32	42	22	32	25	15
Cases not sustained at Tribunal	40	6	11	12	6	15	5	3
Players suspended	57	46	45	37	41	40	51	47
Matches lost through suspension	117	77	71	71	77	62	83	72
Financial sanctions	\$223,100	\$108,600	\$66,900	\$114,800	\$65,700	\$101,700	\$75,350	\$92,600
Reprimands (offences < 100 points)	0	21	36	38	31	29	40	47
Players accepting the prescribed penalty as set out by the Match Review Panel	-	124	105	108	106	112	130	163
Percentage of players accepting MRP classification	-	83%	77%	72%	83%	76%	85%	92%
Mixed	1	1	0	1	0	0		

*2004 was the last year the previous Tribunal system operated. The current Tribunal system was introduced in 2005.
 *2011 figures are as at the end of round 22.



LION CUB: Brisbane Lions midfielder Jack Redden enjoyed an outstanding third AFL season, finishing third in the Lions' 2011 best and fairest.

Competition expansion – GWS Giants incentive trading rules

A total of 25 players nominated for the pool of 17-year-olds eligible to be considered for the GWS Giants incentive trading rules.

Under the List Establishment Rules for the club approved by the AFL Commission, the Giants did not have the right to claim any of the players who nominated, but could trade with any of the other 17 AFL clubs for those teams to have selection rights from this pool of players.

Up to four selections across 2011 and 2012 could be traded by the GWS Giants to other teams in the competition, with the Giants to decide how those selections were to be split.

The players who nominated were: **Chase Bower** (Norwood, SA), **Adam Carter** (South Fremantle, WA), **Brad Crouch** (North Ballarat Rebels, Vic), **Dayle Garlett** (Swan Districts, WA), **Brodie Grundy** (Sturt, SA), **Matthew Haynes** (Northern Knights, Vic), **Riley Hutchinson** (East Perth, WA), **Emmanuel Irra** (South Adelaide, SA), **Ben Kennedy** (Glenelg, SA), **Aaron Loccon** (Norwood, SA), **Sean Lynch** (South Fremantle, WA), **Todd McKay** (South Adelaide, SA), **Jaeger O'Meara** (Dongara/ Railways, WA), **Jonathan O'Rourke** (Calder Cannons, Vic), **Jason Pongracic** (Dandenong Stingrays, Vic), **Mason Shaw** (South Fremantle, WA), **Josh Simpson** (North Adelaide, SA), **Jake Stringer** (Bendigo Pioneers, Vic), **Shannon Taylor** (Claremont, WA), **Jimmy Toumpas** (Woodville-West Torrens, SA), **Nick Vlastuin** (Northern Knights, Vic), **Matt Wallis** (Norwood, SA), **Laine Wilkins** (Peel Thunder, WA), **Daniel Williamson** (Norwood, SA) and **Christopher Yarran** (Perth, WA).

The Giants traded the right to the first selection in 2011 to the Gold Coast Suns and the right to the second selection in 2011 to the Adelaide Crows. They retained the right to trade two selections in 2012. The Suns selected Jaeger O'Meara from the pool of eligible players while the Crows selected Brad Crouch.



SNAPPED UP:
Gold Coast selected Jaeger O'Meara from the pool of eligible 17-year-olds.

Total Player Payment Rules

Monitoring Total Player Payments (TPP) by AFL clubs and enforcing the associated rules is the responsibility of the TPP Assurance and Advice Department in Football Operations. The TPP rules are a key equalisation plank of the competition.

While the TPP limit per club increased by 3.3 per cent in 2011, with the introduction of the Gold Coast Suns, the TPP across the competition increased by 9.8 per cent from \$127.2 million in 2010 to \$139.6 million. Gross player payments increased at a faster rate than the 9.8 per cent increase in TPP, up by 12.4 per cent from \$136.7 million in 2010 to \$153.7 million.

The additional services limit per club for the provision of marketing services by players also increased by 3.3 per cent from \$555,000 to \$573,000, and with the new club increased across the competition by 9.7 per cent from \$8.9 million in 2010 to \$9.7 million. The amount spent on these services by clubs increased by 13.1 per cent, from \$8.13 million in 2010 to \$9.19 million.

In addition to the above amounts, players earned \$1.93 million from employment and marketing arrangements with associates of clubs.

Taking into account the \$153.7 million in gross player payments, \$9.2 million in additional services agreements and \$1.93 million from employment and marketing arrangements with associates of the club, the total earned by players in 2011 was \$164.83 million.

The average payment by clubs for a listed player in 2011 was \$237,388 – an increase of 5 per cent on 2010 – and when including employment and marketing agreements with associates was \$240,253.

The AFL applied the following sanctions during 2011:

- ▶ The Richmond Football Club was sanctioned \$10,000 for breaching the AFL Player Rules through an administrative error. The club, which voluntarily disclosed the breach as soon as it was discovered, failed to lodge an arrangement between a player and the club within the required timeframes as required by the TPP Rules.
- ▶ The Brisbane Lions Football Club was sanctioned \$21,630 for breaching the TPP rules through an administrative error. The club voluntarily advised the AFL on all the required information and the club's full co-operation was taken into account regarding the sanction.

// 1990-2011 SUMMARY OF AFL PLAYER EARNINGS

Earnings	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009 Played	2009 Listed	2010 Played	2010 Listed	2011 Played	2011 Listed
\$0-60,000	442	448	409	373	337	307	260	178	152	121	87	71	51	51	35	47	34	24	10	9	40	9	40	9	31
\$60,000-100,000	88	100	125	126	147	162	173	217	191	143	132	102	116	102	111	119	99	92	90	80	116	67	114	75	114
\$100,001-200,000	8	17	19	33	45	91	126	159	209	249	237	219	194	184	188	183	198	177	168	156	169	153	161	180	186
\$200,001-300,000	-	-	1	1	1	9	12	17	26	52	80	92	100	102	107	101	109	134	142	151	159	158	160	162	166
\$300,001-400,000	-	-	-	-	-	-	2	5	5	7	22	34	36	47	57	47	57	60	77	85	87	91	93	92	94
\$400,001-500,000	-	-	-	-	-	-	-	-	-	4	8	14	20	31	24	21	30	35	39	37	39	45	45	53	53
\$500,001-600,000	-	-	-	-	-	-	-	-	-	-	4	9	8	12	18	10	13	18	16	16	9	9	9	17	20
\$600,001-700,000	-	-	-	-	-	-	-	-	-	-	2	3	3	4	4	7	7	5	3	6	6	8	8	10	10
\$700,000-800,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	0	3	5	3	3	2	2	3	3
\$800,001-900,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	4	3	4	2	-	2	2	2	4	4
\$900,001-1,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	2	2	4	4	1	1
\$1,000,001+	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	2	-	-	-	-	2	2
TOTAL	538	565	554	533	530	569	573	576	583	576	568	539	529	530	542	547	549	546	554	547	639	548	638	608	684

// 1998-2011 AFL TOTAL PLAYER EARNINGS

	1998 \$	1999 \$	2000 \$	2001 \$	2002 \$	2003 \$	2004 \$	2005 \$	2006 \$	2007 \$	2008 \$	2009 \$	2010 \$	2011 \$	Movement % 2010-11
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	136,698,418	153,699,344	12.44%
Deductions:															
Finals/relocation, living and other allowances	1,093,000	1,073,000	844,209	812,883	1,478,536	1,657,728	1,660,839	2,096,184	1,816,889	2,242,291	2,137,838	1,891,522	2,130,159	2,060,463	-3.27%
Retention and cost-of-living allowances	991,000	838,000	1,112,500	1,178,125	1,390,625	1,484,375	1,406,450	1,291,500	1,175,574	680,488	728,263	753,988	779,100	804,825	3.30%
Veterans' allowance 50% deduction	N/A	1,721,000	2,549,017	2,595,883	2,542,428	2,553,503	4,870,772	5,326,653	5,014,770	5,137,978	4,843,849	4,814,190	4,614,162	5,361,045	16.19%
Other deductions	-	-	646,799	703,427	837,984	237,500	1,098,720	338,705	941,007	2,082,388	2,379,364	2,561,369	2,296,275	3,921,152	70.76%
Total deductions	2,084,000	3,632,000	5,152,525	5,290,318	6,249,573	5,933,106	9,036,781	9,053,042	8,948,240	10,143,145	10,089,314	10,021,069	9,819,696	12,147,485	23.71%
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	126,878,722	141,686,376	11.67%
Injury allowance	8,176,000	5,688,000	3,500,608	4,266,984	3,850,200	3,531,000	4,314,200	4,332,000	4,836,000	4,936,629	5,684,600	6,403,200	5,572,800	3,107,594	-44.24%
GROSS PLAYER PAYMENTS LESS INJURY ALLOWANCE	51,926,000	62,665,000	72,298,075	79,400,610	87,601,997	92,378,912	95,294,481	97,575,443	100,431,019	106,261,044	113,073,692	117,722,568	121,305,922	138,578,782	14.24%
TPP LIMIT	52,400,000	68,000,000	76,000,000	83,000,000	89,000,000	95,000,000	97,840,000	100,800,000	103,564,992	111,100,000	118,900,000	123,100,000	127,200,000	139,612,500	9.76%
Gross player payments less injury allowance	51,926,000	62,665,000	72,298,075	79,400,610	87,601,997	92,378,912	95,294,481	97,575,443	100,431,019	106,261,044	113,073,692	117,722,568	121,305,922	138,578,782	14.24%
Margin (excess)	474,000	5,335,000	3,701,925	3,599,390	1,398,003	2,621,088	2,545,519	3,224,557	3,133,973	4,838,956	5,826,308	5,377,432	5,894,078	1,033,718	-82.46%
Additional services agreements (ASAs)	N/A	N/A	3,413,383	4,186,233	5,311,316	5,176,700	5,840,950	6,071,450	6,579,394	6,725,773	7,440,463	7,692,843	8,128,960	9,191,723	13.07%
Average gross player earnings (including ASAs)**	\$101,957	\$117,398	LISTED \$126,996 PLAYED \$140,295	LISTED \$149,749 PLAYED \$165,062	LISTED \$167,229 PLAYED \$177,076	LISTED \$176,019 PLAYED \$189,484	LISTED \$184,656 PLAYED \$200,971	LISTED \$187,251 PLAYED \$204,271	LISTED \$192,962 PLAYED \$208,104	LISTED \$203,280 PLAYED \$218,560	LISTED \$213,953 PLAYED \$233,281	LISTED \$221,482 PLAYED \$241,436	LISTED \$226,165 PLAYED \$249,239	LISTED \$237,388 PLAYED \$253,795	

** Average Gross Player Earnings (AGPE)

The AGPE is a result of the payments (GPP plus ASAs) made to primary-listed and pre-season nominated rookies only (grouped as "Primary Listed"). Played figure is the AGPE for those primary-listed players who played games divided by number of primary-listed players who played. Listed figure is the AGPE divided by the number of primary-listed players. 2011 saw the introduction of the AFL's 17th club, the Gold Coast Suns.

5



NUMBERS MAN:
Adelaide star Scott Thompson had a season to remember, ranking second in disposals in the AFL (673) and winning his club's best and fairest.

COMMERCIAL OPERATIONS

DARREN BIRCH//GENERAL MANAGER

TOYOTA EXTENDS EIGHT-YEAR ASSOCIATION

The AFL continued its fruitful association with its corporate partners in 2011.

The 2011 season was another successful one, marked by excellent collaborative partnerships between the AFL and corporate Australia.

The AFL was delighted to extend our eight-year association with Toyota as our premier partner and welcomed new partners in 2011, including Coles, Bunnings and Virgin Australia.

National Australia Bank, which has been a major partner of the AFL since 2003, also renewed its partnership with the AFL until 2016.

The AFL is delighted to be associated with these leaders in Australian business and industry and thanks them for their support in 2011:

- ▶ Toyota Motor Corporation Australia
- ▶ CUB
- ▶ Coca-Cola
- ▶ National Australia Bank
- ▶ Telstra
- ▶ Virgin Australia
- ▶ Tabcorp
- ▶ Coles
- ▶ OPSM
- ▶ Betfair
- ▶ Intercontinental Hotels Group
- ▶ Origin Energy
- ▶ City of Melbourne
- ▶ TISSOT
- ▶ Cadbury
- ▶ Hungry Jack's
- ▶ Four'N Twenty
- ▶ KPMG
- ▶ Stadia Media
- ▶ Under Armour
- ▶ Swisse Vitamins
- ▶ Panasonic
- ▶ Bailey Ladders
- ▶ Rio Tinto
- ▶ DraftStar
- ▶ Fit Health
- ▶ Bunnings Warehouse



ON-GOING: Toyota Australia Executive Vice-President David Buttner and AFL CEO Andrew Demetriou sign a Toyota vehicle at the announcement of the continued sponsorship between the AFL and Toyota at the Melbourne Motor Show.

Toyota Motor Corporation Australia

In 2011, Australia's leading car company, Toyota Australia, ended its eighth year as the AFL's premier partner. The partnership between the AFL and Toyota remains one of the most successful sponsorships in Australian sport, and includes naming rights to the Toyota AFL Premiership Season, the Toyota AFL Finals Series, the Toyota AFL Grand Final and the Toyota AFL Grand Final Parade. Toyota and the AFL recently renewed this partnership for a further three years.

Toyota's commitment to Australian Football also extends to grassroots football. Toyota and its dealer network have contributed more than \$2 million to community football through its Good for Footy program.

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

- ▶ Toyota's Legendary Moments advertising campaign. This year, the successful and popular campaign focused on 'Lethal' Leigh Matthews reliving his famous collision with a behind post, which he snapped in two during a clash between Hawthorn and Essendon at Windy Hill in 1982. Matthews re-enacted the moment with the help of Toyota ambassadors and lovable larrikins Stephen Curry and Dave Lawson.
- ▶ The 2011 Toyota Good for Footy tour visited 14 regional locations throughout Victoria and southern New South Wales during September. The bus was again packed with AFL stars, past and present, who ran football clinics for young and aspiring football fans, and also gave people the opportunity to see the AFL premiership cup.
- ▶ The Toyota Volunteer match, which saw Toyota raise thousands of dollars for grassroots football during the Collingwood-Hawthorn match at the MCG. Toyota donated \$5000 for every goal kicked during the game and \$10,000 for every goal kicked by Toyota ambassador and Hawthorn captain Luke Hodge, as part of the 2011 Toyota Good for Footy program.

- ▶ Planet Ark's National Tree Day, proudly sponsored by Toyota, is Australia's biggest community tree-planting event. Toyota ambassador and Sydney Swans co-captain Adam Goodes was one of about two million volunteers who planted 15 million native trees and shrubs throughout the campaign.
- ▶ The Toyota Unbreakable stage and related activities were a highlight for AFL fans at the Toyota AFL Grand Final week AFL Live site at Melbourne's Federation Square.
- ▶ Provision of vehicles to support major Grand Final week activities, including the Toyota AFL Grand Final Parade and the Toyota AFL Grand Final retiring legends motorcade.

Carlton United Brewers

The 2011 season was a successful demonstration of one of the oldest partnerships in Australian sport. Carlton United Brewers leveraged its partnership with the AFL via an extensive advertising campaign in mainstream media and activations during the Toyota AFL Finals Series.

Highlights of the AFL's partnership with Foster's in 2011 included:

- ▶ Carlton Draught Slo-Lites, which captured players and fans in slow motion, were an audience favourite during Friday night football.
- ▶ CUB invited hand-transplant recipient Peter Walsh to toss the coin before one of the Finals Series matches.
- ▶ Crown Lager hosted the Crown Lager Brownlow After Party at Studio 3, Crown.
- ▶ Carlton Draught was the presenting rights partner of the headline musical act for the 2011 Toyota AFL Grand Final pre-match entertainment featuring Meatloaf.

Coca-Cola

The AFL and Coca-Cola's strong association continued in 2011 with the AFL's exclusive non-alcoholic beverage partner bringing the relationship to life via Australia's No. 1 sports drink Powerade.

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

The Powerade Picture of Success was again strong across the industry. The continued use of the Powerade Hydration Carts during games at the MCG and Etihad Stadium was again a major highlight of 2011.

Coke Zero came into the 2011 season with a unique Time to Zero In branding exercise, which saw multiple AFL clubs take on the challenge of kicking a Coke Zero can off a goalpost.

The AFL is cemented as Coca-Cola's lead sports marketing asset domestically and we thank Coca-Cola South Pacific and Coca-Cola Amatil for their continued commitment to the AFL industry, and look forward to meeting their business objectives again in 2012.

National Australia Bank

The AFL's long association with the NAB continued in 2011 with a focus on identifying and supporting young Australian footballers around the country.

NAB is associated with some of the highest-profile, best-regarded football programs in the country, including NAB AFL Auskick, NAB Cup, NAB AFL Under-16 and Under-18 Championships, NAB AFL Draft Combine, NAB AFL Draft and NAB AFL Rising Star Award.

The NAB Cup continues to grow in popularity, with a 13 per cent audience increase in 2011. Over 45,000 football supporters flocked to the 2011 NAB Cup Grand Final to see Collingwood defeat Essendon, with Collingwood's Heath Shaw awarded the Michael Tuck Medal for best on ground.

NAB's partnership and support of Auskick continues to ensure the junior development program is the benchmark for other sports in Australia and the world. More than 167,000 participants, 2500 centres and 25,000 local volunteers were involved with the program around the country.

NAB AFL Auskicker of the Year continued to grow in popularity and the introduction of the NAB AFL Auskick Volunteer of the Year ensured that dedicated volunteers were recognised and rewarded for their involvement in the program.

Essendon's Dyson Heppell won the 2011 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 in cash and resources.

NAB partnered with Fox Sports to broadcast the NAB AFL Draft live from the Sydney Olympic Park Sports Centre on prime-time television. The broadcast was an overwhelming success, streaming live into more than 110,000 Australian homes.

The partnership between the AFL and NAB was this year extended until 2016.

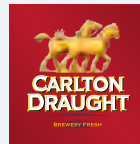
// CORPORATE PARTNERS

The AFL is delighted to be associated with these leaders in Australian business and industry, and thanks them for their support in 2011:

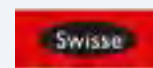
Premier Partner



Protected Partners



Official Partners





PASSIONATE PIE:
The Toyota AFL Grand Final Parade again proved popular with fans, attracting 100,000 people to the streets of Melbourne.

Events and hospitality

Match-day functions

Match-day functions are held throughout the year during the NAB Cup, Toyota AFL Premiership Season and Toyota AFL Finals, including interstate finals.

The 2011 NAB Cup Grand Final was held at Etihad Stadium and 267 guests were hosted in the Limelight Room, with Simon Goodwin and Nathan Buckley speaking at the AFL official function.

Almost 4500 guests attended AFL official functions at the MCG, Etihad Stadium and ANZ Stadium throughout the 2011 Toyota AFL Premiership Season.

Almost 6500 guests were entertained in official functions at the MCG, Etihad Stadium and Patersons Stadium during the 2011 Toyota AFL Finals Series and Grand Final. Attendees included Prime Minister Julia Gillard, various state premiers and many other VIP guests.

Major Events

Major events during 2011 included the Toyota AFL Premiership Season launch, Australian Football Hall of Fame induction dinner, Women's Industry lunch, NAB Rising Star lunch, Four'N Twenty All-Australian awards and the Brownlow Medal count.

The NAB AFL Draft was held at the Sydney Olympic Park Sports Centre with the support of Events New South Wales, and celebrated the entry of the Greater Western Sydney Giants into the competition.

All events ran successfully with strong attendances.

Grand Final week events

The Toyota AFL Grand Final week 'Live' site at Federation Square attracted 291,566 fans, an increase of 56,586 from 2010.

Football supporters were treated to a host of activities with AFL corporate partner activations including skill tests, green screen photos, a Zumba class, a Brownlow fashion parade, live performances by Blue Juice and Art vs Science, and appearances by AFL players and personalities.

The Toyota AFL Grand Final Parade attracted 100,000 people to the streets of Melbourne. The popular event gave Geelong and Collingwood supporters the opportunity to see their favourite players and to show their support for the Grand Final.

The Seriously Party, a joint venture between the AFL and Network Ten and supported by Swisse, saw leading players and television personalities celebrate Grand Final week in '80s style at Rosati restaurant in Melbourne.

September Club hosted 1500 corporate guests on Grand Final day in an exclusive 'village' on the steps of the MCG. Guests enjoyed a full day of entertainment, including pre-match hospitality, tickets to the game and post-match hospitality and entertainment by Diesel.

Centre Square in Birrarung Marr hosted 2000 guests pre-match and 2800 guests at a post-match concert in a marquee with premium food and beverages.

AFL Premiership Club

After a successful renewal phase, the Premiership Club had a record membership base of 529.

For the first time in 2011, the Premiership Club season launch was combined with the official AFL Season Launch held at the Plaza Ballroom in March. Members enjoyed an exciting season of AFL and first-class hospitality, culminating with a Grand Final experience. The season finished in style with the Premiership Club golf day at Sandhurst Golf Club in late November.

The Premiership Club is in a strong position to reach its target of 600 members in 2012. With the redevelopment of the MCG's Great Southern Stand underway, we look forward to elevating the status and increasing the visibility of the Premiership Club next year.

Attendance

During the 2011 Toyota AFL Premiership Season, 6,525,071 spectators attended the 187 matches, which was up 0.5 per cent on 2010 and was the highest home and away attendance on record.

The third highest finals series attendance on record, 614,783, attended the nine games across the 2011 Toyota AFL Finals Series - with 99,537 fans at the 2011 Toyota AFL Grand Final.

Across all official AFL matches - NAB Cup, NAB Challenge, Toyota AFL Premiership Season and Toyota AFL Finals Series - crowds totalled a record 7,488,198.

Richmond recorded the biggest increase in home game attendances, attracting 470,624 fans - a 14.2 per cent increase on 2010. The top five clubs in terms of their average attendance per home game were:

- ▶ Collingwood 61,488
- ▶ Carlton 53,212
- ▶ Essendon 49,267
- ▶ Richmond 42,784
- ▶ West Coast Eagles 37,436

Average attendance per round was 271,878 (34,893 per game).

The highlights of attendance by venue included:

- ▶ 47 Toyota AFL Premiership Season matches at the MCG attended by 2,536,695 people - an average of 53,972 a game.
- ▶ 48 Toyota AFL Premiership Season matches at Etihad Stadium attended by 1,575,605 - an average of 32,825 a game.

“During the 2011 premiership season, 6,525,071 attended the 187 matches, which was the highest attendance on record.”

// ATTENDANCE SUMMARY

	2011	2010	Variance	% Variance
NAB Challenge	92,002	96,073	-4071	-4.2%
NAB Cup	256,342	227,481	28,861	12.7%
Toyota AFL Premiership Season	6,525,071	6,495,824	29,247	0.5%
Toyota AFL Finals Series	614,783	651,228	-36,445	-5.6%
Totals	7,488,198	7,470,606	17,592	0.2%

// ATTENDANCE BY VENUE

Stadium	2011 games	Attendance	Avg.	2010 games	Attendance	Avg.	Variance
AAMI Stadium	21	594,344	28,302	22	646,887	29,404	-3.7%
Adelaide Oval	1	29,340	29,340	-	-	-	-
ANZ Stadium	3	91,160	30,387	3	105,625	35,208	-13.7%
Aurora Stadium	4	62,864	15,716	4	64,690	16,173	-2.8%
Cazaly's Stadium	1	10,832	10,832	-	-	-	-
Etihad Stadium	48	1,575,605	32,825	49	1,607,458	32,805	0.1%
Gabba	14	290,604	20,757	11	329,264	29,933	-30.7%
Manuka Oval	1	10,184	10,184	1	14,308	14,308	-28.8%
MCG	47	2,536,695	53,972	47	2,515,421	53,520	0.8%
Metricon Stadium	8	145,333	18,167	-	-	-	-
Patersons Stadium	22	790,129	35,915	22	786,527	35,751	0.5%
SCG	8	201,603	25,200	8	231,810	28,976	-13.0%
Skilled Stadium	7	167,617	23,945	7	173,906	24,844	-3.6%
TIO Stadium	2	18,761	9381	2	19,928	9964	-5.9%
Totals	187	6,525,071	34,893	176	6,495,824	36,908	-5.5%

//HOME GAME ATTENDANCE BY CLUB

Club	2011	Average	2010	Average	Variance
Adelaide	385,221	35,020	393,406	35,764	-2.1%
Brisbane Lions	225,078	20,462	329,264	29,933	-31.6%
Carlton	585,337	53,212	528,094	48,009	10.8%
Collingwood	676,372	61,488	695,816	63,256	-2.8%
Essendon	541,932	49,267	486,027	44,184	11.5%
Fremantle	378,331	34,394	402,288	36,572	-6.0%
Geelong Cats	389,414	35,401	430,471	39,134	-9.5%
Gold Coast Suns	210,859	19,169	-	-	-
Hawthorn	399,993	36,363	416,639	37,876	-4.0%
Melbourne	341,504	31,046	411,169	37,379	-16.9%
North Melbourne	291,210	26,474	262,356	23,851	11.0%
Port Adelaide	238,463	21,678	253,481	23,044	-5.9%
Richmond	470,624	42,784	411,969	37,452	14.2%
St Kilda	396,938	36,085	418,252	38,023	-5.1%
Sydney Swans	292,763	26,615	337,435	30,676	-13.2%
West Coast Eagles	411,798	37,436	384,239	34,931	7.2%
Western Bulldogs	289,234	26,294	334,918	30,447	-13.6%
Totals	6,525,071	34,893	6,495,824	36,908	-5.5%

Ticketing

A key objective for the AFL is to make AFL matches affordable and for the second consecutive season the AFL announced no increase in general admission prices. Ticket prices for the 2011 Toyota AFL Premiership Season remained the same as 2009 prices: \$20 for adults, \$12 for concession and \$2.50 for juniors (all including GST).

Across the competition, the AFL attracts more than 7.4 million attendees per annum, across 14 key venues with multiple ticketing and membership programs. More than 63 per cent of ticket volume is delivered through the two major Victorian venues, the MCG and Etihad Stadium.

“In 2011, there were 650,373 members, with one in every 34 Australians now a member of an AFL club.”

Club Membership

The introduction of the AFL's 17th team was welcomed with continued growth in AFL club membership. In 2011, there were 650,373 members, a clubs record set for the 11th successive season and an increase of 5.9 per cent on the 2010 tally of 614,251. One in every 34 Australians is now a member of an AFL club.

//ACCESS AND NON-ACCESS CLUB MEMBERSHIP

Club	Access Members	Non Access Members	Total Members
Adelaide	44,719	1801	46,520
Brisbane Lions	20,792	1546	22,338
Carlton	43,791	0	43,791
Collingwood	71,271	525	71,796
Essendon	42,559	7716	50,275
Fremantle	42,762	1213	43,975
Geelong Cats	39,343	83	39,426
Hawthorn	56,224	129	56,353
Gold Coast Suns	11,141	2918	14,059
Melbourne	36,937	0	36,937
North Melbourne	28,761	1153	29,914
Port Adelaide	32,581	4043	36,624
Richmond	40,184	7471	47,655
St Kilda	39,276	0	39,276
Sydney Swans	27,106	7573	34,679
Western Bulldogs	29,710	2316	32,026
West Coast Eagles	43,216	10,824	54,040
Totals	650,373	49,311	699,684

Ten of 2010's 16 AFL clubs posted a year-on-year increase in membership, led by Collingwood, which reported a 24 per cent increase and the highest membership on record with 71,271 members.

Other significant increases included Melbourne with 11 per cent and Richmond, whose membership grew 12 per cent as a result of its highly successful Operation 10,000 campaign. Port Adelaide achieved growth of 12 per cent following its merger with the Port Adelaide Magpies SANFL team.

Increases of more than five per cent were secured by Carlton, Fremantle, North Melbourne, Essendon and Hawthorn.

Seven clubs exceeded 40,000 members: Adelaide, Carlton, Collingwood, Essendon, Geelong, Hawthorn and West Coast. Again in 2011, Hawthorn and Collingwood led membership numbers, with both clubs exceeding 50,000 members. Collingwood also became the first club in history to exceed 70,000 members.

AFL Membership

AFL Membership posted another record membership total with 55,216 members. This represented overall growth of 2.3 per cent on 2010. AFL Membership successfully achieved an industry-leading low churn rate of 2.1 per cent (631) for Full members and 4.75 per cent (975) for Silver members.

AFL Membership is made up of 29,982 Full members, 22,972 Silver members and 2262 Absentee members. With 48,096 members electing a club of support, AFL Membership accounts for 7.4 per cent of total club members.

//AFL CLUB MEMBERSHIP

Club	Adults	Conc.	Juniors	Total access members 30/6/11	% variance from 2010
Adelaide	34,917	5211	4591	44,719	-1.81%
Brisbane Lions	15,325	2280	3187	20,792	-22.36%
Carlton	29,483	3916	10,392	43,791	8.18%
Collingwood	52,895	5832	12,544	71,271	24.15%
Essendon	29,016	4756	8787	42,559	4.85%
Fremantle	32,070	4281	6411	42,762	7.30%
Geelong Cats	27,222	5058	7063	39,343	-2.44%
Gold Coast Suns	7995	847	2299	11,141	-
Hawthorn	35,953	4446	15,825	56,224	4.16%
Melbourne	27,782	2815	6340	36,937	10.73%
North Melbourne	19,140	2963	6658	28,761	6.71%
Port Adelaide	25,604	2615	4362	32,581	11.99%
Richmond	28,073	4340	7771	40,184	11.75%
St Kilda	26,820	4262	8194	39,276	0.65%
Sydney Swans	18,920	3646	4540	27,106	-5.46%
West Coast Eagles	33,231	6454	3531	43,216	-2.14%
Western Bulldogs	20,196	3,915	5,599	29,710	-7.38%
Totals	464,642	67,637	118,094	650,373	5.88%

//AFL MEMBERSHIP CLUB SUPPORT

Club	Adults	Conc.	Juniors	Total	% AFL Club Support Members
Adelaide	385	24	25	434	1.0%
Brisbane Lions	437	67	70	574	2.8%
Carlton	5299	701	853	6853	15.6%
Collingwood	9480	1161	1718	12,359	17.3%
Essendon	5211	656	643	6510	15.3%
Fremantle	116	9	12	137	0.3%
Geelong Cats	3360	432	343	4135	10.5%
Gold Coast Suns	41	9	12	62	0.6%
Hawthorn	2687	282	357	3326	5.9%
Melbourne	1422	175	111	1708	4.6%
North Melbourne	1446	184	238	1868	6.5%
Port Adelaide	137	11	0	148	0.5%
Richmond	3224	407	632	4263	10.6%
St Kilda	2308	302	353	2963	7.5%
Sydney Swans	649	57	58	764	2.8%
West Coast Eagles	222	7	23	252	0.6%
Western Bulldogs	1340	179	197	1716	5.8%
Totals	37,764	4663	5645	48,072	7.4%

Membership Shared Services

The AFL Membership Shared Services program supporting AFL clubs will continue in 2012 under a new hybrid model focusing on database support, enhancement and membership growth. The new model has seen the Membership Shared Services support team grow to 26 staff, providing clubs with an account management structure in which one senior staff member is closely aligned to two clubs.

Previous full model clubs (Western Bulldogs, St Kilda, Melbourne and Collingwood) have employed the membership service teams under club contracts and are in the process of transitioning the servicing staff to operate from the club premises. This change in service aligns the membership servicing staff with the club values and culture.

An additional five clubs will join shared services in 2012 - Port Adelaide, Brisbane Lions, GWS Giants, Sydney Swans and West Coast. All 18 clubs, AFL Membership and Vixens Netball Club operate on the Membership Shared Services program.

Membership Shared Services has experienced consistent growth since launching in 2007, and with all clubs now part of the service, the focus will shift from growth to consolidation of club baseline membership programs and platform enhancement, ensuring that we are providing our clubs with the best possible practices for managing their membership and supporter database.

Consumer Products

The 2011 global and Australian retail landscape was one of the toughest experienced in the modern era. Despite this, the AFL Consumer Products program continued to expand and grow, with an increase in licensing revenue of 3.3 per cent on 2010.

Significant growth was seen in the apparel category, particularly the OnField and Supporter Fan ranges. The importance of the entertainment category was demonstrated with the release of the latest AFL Live electronic game and the subsequent increase of revenue.

Progress was also made with an expansion into the FMCC category, with the release of exciting new products not previously seen in the Consumer Products range.

The most intrinsic connection to the game for AFL supporters is wearing and displaying club colours.

The implementation of the key recommendations from the 2010 independent review conducted by Booz & Co continued in 2011. A search for the best licensing partners was conducted and a review of all major product categories was undertaken.

Consequently, a number of existing long-term licensing partners were reappointed, while a healthy number of new partnerships were secured across a range of exciting new product categories.

To ensure all new ranges of products are showcased, a dedicated retail strategy has been designed to increase brand presence and accessibility for consumers. This will include a major focus and provision of support for the 18 Club Shops, which offer a wide range of club products to supporters all year round.

This strategy will provide clubs the support they require to meet global sporting retail levels. In addition, to improve consumer accessibility of club products, new relationships were formed with other major retail partners in varying categories of products.

E



SUPPORTING YOUNG STARS: Essendon youngster Dyson Heppell won the NAB AFL Rising Star award in 2011. NAB has extended its relationship with the AFL for the next five years.

LEGAL & BUSINESS AFFAIRS

ANDREW DILLON // GENERAL MANAGER

SIGNING OFF ON GAME'S FUTURE

Broadcast rights agreements, major sponsorship contracts and the Collective Bargaining Agreement headed the list of priorities.

In 2011, 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 matters and projects.

The department had significant involvement in the negotiation of a number of sponsorship agreements and renewals with the Commercial Operations Department, including new partners Sanitarium, Bunnings, Coles, Cussons, Australia Post and Rio Tinto.

The department's involvement with the Consumer Products and Licensing Department continued to grow as the recent review was undertaken and implemented, and the suite of commodity licence agreements continued to expand.

In addition to its continued work with the Gold Coast Suns and GWS Giants, the department provided commercial and legal advice and documentation in relation to a host of special projects, including negotiating the lease and venue-hire agreements for Metricon Stadium and the Sydney Showgrounds, establishing partnerships for the scheduling of AFL matches in Canberra for the GWS Giants and Hobart for North Melbourne, and the renewal of the Hawthorn and Tasmanian Government agreement for matches to be played in Launceston.

The department was heavily involved in the negotiations for the television broadcast rights, radio broadcast rights and new media rights, which were all finalised in 2011 for the next five years and included the production of a number of substantial legal instruments to formalise each arrangement.

The department continued to provide assistance in the establishment of AFL Media, negotiating and drafting agreements for the purchase of the photographic and publishing arms of the business and completing agreements with Champion Data to secure the statistics facility.

This involvement will continue to grow as AFL Media works with Telstra to develop new websites and mobile phone applications for the AFL and AFL clubs, engages content providers and establishes partnerships with external parties for the provision of AFL Media-produced content and services.

Projects with the AFL Game Development Department continued to grow with the restructure of football in Victoria and the review of the by-laws, rules and regulations of various Australian Football competitions across the country. The department was heavily involved in the establishment of the North East Australian Football League.

The department continued to advise AFL state bodies in relation to facility arrangements, funding grants and sponsorship agreements, as well as providing general legal advice.

Major projects for the AFL's Football Operations Department that required legal advice and documentation included the renewal of the Collective Bargaining Agreement, a review of the Player Rules and Regulations, and Total Player Payments issues. The department also played a leading role in the further development and implementation of the Anti-Doping Code and Illicit Drug Policy.

The department also had a more substantial role in 2011 in relation to final-year injury claims by players, grievances filed in accordance with the CBA, assisting and advising the Football Operations Department and facilitating correspondence between the AFL, clubs and the AFLPA.

“Key stadia-related projects in 2011 included Metricon Stadium, Sydney Showground, Adelaide Oval, Blundstone Arena, Cazaly's Stadium and Manuka Oval.”

Three key issues dealt with by the department during 2011 were:

1/ Broadcasting

Free-To-Air and Subscription Television Rights – 2012-16

Work continued on the preparation of the long and short form agreements for the free-to-air and subscription television rights during the earlier part of 2011. The department played a significant role in negotiating and finalising these agreements, culminating in their signing in April.

This task involved working closely with consultants, external advisors and internal departments, including AFL Media and the Broadcasting and Scheduling Department.

Radio Rights – 2012-16

The department worked closely with the Radio Broadcast Rights sub-committee providing the legal support and documentation required.

The department undertook a total review of all radio broadcast agreements and redrafted all agreements to comply with and meet the needs of the current environment. Following this review, the department was involved in the negotiation and finalisation of these agreements with the various rights holders.

New Media Rights – 2012-16

As with the television and radio rights, the department was heavily involved in the drafting and negotiation of the new media rights agreement with Telstra, assisting to build on the current relationship and incorporate the requirements of AFL Media into the legal documentation.

Set-up of AFL Media business

The department's work continued on the set-up of the AFL Media business by drafting and negotiating the purchase of the photographic and publishing arms of the business as well as working to finalise and complete the agreements with Champion Data and SportingPulse.

AFL Media will be a major focus of the department in 2012 as the appropriate legal instruments are put in place for AFL Media to be able to service its clients and engage the resources needed to grow the business.

International Television Rights – 2012-16

The department has played a significant role in the drafting and negotiation of the international broadcast rights which, like the radio rights agreements, involved a total review and update of existing agreements. The support from the legal department in completing these agreements will continue into 2012.

Anti-Siphoning

The department was involved in the on-going discussions with the Federal Government in relation to the implementation of changes to the anti-siphoning legislation that were announced by the Federal Government in November 2010.

2/ Major sponsorship renegotiations

In 2011, the department assisted in the renegotiation with two of the AFL's major partners, Toyota and NAB. The renegotiation of these arrangements saw both partners extend their relationship with the AFL for the next five years.

3/ Stadia and matches in various markets

With the development and redevelopment of many stadia across the country and the expansion of the AFL competition into new markets, the department played a significant role in the drafting and negotiation of a range of agreements, including leases, venue hire agreements, consultancy and contractor agreements as well as various supply and sponsorship agreements for these venues.

Key stadia-related projects in 2011 included Metricon Stadium, Sydney Showground, Adelaide Oval, Blundstone Arena (Bellerive Oval), Cazaly's Stadium in Cairns and Manuka Oval.

The department will continue to take a leading role in the negotiation and drafting of these agreements as projects continue to arise, including the new Perth Stadium and the redevelopment of the SCG.

Other major issues dealt with by Legal and Business Affairs in 2011 were:

- 1/ Drafting of the licence agreement for GWS Giants.
- 2/ Grand Final ticketing scheme.
- 3/ Active role on the committee for the Coalition of Major Professional & Participation Sports (COMPPS).
- 4/ 'Optus Now' litigation.
- 5/ Accreditation terms and conditions for AFL media.
- 6/ Grievance Tribunal and injury claim matters.



FREQUENT FLYER: North Melbourne vice-captain Drew Petrie flies for a mark over Carlton's Jeremy Laidler in round 19, 2011, as Lachie Henderson tries to spoil from behind and Kangaroo Cameron Pedersen (no. 39) looks on. Petrie's regular aerial feats will be a big attraction as fans start to enjoy the new broadcasting arrangements that were finalised in 2011.

CORPORATE AFFAIRS & COMMUNICATIONS

BRIAN WALSH//MANAGER

NEARLY 2000 MEDIA ACCREDITED

The Gold Coast Suns and GWS Giants' entry into the competition has sparked a growth in AFL media numbers.

The expansion of the AFL, with the addition of the Gold Coast Suns and the GWS Giants to the national competition, has meant a busy period for the Corporate Affairs Department in promoting the code.

Since the arrival of the Suns, followed closely by the birth of the GWS Giants, there has been a strong focus on expanding the game's reach into northern Australia.

The established teams in Queensland and New South Wales – the Brisbane Lions and Sydney Swans – provided strong support from their respective coaching departments to also ensure greater access to players and further exposure for the game.

This growth in Queensland and New South Wales has seen the number of AFL-accredited media, across journalists, broadcasters, crew and staff covering AFL football, now approaching nearly 2000 people, with strong growth nationally in online coverage.

Much of the Corporate Affairs team's time was spent providing support for AFL programs and initiatives, ranging from the International Cup through to the first NAB AFL Draft held in Sydney. Media support was also provided for overseas trips, including the AIS-AFL Academy tour of Europe, the International Rules Series in Melbourne at Etihad Stadium and on the Gold Coast at Metricon Stadium, and the Pacific Cup in Fiji, among others.

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

The AFL Corporate Affairs team generated more than 960 media releases during the year, prepared more than 80 speeches for the AFL Commission and executive members, and was responsible for a wide range of media calls and picture opportunities in all states and territories.

NAB AFL Draft in Sydney

With the support of the New South Wales Government through Destination NSW, the 2011 NAB AFL Draft was held at the Sydney Olympic Park Sports Centre. The event attracted more than 100 media representatives from around the country and 1500 viewing seats were opened up to the public so they could experience the NAB AFL Draft live.

The coverage, valued at more than \$6.7 million, extended to 1377 media reports in the lead-up to and following the event, as well as live television coverage from Fox Sports and radio broadcasts from 3AW, SEN 1116, FIVEaa, Triple M and *AFL.com.au*.

As part of the GWS Giants' introduction to the national competition, in the lead-up to the Draft, club and media representatives were given the opportunity to tour the new facilities at Skoda Stadium, which will be the Giants' home from midway through the 2012 Toyota AFL Premiership Season.

Broadcast rights announcement

On April 28, 2011, the AFL Commission announced the signing of a groundbreaking \$1.253 billion agreement between the Seven Network, Foxtel and Telstra to broadcast AFL matches for the next five years.

The media conference at AFL headquarters attracted more than 50 journalists and was telecast live on commercial and pay television, such was the interest around the final agreement. AFL Commission Chairman Mike Fitzpatrick and AFL Chief Executive Officer Andrew Demetriou detailed how an unprecedented amount of live football would be shown in more parts of Australia, across more platforms, than at any time in the game's history.



BLANKET COVERAGE: The Corporate Affairs Department facilitated a wide mix of media coverage in 2011 including the International Cup (top left) where Greater Western Sydney's Israel Folau joined the Tongan team in a pre-match celebration and the AFL Captains Day which attracted all 17 AFL captains to Etihad Stadium. Even Her Majesty Queen Elizabeth II was swept up in the promotion of the game when she was handed a football during her visit to Perth.

International Cup

The 2011 International Cup started in Sydney and then descended on Melbourne during August.

The event generated more than 450 media mentions, including international articles, at an estimated value of \$1.4 million.

There were daily media events through the 15-day carnival and the highlights included the media launch at Luna Park on Sydney Harbour, which involved the 18 team captains from the men's competition, as well as a press call with Israel Folau and the Tongan team at Doonside in Sydney's greater west.

NAB AFL Rising Star program

The NAB AFL Rising Star program, which incorporates the Under-16 and Under-18 Championships, the Draft, the Combine, weekly Rising Star nominations and the presentation of the Ron Evans Medal to the annual Rising Star award-winner, grows in stature each year.

In 2011, the NAB AFL Draft Combine, held immediately after the premiership season, was relocated from Canberra to Etihad Stadium in Melbourne, and this resulted in a major jump in media interest.

AFL Captains Day

The annual Captains Day, where all club skippers come together for media interviews and a combined photo opportunity, is now the major event that helps launch the coming season.

The number of media attending now rivals the turn-out at the AFL Grand Final media conference, with media representatives from around the country attending. Held at Etihad Stadium in 2011, there was strong national coverage with pictures, vision and copy from the day dominating the media that week. In 2012, the day will be staged for the first time outside Melbourne, with all club captains to gather in Sydney for the launch to the season.

Issues management

The Corporate Affairs Department plays a lead role in managing the promotion and representation of the AFL game, the Commission and the clubs and players. Advice is provided to all sections of the industry as the AFL competition generates interest widely across news pages and current affairs programs, as well as the traditional forums in sports pages and sports shows. Relationships with governments – federal, state and local – continue to be increasingly important to all parts of the AFL structure and strong representation is important for the game's on-going health.

HUMAN RESOURCES

BRAD REID//ACTING MANAGER

WORKING TOGETHER FOR THE COMMON GOOD

The clubs and wider football industry benefit from tapping into the AFL's HR network.

The AFL continues to develop an industry approach to the human resource function.

The trend towards clubs employing a dedicated resource has continued, supported by the AFL developing and coordinating an industry network of HR professionals who meet regularly throughout the year and collaborate on key initiatives.

Although clubs compete fiercely on the field, the AFL human resource network is an example of cooperation and coordination off the field that creates economies of scale for the industry's benefit.

An example is the AFL Leadership and Management Development Program. Delivered in partnership with the Melbourne Business School, the program provides professional development to build the capacity of key talent for the next generation of industry leaders.

In 2011, the program was complemented with the introduction of a series of master classes, which covered topics including finance and budgeting, workforce and strategic planning and high-performance management. These master classes will continue to grow in 2012.

As part of the AFL commitment to diversity, initiatives such as the Indigenous Employment Program, the People with a Disability Employment Program and the AFL Women's Mentoring Program were developed further in 2011.

Employment for People with a Disability Program

The AFL launched its Employment for People with a Disability Program in conjunction with the round three match between the Western Bulldogs and Gold Coast Suns. The program was launched

by 2011 Western Bulldogs player and program ambassador Sam Reid who, as a person with type one diabetes, exemplifies the achievements people with a disability can reach in all fields.

This program was formed through an alliance with Disability Works Australia and the Australian Government to increase employment opportunities for people with a disability throughout the industry. The AFL set a target of 50 new employees, which as this report is published, has been met.

Although one in five people in Australia suffer a disability, they still face significant discrimination when seeking employment.

Recognising the benefits of employing people with a disability, the AFL is benefiting from utilising this untapped resource. Sourcing suitable candidates from Disability Works Australia, AFL human resources has coordinated a range of employment opportunities from full to casual employment in a wide variety of roles, including administration, retail and maintenance.

AFL Women's Mentoring Program

After its launch in 2010, the AFL Women's Mentoring Program started with an intake of 63 mentees and culminated with a career management seminar and networking event.

Mentoring is utilised by the AFL as a mechanism to foster and support women in the AFL industry and to diversify the pool of talented people for leadership roles. This is achieved by connecting women working in the AFL industry with men and women in the industry who can provide developmental support and coaching.

A new intake of 70 mentees has started the 2012 AFL Women's Mentoring Program.



Indigenous Employment Strategy

After three years of strategic program development, the AFL industry now employs more than 70 Aboriginal and Torres Strait Islander people.

In addition to traineeships and junior positions, the strategy demonstrates the potential for Indigenous leadership in all areas of the game, including coaching and senior management.

Some of the successes of the strategy include the first executive appointment (Brett Mansell, AFL Tasmania executive team), the first female executive appointment (Belinda Duarte, Richmond Football Club), AIS-AFL Academy coaching positions (Michael O'Loughlin and Chris Johnson) and the first Indigenous Australian appointed to the West Australian Football Commission (Larry Kickett).

The Indigenous employment programs provide cultural and professional development for Indigenous and non-Indigenous people, educate Indigenous people about industry expectations and standards, and provide opportunities for Indigenous people to easily integrate into the industry.

Jill Lindsay Scholarship

The AFL's longest serving employee, Jill Lindsay, passed away on February 7, 2011 after a long battle with cancer.

In recognition of Jill's outstanding service to the AFL, the AFL Commission created the annual Jill Lindsay Scholarship.

Nicole Rowlings from the Carlton Football Club was awarded the inaugural Jill Lindsay Scholarship, judged to be the female graduate with the most potential to come through the AFL SportsReady program.

After working for five years in the AFL club membership shared services department, Nicole was appointed Membership Operations Manager at the Carlton Football Club in December 2010.

As part of the scholarship, Nicole received \$20,000 from the AFL to assist further education, a laptop computer from AFL SportsReady as well as a voucher from leading Australian women's fashion brand Perri Cutten.

HR consultant Andi Pert will act as a mentor to Nicole for 12 months. Nicole aims to continue her AFL career, inspired by Jill's achievements.

ACHIEVERS: Carlton's Nicole Rowlings was awarded the inaugural Jill Lindsay Scholarship, while Collingwood's Justin Reeves received the Graeme Samuel Scholarship.

Jill served 41 years at the AFL in various roles, including VFL Park match-day manger and VFL membership manager before being appointed grounds operations manager in 1991.

Jill's lifetime of devotion to Australian Football and to her other favourite sport – softball – was recognised posthumously with an Order of Australia in the 2011 Queen's Birthday honours list.

Graeme Samuel Scholarship

Collingwood Football Club's Justin Reeves was awarded the 2011 Graeme Samuel Scholarship in recognition of his industry-leading role in the club's activities across membership, merchandise, digital media and IT.

At the time of receiving the award, he was General Manager of Supporter Services but has since been promoted by the club to Director of Commercial Operations.

The scholarship recognises the contribution to the game of former AFL Commissioner Graeme Samuel, who served on the AFL Commission for 20 years before retiring in 2003.

The scholarship provides \$20,000 to the winner to undertake further study from a list of postgraduate courses endorsed by the AFL to allow recipients to develop their careers within the game.

Key components of the selection criteria for the Graeme Samuel Scholarship are:

- ▶ Recipient to be specifically working in the business and administration discipline of football.
- ▶ Has at least five years work experience generally, including at least two in the Australian Football industry.
- ▶ Has an ambition to work long term in the football industry.
- ▶ Has demonstrated the capacity to be progressive with his/her current vocation and be able to demonstrate examples of initiative and innovation.

NOTE: The AFL's General Manager, Human Resources, Christina Ogg was on maternity leave in 2011.



GLOBAL GAME: The International Cup was again an outstanding success in helping grow the game, with Ireland defeating Papua New Guinea to claim the Division One title.

NATIONAL & INTERNATIONAL DEVELOPMENT

DAVID MATTHEWS//GENERAL MANAGER

THE GAME CONTINUES TO GROW

The AFL in conjunction with state and territory bodies invests in the game at all levels.

Underpinned by a development philosophy of 'National Objectives, Local Solutions', the AFL's investment in the development of the game at all levels of football produced record participation, strong community engagement and exciting talent outcomes across the country.

Other major highlights in 2011 included:

- ▶ International Cup - the AFL staged the fourth International Cup, featuring players from 19 countries and 23 teams, including for the first time a women's competition. The previous International Cup in 2008 was contested by 16 teams.
- ▶ Beyond Sport Award - in December 2011, the AFL's Indigenous youth program, the Flying Boomerangs, was recognised internationally when it won a prestigious Beyond Sport Award against 400 entries from more than 125 countries.
- ▶ International participation - while the game is healthy domestically, total participation in countries outside Australia passed 100,000 for the first time.
- ▶ AFL 9s - an alternative version of the game was developed involving nine players a team with modified rules. It had a positive impact in social markets.

The AFL's Next Generation strategy for the period 2007-11 forecast there would be 710,000 football participants in Australia by 2011.

At the end of 2011, total participation in the game in Australia had reached 790,905. For the first time, participation overseas exceeded 100,000, with a total of 100,266 participants internationally led by strong growth in the South Pacific.

Highlights from the talent program included the NAB AFL Combine being held at Etihad Stadium and the AIS-AFL Academy touring Europe, a tour that gave 30 elite 17-year-old players the best preparation possible to secure a spot on an AFL list in 2012.

From a global perspective, the World XVIII and South Pacific teams both scored their first wins in the NAB AFL Under-16 Championships, in what were hopefully encouraging signs of better things to come.

In its inaugural season, the NT Thunder won the newly created North East Australian Football League (NEAFL), which comprised second-tier clubs from New South Wales, Queensland, the ACT and Northern Territory, and reserves teams from the Brisbane Lions, Gold Coast Suns, Sydney Swans and GWS Giants.

The first Foxtel Cup was another second-tier competition initiative, which pitted the best teams from Australia's state leagues against each other. VFL club Williamstown defeated the WAFL's Claremont in the Grand Final.

Participation

In 2011, the game continued to grow with total participation numbers reaching 790,905 domestically (a 5.31 per cent increase on 2010) and 100,266 overseas (a 54.82 per cent increase).

Although there was growth in the NAB AFL Auskick, club and social football segments, school football recorded the highest growth with nearly 40,000 new participants attracted to the game through the strong engagement of the School Ambassador network.

In addition, more than one million students were engaged in football-based education programs or practical clinics in 2011.

The Australian Football participation census is compiled annually and measures participants who play in a structured competition of more than six weeks' duration.

“School football recorded the highest growth with nearly 40,000 new participants attracted to the game.”

Highlights from 2011 include:

Total participation of 891,171, comprising:

- ▶ 790,905 in Australia (a 5.31 per cent increase on 2010, up 39,890 participants).
- ▶ 100,266 internationally (a 54.82 per cent increase, up 35,504 participants).

Participation segments:

- ▶ NAB AFL Auskick, 167,080 (up 0.2 per cent).
- ▶ Club football, 314,290 (up 1.1 per cent).
- ▶ School football, 304,845 (up 16.5 per cent).
- ▶ Social football, 4690 (up 20.6 per cent).

Other highlights:

- ▶ 21 per cent growth in the Greater Western Sydney region.
- ▶ 11 per cent growth in the Gold Coast region.
- ▶ 28.6 per cent growth in female participants, with a total of 94,412 in 2011.



NAB AFL Auskick

The NAB AFL Auskick program is the cornerstone of football's development for future generations of players and fans, and is often the first impression the game has on families.

The program introduces primary school-aged boys and girls to Australian Football through a sequentially developed coaching and match program, in a fun and safe family environment where children and their parents can participate together while learning the skills of the game.

The AFL greatly appreciates the many volunteers and family members who coordinate their local centres each week. Volunteer coordinators are the lifeblood of the program and each year the AFL, program partner NAB and state football bodies recognise the outstanding achievements and contribution of coordinators through special recognition awards.

In 2011, 167,080 children – of which 25,121 were girls – participated in the program at one of the 2700 centres throughout Australia.

Some 23,000 NAB AFL Auskick participants also played at half-time during AFL matches through the grid games program, which provides an experience of a lifetime for participants and their families.

A highlight of the year was the announcement of Jesse Gorsovski as the 2011 NAB AFL Auskicker of the Year at the MCG in Grand Final week. Jesse was on hand to present Geelong midfielder Joel Selwood with his premiership medal after the Toyota AFL Grand Final, while the remaining 21 Auskicker of the Year nominees presented medals to the other members of Geelong's premiership team.

Andrew Kitchen, from the Willoughby Wildcats Auskick centre in Sydney, was named the inaugural NAB AFL Auskick Volunteer of the Year for his outstanding service to the program. Andrew and his wife were also present on Grand Final day.

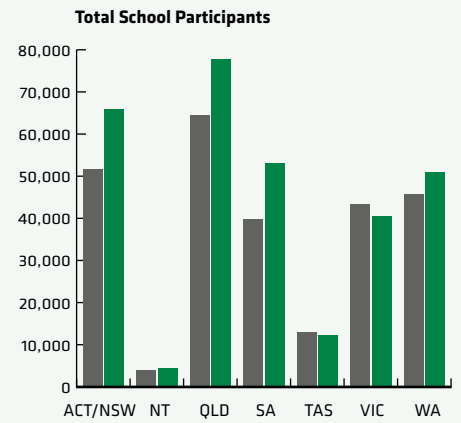
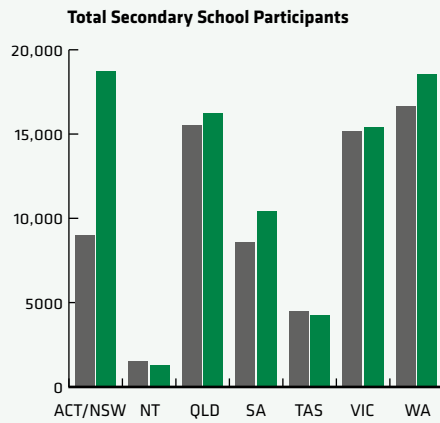
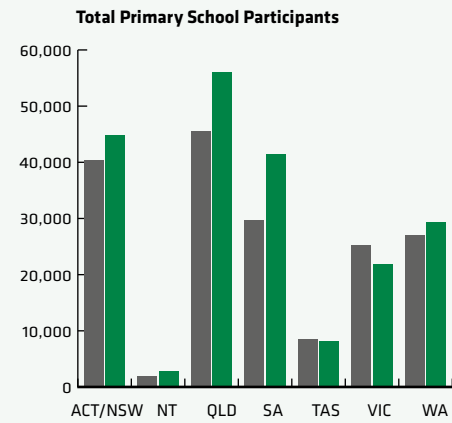
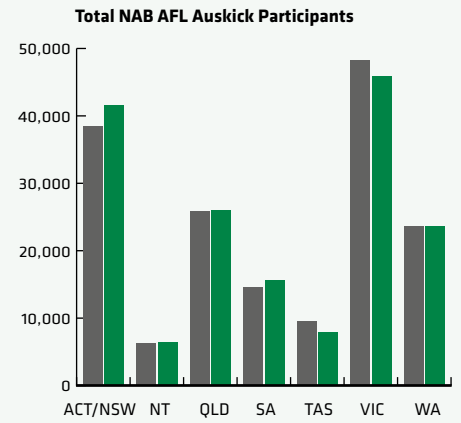
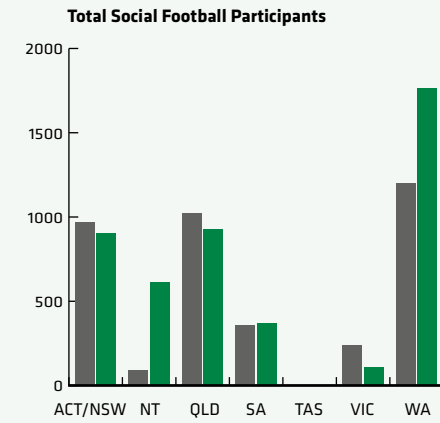
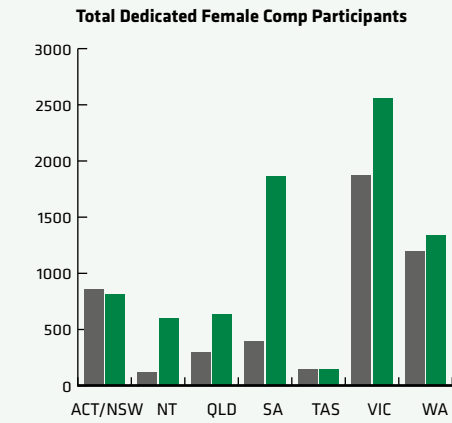
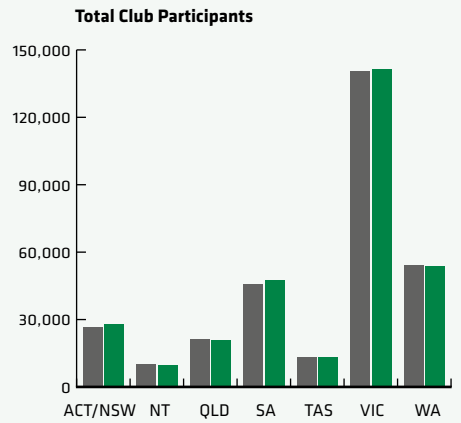
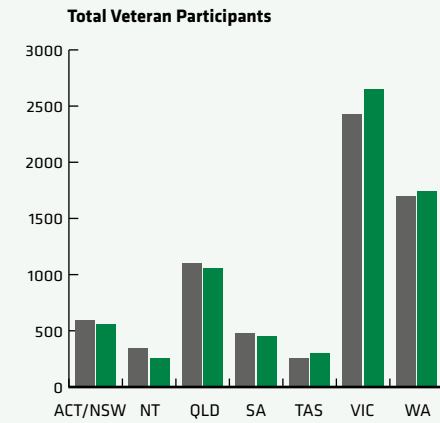
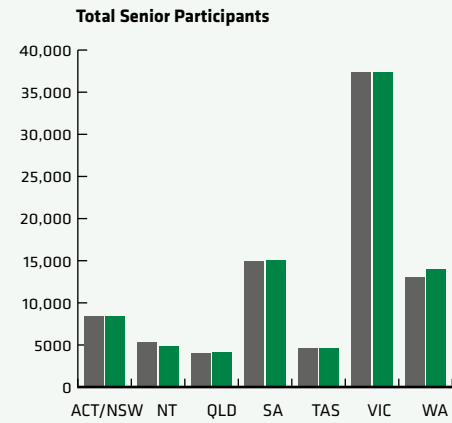
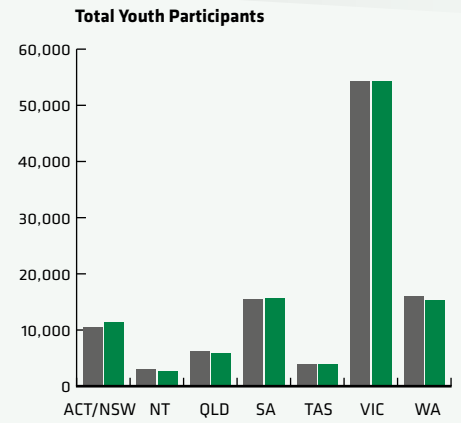
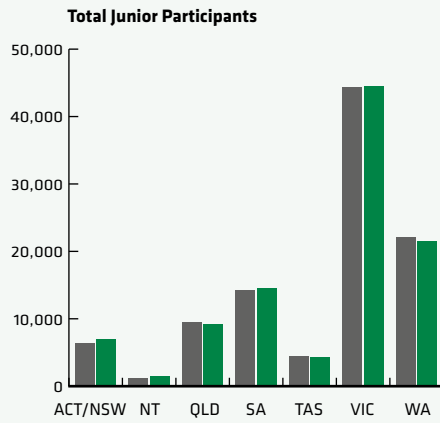
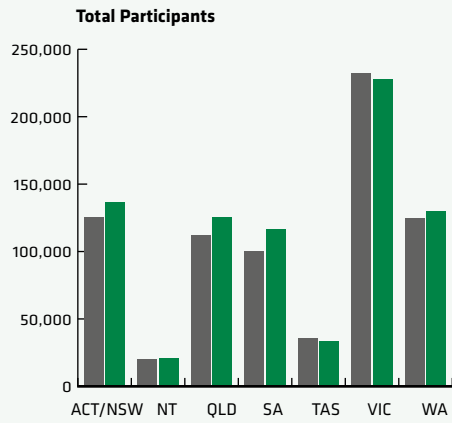
For these two initiatives and the tremendous support they provide all facets of the program, the AFL would like to acknowledge the program's partner, the National Australia Bank.



AFL Schools

A critical component of the Next Generation strategy was to enhance the game's presence in primary and secondary schools.

The school system continues to be an integral element in providing opportunities for girls and boys wanting to participate in Australian Football. The AFL is also committed to providing teachers and students with engaging curriculum resources that bring the game into the classroom.





ENJOYMENT: Tyler Fishlock (second from right), who lost his eyesight to cancer, enjoys NAB AFL Auskick with his friends. The program is played in a safe environment with the emphasis on fun. Tyler is able to get involved with adapted drills and assistance from coaching staff.
PHOTO: COURTESY HERALD SUN.

The continued growth in Australian Football participation has occurred because of a number of programs and resources designed to improve the game's presence in the classroom and physical education/sport programs in schools.

In 2011, 304,845 students participated in primary (204,270) and secondary (84,863) school competitions, dedicated female competitions (15,712) and programs lasting more than six weeks, a 16 per cent increase on 2010.

In July, the AFL announced Coles had agreed to be the official partner of the AFL Schools program for three years. The Coles AFL Schools program in 2011 included the following:

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

The AFL development staff network worked in collaboration with schools to provide opportunities for male and female students to participate in structured inter-school football competitions. In 2011, the number of inter- and intra-school teams in competitions of more than six weeks' duration increased by 24.4 per cent to 17,971. This included 10,917 primary school and 7054 secondary school teams.

Intra-school football competitions (AFL Sport Education)

Schools are faced with many challenges to implement sport programs due to factors such as transport costs, venue access, staffing and crowded curriculum.

To assist, the AFL supports schools to participate in an AFL Sport Education program. The program enables teachers and

students with training and the support of AFL development staff to facilitate their own intra-school competition.

Students manage their own season of sport (AFL) and not only fulfil the role of a player but learn other roles such as umpiring, team management, coaching, leading a team, sports journalism and publicity.

School football competitions for females

To provide greater opportunities for female students wishing to participate in Australian Football, the AFL development network conducts dedicated female competitions. In 2011, 17,712 female students participated in dedicated female competitions and a further 42,373 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 2011, more than 138,000 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 opportunities. In 2011, the AFL development network conducted school visits and clinics reaching 1,383,152 children.

Northern States Cup

The Northern States Cup was conducted in Sydney at Bruce Purser Oval and Blacktown International Sportspark in September. This competition is in its fourth 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 from each of the participating states and territories were Palm Beach Currumbin SHS (Queensland), Mater Dei College (New South Wales), Knox Grammar (New South Wales) and Dripstone Middle School (Northern Territory).

The 2011 Cup winner was Palm Beach Currumbin SHS, which defeated Mater Dei College in the final, 6.4. (40) to 5.3. (33).

AFL Learning Management System

The AFL Learning Management System aims to provide educators with resources to enhance education outcomes and help engage students. It will hold all AFL online resources, activities and lesson plans. The system will be an evolving program that will be enhanced as it receives feedback, lessons, activities and ideas from key stakeholders.

AFL Quiz

In 2011, the AFL continued to support a national online AFL-themed quiz with a focus on numeracy and literacy. Competitions were run in years 3, 4, 5, 6 and 7. More than 3600 students were involved in the activity where they worked in small groups participating in round one or two of the quiz. Winning teams from the following schools received an AFL match-day experience: Santa Clara PS (WA), Kulin DHS (WA), Essex Heights PS (Vic) and Drysdale PS (Vic).

AFL School Ambassadors Program

The AFL provides training and support for teachers who strongly promote Australian Football in their schools and the community.

The AFL School Ambassador Program was established in 2007 and continued to grow in 2011 with more than 4700 teachers involved. The following teachers received AFL School Ambassadors of the Year awards for their outstanding service to the game in 2011:

Teacher (AFLSA)	School	State/Territory
Simon Bowden	Largs Bay Primary School	SA
Glen Little	Blackwood High School	SA
Justin Burt	Wanneroo SHS	WA
Marion Burt	Samson Primary School	WA
Tim Lincoln	Our Lady of the Southern Cross	Qld
Nick Clarry	Kirwan State School	Qld
Mario Bergamin	Youngtown Primary School	Tas
Joe Pearson	Marist College	Tas
Brandon Bull	Umbakumba School	NT
Elsbeth Hurse	Millner Primary School	NT
Kellie Reinhold	Bishop Druitt College	NSW
James Burgess	Wagga Wagga Public School	NSW
Mark Armstrong	Erindale College	ACT
Terry Mavratsou	Wyndham Park Primary School	Vic
Adam Nahal	Australian International Academy	Vic

1Seven Program

The 1Seven program promotes the benefits of a healthy diet and participation in physical activity, with the aim of improving the health and well being of Australian children. The basic message of the program is captured in the slogan: Move More. Eat Well.

The AFL, with the support of Netball Australia, promotes the 1Seven program in more than 1400 primary schools across Australia.

In 2011, more than 80 schools across the country received sports kits consisting of footballs and netballs to help promote and reinforce the key messages of the program. The program's interactive website continues to offer information and activities for teachers, parents and students. New health curriculum lessons were added to the site and a schools healthy banner competition was facilitated.

“The AFL, with the support of Netball Australia, promotes the 1Seven program in more than 1400 primary schools.”

Professional development for school teachers

The professional development of teachers has been an integral element of the AFL Schools program, with more than 160 teachers attending AFL professional development sessions.

Goalpost subsidy scheme

In 2007, the AFL introduced a goalpost subsidy scheme in conjunction with state and territory football bodies to assist schools to buy permanent Australian Football goalposts.

The aim is to provide a grant of at least \$1000 per school for the purchase of permanent posts, with the grants managed by each state in consultation with regional development staff and the respective schools. In 2011, 52 schools received funding to erect goalposts.

Jumper subsidy scheme

In 2011, subsidies were provided to schools to assist them to purchase match sets of AFL jumpers, with more than 70 sets being provided.

Goalpost padding grant

In 2011, through funding provided to state bodies as part of the AFL Schools grant scheme, 40 sets of goalpost pads were made available to schools.

AFL Schools Dream Team and AFL Tipping Competition

In 2011, Dream Team and Footy Tipping competitions designed for school students were established. Some 50,000 students participated in the Dream Team competition and more than 18,000 in the AFL Tipping competition.

Female participation

Female participation in the game grew by 28.61 per cent to 94,412 participants, due to strong school competitions and the implementation of 26 new junior and youth girls club competitions.

Schools experienced a 73 per cent increase, dedicated clubs 32 per cent and social (AFL 9s) 27 per cent.

New South Wales, the Australian Capital Territory, South Australia and Western Australia had significant school growth, particularly in primary school competitions.

The new junior and youth girls' competitions added to the player pathway and attracted more than 5000 new players to the game.

Through the female development grants from the Australian Sports Commission, the Northern Territory, Queensland, South Australia and Victoria produced strong youth girls' growth in particular. These competitions will be consolidated in 2012 while new ones are developed in regional areas.

An e-resource was developed to assist junior leagues and clubs to establish new competitions and teams for females, providing them with best-practice models from other leagues and clubs that have had recent success.

At entry level, NAB AFL Auskick numbers improved in Queensland and South Australia, while the other states intend to target marketing strategies to increase their numbers. AFL 9s has been flagged as an entry-level format for older new participants (12 years+) and will continue to improve in popularity as single-gender competitions are established.

Women's leagues again experienced significant increases in numbers.

Talent

Three national championships were conducted for the first time.

School Sport Australia conducted the first 16s Schoolgirls Nationals in Canberra. Victoria was the victor, followed by Western Australia, South Australia, NSW, NSW/ACT and the Northern Territory.

The second U18 Youth Girls championship was played at the Southport Football Club on the Gold Coast with Victoria's No. 1 team taking out back-to-back titles over Team Western Australia, Queensland, South Australia, AFL Vic Development and NSW/ACT.

The fairest and best and leading goalscorer in the carnival was Ellie Blackburn (Vic). Ellie's exceptional carnival also saw her take out Sport and Recreation Victoria's Sportsperson of the Year Award.

Victoria made it three titles for the year, taking out the Division One Women's Nationals in Adelaide with a display of disciplined and skilled football over Western Australia, with Queensland and South Australia filling the minor placings.

In Division Two, NSW won narrowly over the ACT, with Tasmania and the Northern Territory finishing third and fourth respectively. It was the first time Tasmania had entered a team.

Western Australia's Kirby Bentley won the Debbie Lee Medal while Stacey Cross (Vic) was the leading goalscorer. Amy McQuade (WA) was named the All-Australian field umpire.

Achievements

Victorian head coach Peta Searle has been appointed an assistant coach at VFL club Port Melbourne, the first woman appointed to a senior coaching position in the VFL.

Peta coached with the Western Jets in the TAC Cup in 2011 and has coached Darebin to five premierships in the Victorian Women's League.

Former West Australian player Rachel Paterson was awarded the 2012 Rhodes Scholarship, making her the second AFL-connected recipient to be given that honour. AFL Commission Chairman Mike Fitzpatrick was the first Rhodes Scholar with an AFL background.

All-Australian Team 2011

State	Player
ACT	Elise O'Dea
	Rebecca Hall
New South Wales	Marie Keating
	Roxy McGee
	Libby Sadler
Northern Territory	Kristy Irvine
Queensland	Katie Brennan
	Jo Butland
South Australia	Courtney Cramey
Tasmania	Maddison Smith
Victoria	Aasta O'Connor
	Stephanie Chiocci
	Daisy Pearce
	Lauren Arnell
	Kara Donellan
	Karen Paxman
	Shannon McFerran (captain)
	Bree White
	Melissa Hickey
Team WA	Chelsea Randall
	Kirby Bentley
	Melissa Caulfied
Head Coach	Peta Searle
Assistant coach	Nicole Graves



AFL9s

In 2011, AFL 9s was launched as the new social, alternative game for everyone. The game involves nine players on each team playing in shortened games with specific rules around contact and ball transition depending on the level you play.

In its inaugural spring season, the game showed great promise, with 55 competitions starting across the country and more than 600 teams registering. Social football is expected to have a big influence on participation rates over the next five years at a community level.



CLOSE CALL: Action from the Division Two final at the 2011 Women's National Championships in Adelaide between New South Wales and the Australian Capital Territory. NSW won narrowly.



NAB AFL Rising Stars program

The NAB AFL Rising Stars program identifies and recognises young players and provides a pathway to the AFL and includes the following elements:

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

NAB AFL Rising Star award

Dyson Heppell was the winner of the 2011 NAB AFL Rising Star. The 19-year-old midfielder from Leongatha was the first Essendon player to win the award. He won with 44 votes from Luke Shuey (West Coast Eagles) on 37 votes and Zac Smith (Gold Coast Suns) on 21 votes.

Heppell was presented with the Ron Evans Medal, a \$20,000 NAB private wealth investment portfolio and access to a dedicated personal banker, courtesy of the National Australia Bank.

2011 NAB AFL Rising Star Nominees

Round	Player	Club
Round 1	Dyson Heppell	Essendon
Round 2	Luke Shuey	West Coast Eagles
Round 3	Mitch Duncan	Geelong Cats
Round 4	Jasper Pittard	Port Adelaide
Round 5	Brandon Matera	Gold Coast Suns
Round 6	Jack Darling	West Coast Eagles
Round 7	Zac Smith	Gold Coast Suns
Round 8	Shane Savage	Hawthorn
Round 9	Reece Conca	Richmond
Round 10	Jack Steven	St Kilda
Round 11	Jordan Gysberts	Melbourne
Round 12	Sam Reid	Sydney Swans
Round 13	Daniel Menzel	Geelong Cats
Round 14	David Swallow	Gold Coast Suns
Round 15	Luke Breust	Hawthorn
Round 16	Jake Batchelor	Richmond
Round 17	Trent McKenzie	Gold Coast Suns
Round 18	Allen Christensen	Geelong Cats
Round 19	Andrew Gaff	West Coast Eagles
Round 20	Zac Clarke	Fremantle
Round 21	Luke Dahlhaus	Western Bulldogs
Round 22	Alex Fasolo	Collingwood
Round 23	Sam Blease	Melbourne
Round 24	Liam Jones	Western Bulldogs

NAB AFL Draft

The 2011 NAB AFL Draft was conducted at the Sydney Olympic Park Sports Centre in November 2011 with the support of Events NSW.

It was the third time the event has been held outside Victoria. Fox Sports broadcast the draft live along with radio stations 3AW, SEN, FIVEaa and Triple M Sydney.

Victorian Jonathon Patton from the Eastern Ranges/Scoresby Football Club was the No. 1 selection.

2011 NAB AFL Drafts: Players' state of origin

	National & pre-season	Rookie	Total
Victoria	51	29	80
South Australia	17	5	22
Western Australia	15	8	23
NSW/ACT	12	7	19
Queensland	5	4	9
Tasmania	3	1	4
Northern Territory	2	2	4
International	-	3	3
Total			164

AIS-AFL Academy

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

In 2011, the 14th intake toured Europe in April. The squad played against an under-21 European Legion side in London, trained at the AIS facility in Varese, Italy, and attended the dawn service at Anzac Cove, Turkey, on Anzac Day.

In August, the AFL announced the academy program would be expanded to a two-tier model.

The level-one program will be coached by Brisbane Lions premiership player Chris Johnson and will include 30 players chosen from the NAB AFL Under-16 Championships to prepare for the next stage of their junior careers.

The level-two program will be made up of 30 players who are turning 17 through the year and are therefore eligible for the NAB AFL Draft. Sydney Swans premiership player Michael O'Loughlin will continue to coach this squad, preparing its players for the step into senior AFL football.

Former champion players Brad Johnson, Matthew Lloyd, Glen Jakovich and Tadhg Kennelly are Academy assistant coaches/mentors.

NAB AFL Under-18 Championships

The 2011 NAB AFL Under-18 Championships were conducted throughout Australia over a seven-week period between May 29-July 7. Vic Metro won the Division One title and Tasmania won Division Two.

Western Australia's Stephen Coniglio won the Larke Medal, presented to the Division One best and fairest player, while John McKenzie from Tasmania won the Harrison Medal, presented to the Division Two best and fairest.

// 2011 NAB AFL DRAFT SELECTIONS (FIRST ROUND)



FUTURE STARS: The GWS Giants had the top three selections at the 2011 NAB AFL Draft - from left, Dom Tyson (No. 3), Jonathon Patton (No. 1) and Stephen Coniglio (No. 2).

No.	Player	League	Club	Selected by
1	Jonathon Patton	TAC Cup	Scoresby/Eastern Ranges	GWS Giants
2	Stephen Coniglio	WAFL	Upper Swan JFC/Swan Districts	GWS Giants
3	Dom Tyson	TAC Cup	Camberwell JFC/Oakleigh Chargers	GWS Giants
4	Will Hoskin-Elliott	TAC Cup	North Sunshine/Western Jets	GWS Giants
5	Matt Buntine	TAC Cup	Berwick/Dandenong Stingrays	GWS Giants
6	Chad Wingard	SANFL	Imperials/Sturt	Port Adelaide
7	Nick Haynes	TAC Cup	Frankston Bombers/Dandenong Stingrays	GWS Giants
8	Billy Longer	TAC Cup	Macleod/Northern Knights	Brisbane Lions
9	Adam Tomlinson	TAC Cup	Canterbury JFC/ Oakleigh Chargers	GWS Giants
10	Liam Sumner	TAC Cup	St Pauls-McKinnon JFC/Sandringham Dragons	GWS Giants
11	Toby Greene	TAC Cup	Ashburton JFC/Oakleigh Chargers	GWS Giants
12	Sam Docherty	TAC Cup	Phillip Island/Gippsland Power	Brisbane Lions
13	Taylor Adams	TAC Cup	St Joseph's/Geelong Falcons	GWS Giants
14	Devon Smith	TAC Cup	Lara Little League Club/ Geelong Falcons	GWS Giants
15	Brandon Ellis	TAC Cup	West Coburg/Calder Cannons	Richmond
16	Tom Sheridan	TAC Cup	Riddells Creek JFC/Calder Cannons	Fremantle
17	Clay Smith	TAC Cup	Lucknow/Gippsland Power	Western Bulldogs
18	Brad McKenzie	SANFL	Sturt	North Melbourne
19	Elliott Kavanagh	TAC Cup	Williamstown JFC/Western Jets	Essendon
20	Hayden Crozier	TAC Cup	Rowville/Eastern Ranges	Fremantle
21	Tom Mitchell	WAFL	Hale School/Clairemont	Sydney Swans (father-son)
22	Josh Bootsma	WAFL	South Coogee JFC/South Fremantle	Carlton
23	Murray Newman	WAFL	Upper Swan JFC/Swan Districts	West Coast Eagles
24	Henry Schade	TSL	Sandy Bay JFC/North Hobart	Gold Coast Suns
25	Sebastian Ross	TAC Cup	Horsham/North Ballarat Rebels	St Kilda
26	Todd Elton	TAC Cup	Somerville/Dandenong Stingrays	Richmond
27	Sam Kerridge	TAC Cup	Mildura JFC/Bendigo Pioneers	Adelaide
28	Fraser McInnes	WAFL	South Perth JFC/Perth	West Coast Eagles
29	Alex Forster	SANFL	Payneham Nu/Norwood	Fremantle
30	Elliot Yeo	WAFL	Booragoon JFC/East Fremantle	Brisbane Lions

PRESSURE: Tasmania's Alex Payne evades Nathan Malbak of South Pacific during the 2011 NAB AFL Under-16 Championships at Blacktown Olympic Park.



NAB AFL Under-16 Championships

The 2011 NAB AFL Under-16 Championships were played in Launceston, Gold Coast and Sydney between June 25-July 16.

South Australia won Division One and Queensland won Division Two. The Division One Kevin Sheehan medallist was South Australia's James Aish and the Division Two Alan McLean medallist was Queensland's Jordon Bourke.

The highlights of the championships included the international teams' first victories: South Pacific defeated Tasmania and the World XVIII defeated the Northern Territory.

NAB AFL Combine

For the first time, the 2011 NAB AFL Combine was held at Etihad Stadium, from October 4-7.

More than 260 players were tested at national and state level combines. The relocation to Melbourne attracted significantly more media interest in the Combine.

The Combine also included a custom-made, high-performance hardwood floor laid on the Etihad Stadium surface to allow for accurate comparisons from year to year.

Second-tier competitions



Foxtel Cup

The Foxtel Cup was introduced in 2011 with the aim of showcasing emerging talent and finding the best state league team, while providing national exposure for the competing clubs.

It was played throughout the season in conjunction with existing second-tier competitions, with 16 teams involved in the 15-match knockout format. Matches were played in seven states and territories with many curtain-raisers to AFL matches.

The competition included three teams from the VFL, SANFL and WAFL, two teams from Queensland, and one from each of New South Wales, the ACT, Tasmania and the Northern Territory. The GWS Giants also participated.

All matches were shown live or near live on Fox Sports with an average of more than 50,000 viewers across all 15 matches. A peak audience of 73,700 watched the Northern Bullants-Claremont match on the Gold Coast.

Of the 13 mature-age players added to AFL lists via the draft, six played in the Foxtel Cup.

The inaugural season culminated in the Grand Final being held between Williamstown and Claremont at Patersons Stadium. After a tight contest, Williamstown won by 21 points. Both clubs also reached the grand finals of their respective state leagues, with Claremont winning the WAFL premiership.



North East Australian Football League

A new era for state league football in New South Wales, the ACT, Queensland and the Northern Territory began in 2011 with the launch of the North East Australian Football League. The NEAFL was established to improve the standard and profile of second-tier football in those regions.

The initial season involved 17 teams across two conferences. There were 10 teams in the Northern Conference (Queensland

and the Northern Territory) and seven teams in the Eastern Conference (New South Wales and the ACT).

The Northern Conference included the reserves teams from the Brisbane Lions and Gold Coast Suns and the Eastern Conference included the Sydney Swans reserves and GWS Giants.

Highlights of the 2011 season included:

- ▶ A separate ladder and finals series for each conference.
- ▶ Eight cross-conference matches – four in the ACT and four in south-east Queensland. These matches counted towards both conference ladders.
- ▶ The Northern Territory hosting 12 matches, eight in Darwin and four in Alice Springs. These home matches included three against AFL clubs.
- ▶ Each AFL club playing seven matches against the other AFL clubs.
- ▶ Clubs playing for their own conference premiership plus the overall NEAFL premiership.
- ▶ In 2011, NT Thunder won the Northern Conference and Ainslie won the Eastern Conference. The NEAFL Grand Final between these two clubs was played in Alice Springs, with NT Thunder winning the overall NEAFL title by 22 points.

Some of the competition's other innovations included: a revamped tribunal system, producing DVDs of each match, the development of a new website, cross-conference opportunities for umpires, top-up playing opportunities for all players, including AFL club academy players, two separate season launches and awards nights, and increased education for players.

In 2012, the competition will continue to evolve with the Sydney Hills Eagles and Sydney University joining the Eastern Conference. There will also be additional cross-conference matches for state league clubs, and the introduction of Champion Data statistics for all games.

Community Engagement – Indigenous



Flying Boomerangs Leadership Program

At the end of the annual AFL KickStart camp, 25 Indigenous players aged 14-15 were selected to participate in the Flying Boomerangs Leadership Program. The Boomerangs travelled to Tonga to compete in the Oceania Championships, which incorporated a two-match series against an Oceania under-15 team and an under-18 South Pacific team.

Coached by Community Engagement and Talent Coordinator Andrew McLeod, the Flying Boomerangs' sixth tour was conducted in December 2010, when Tonga hosted clinics in townships and games were played in Nuku'alofa.

The tour provided an outstanding sporting, leadership and cultural opportunity for young Indigenous players. The program's focus is to provide exposure to an elite training environment and develop the leadership skills of the participants.



Beyond Sport Award

In December 2011, the AFL's Indigenous youth program, the Flying Boomerangs, was recognised internationally when it won a prestigious Beyond Sport Award.

The program was nominated in the Sport Federation or Governing Body of the Year category and was among 400 entries from more than 125 countries. The award was judged by the Beyond Sport panel of ambassadors, chaired by former British Prime Minister Tony Blair.

National KickStart Championships

The inaugural National Under-15 KickStart Championships were conducted on the Gold Coast in August. The carnival involved 150 young men (up from 50 in previous years) representing their states and territories. Six teams competed (WA, SA, NT, Qld, Vic/Tas and NSW/ACT) with each having support staff of Indigenous umpires, doctors and coaches, including ex-AFL stars Des Headland and Darryl White.

Western Australia defeated Queensland in the Grand Final, which was played as the curtain-raiser to the round 24 match at Metricon Stadium between Hawthorn and the Gold Coast Suns.

AFLPA Indigenous player camp and All-Stars match

The All-Stars Camp was conducted in February at the National Centre of Indigenous Excellence, in Redfern, Sydney.

In partnership with the AFL Players' Association, the biennial camp was attended by 70 Indigenous AFL players and player development managers from 12 clubs. The three-day camp included intensive cultural development and discussions about best practice for cultural leave. A highlight was the under-15 Flying Boomerangs team teaching a 'war cry' to the All-Stars.

Throughout the program, the Boomerangs were mentored by the players in a two-way learning environment. The players also visited schools in Campbelltown, Blacktown and La Perouse to promote the benefits of healthy lifestyles and school attendance. Other AFL programs included:



BOOMERANGS FLYING: Jason Mifsud (left) and Andrew McLeod with the Beyond Sport Award won by the Flying Boomerangs; while Sydney Swans star Adam Goodes joined the leadership program's under-15 team in a war cry at the National Centre of Indigenous Excellence.

Footy Means Business

In partnership with Rio Tinto, the AFL recruits 50 young men from all over Australia each year to participate in an employment and talent program.

In addition to exposing players to the rigours of an AFL-club environment and AIS high-performance testing, the program aims to build participants' employment aspirations and provide them with skills to deliver on their aspirations.

Workshops include CV development, interviewing skills, financial literacy, team building and communication, as well as activities designed to strengthen identity and culture.

The program includes an 'Amazing Race' and site visits to Channel Seven and the Victorian Federal Police training facility.

Highlights of the May camp included performing the war cry to senior Rio Tinto and AFL executives at the Rio Tinto cocktail function and playing the curtain-raiser to the Dreamtime at the 'G' game, where the South narrowly defeated the North.

AFL Club Partnership

With the support of Federal Government funding, this program facilitates partnerships between the AFL, AFL clubs and remote Aboriginal communities to achieve the following objectives:

- ▶ Building the aspiration of local community members.
- ▶ Building strong local partnerships.
- ▶ Strengthening the delivery of a structured football competition by the local community.
- ▶ Fostering cultural and professional development of AFL players and staff.

Communities involved in the program include Wadeye, Tiwi Islands, Groote Eylandt and Gove, Katherine, Alice Springs and its surrounds, Ceduna and APY Lands.



TRAILBLAZER:
Lael Kassem (with ball) took up football in 2011 and represented the Auburn Tigers in the AFL Sydney women's competition.

Community Engagement – Multicultural

Multicultural talent camps

With the recent success of players such as Majak Daw and Nic Naitanui, the multicultural program placed a strong emphasis on identifying potential talent.

In 2011, four multicultural talent camps were conducted in Victoria, New South Wales, Western Australia and South Australia, giving more than 250 participants the opportunity to enhance their development, leadership and football skills.

The state academies also provided 15 players who were nominated to represent the World XVIII in the NAB AFL Under-16 Championships. The World XVIII was coached by Chris Johnson and featured players from Africa, the Middle East, China and America. The team played three games against Queensland, the Northern Territory and the Pacific.

With only a limited time to get to know one another, the World XVIII finished second in its division, beating the Northern Territory and the South Pacific and narrowly losing to Division Two winner Queensland.

Multicultural Schools Program

The Multicultural Schools Program continued to grow in 2011, reaching 160 schools nationally and more than 16,000 students. The 10-week program that introduces new migrants to AFL included skills sessions, a multicultural cup competition, an AFL game visit and an umpiring session.

More than 17,000 people from migrant backgrounds attended an AFL game – many for the first time – and 300 multicultural children participated in a NAB AFL Auskick half-time game.

Multicultural development officers

Multicultural development officers play an integral role in delivering core AFL programs to new migrants and multicultural communities.

The 13 multicultural development officers operating nationally represent many different countries and, apart from the core schools program, are also involved in NAB AFL Auskick centres, citizenship ceremonies, talent camps and community festivals.

The Auburn Tigers Football Club in Sydney is an example of this work in the Muslim community, where AFL NSW multicultural development officer Ali Faraj and some friends started their own club, the Auburn Tigers, in 2010.

The Auburn Tigers won a premiership in their first year in the AFL Sydney competition and the club has continued to encourage other young Muslim men and women to play.

Not content with watching her nine brothers play for the Auburn Tigers, Lael Kassem took up our game in 2011 and then recruited a whole team to play in the AFL Sydney women's competition.

The Auburn Tigers now have two senior teams, two junior teams, a women's team and 160 Auskickers.

Appointments

In June, the AFL appointed Ali Fahour to the role of national multicultural programs manager. Ali leads national strategies that plan to engage and promote Australian Football at all levels of the game with multicultural communities.

West Coast Eagles ruckman Nic Naitanui was appointed an AFL multicultural ambassador to support national multicultural programs and to highlight talent pathways.

ALL COMERS: Brisbane Lions captain Jonathan Brown and young mate Jaylen Miller are a good example of how Australian Football is a game for everyone, no matter their shape, size or physical challenges.
PHOTO: COURTESY THE SUNDAY MAIL.



Community development

Community club football

The game's community football infrastructure consists of 273 leagues, 2537 clubs, 12,302 teams and 314,290 participants, and represents 40 per cent of all Australian Football participants.

Community club football is the foundation of the game and its substantial infrastructure is supported by the contribution of an estimated 150,000 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 greatly appreciates the dedication, passion and commitment of community football volunteers.

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

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

Volunteers

Volunteers underpin the success of the game at all levels. While the AFL Community Club website provides support for volunteers in Australian Football, several other initiatives were implemented in 2011 to recognise the contribution of volunteers to the game, including:

- ▶ Seven volunteers were recognised in the State Volunteer of the Year program. They attended the 2011 Toyota AFL Grand Final, had morning tea with Nic Naitanui and Israel Folau and participated in the 2011 Toyota AFL Grand Final Parade.
- ▶ The Merit Award program continues to recognise two people from each state who have made outstanding contributions to the game in their local club or league. At the 2011 International Cup gala dinner, six merit awards were also presented to key contributors to the international development of Australian Football.

AFL Community Club website

The AFL Community Club website, aflcommunityclub.com.au, continues to educate and communicate with key community stakeholders through online learning and interactive media to provide up-to-date information, training and advice for coaches, umpires, players, club administrators and volunteers.

The AFL Community Club website provides:

- ▶ Distribution of fortnightly editions of the AFL Community Development newsletter. The newsletter provides information and resources for more than 30,000 club administrators, coaches, umpire coaches and umpires.
- ▶ An opportunity to buy development resources through the AFL online resources shop.
- ▶ Locator systems allow new players, umpires and volunteers to find a club or umpiring group in close proximity to their home.

Trainers policy

A major research project conducted in 2009-10 reviewed roles, competencies and the first-aid and trainer services training provided for Australian Football.

A national policy outlining minimum requirements in the provision of first-aid and trainer services was then developed and circulated to AFL state and territory affiliates. Training programs, including the new emergency response coordinator course, have been developed and trialled in 2011 with full implementation in 2012.

Other highlights included:

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

“Training programs, including the new emergency response coordinator course, have been developed and trialled in 2011 with full implementation in 2012.”

Telstra AFL Community Camps

There were many positive outcomes and highlights from the 2011 Telstra AFL Community Camps, in particular the camps in flood-affected areas in Western Australia, Queensland and Victoria. In addition, the GWS Giants completed their first camp program. Below is a summary of some of the camp outcomes:

- ▶ Primary and secondary schools visited – 414
- ▶ School students visited – 88,478
- ▶ Participants visited at junior clubs – 3491
- ▶ Students participating in super clinics – 6050
- ▶ People visited in aged care/hospitals – 2308
- ▶ People attending official functions – 3705
- ▶ Money raised from official functions – \$66,500

Footyweb

Footyweb is a national participation system provided free of charge to all leagues and clubs, storing information on all football players, NAB AFL Auskick participants, umpires, coaches and volunteers involved in grassroots football. It reduces the administrative burden on volunteers and club registrars and is estimated to save the game more than \$1 million a year.

Footyweb provides:

- ▶ Fixtures, ladders, online results and clearances.
- ▶ Websites with full content management capabilities.
- ▶ Online registration and payment facilities for NAB AFL Auskick participants, local players and coaches.



Umpiring development

Umpiring is Everyone's Business Campaign

The AFL Umpiring is Everyone's Business campaign continued to educate all football participants that they need to create a positive match-day environment to retain umpires. A 'Thanks Ump' weekend, conducted in round eight of the Toyota AFL Premiership Season, gave the campaign a key focus.

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

- ▶ A video featuring Scott Jeffery that followed a week in the life of an AFL umpire to highlight their professionalism.
- ▶ Two 30-second Thanks Ump clips including comments from AFL coaches promoting umpiring as a key part of the game were shown on the big-screen at AFL matches during round eight.
- ▶ Significant activity at community level, including coaches and players shaking hands with umpires, match-day programs featuring umpiring, coaches and players umpiring matches, and strong local media.
- ▶ AFL coaches, including Michael Voss, Rodney Eade and Peter Sumich, umpiring community football games.

Key messages from the Umpiring is Everyone's Business campaign are:

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

“Umpiring is Everyone's Business continued to educate all football participants that they need to create a positive match-day environment to retain umpires.”

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 2011 AFL National Umpire Coaching Conference was conducted in January 2011 and, again, held in conjunction with the AFL National Coaching Conference at Etihad Stadium in Melbourne.

The conference was attended by 109 community-based umpire coaches from every state in Australia.

Umpire coaches attended selected coaching electives and all keynote presentations, as well as participating in a specific umpire coaching stream. The integration between umpire coaches and coaches of players reinforces the philosophy of the Umpiring is Everyone's Business campaign.

AFL Umpire promotional appearances

The continued strong relationship between the AFL Umpiring Development Department and the AFL Umpires Association resulted in 71 AFL umpires making more than 120 appearances, including visits to schools, umpiring groups and coaching sessions within the umpire talent pathway program.

Nineteen AFL umpires also participated in 12 AFL umpire road shows in 30 regional towns and community centres around Australia.

AFL talented umpire pathway

In partnership with the Australian Sports Commission, the third intake of the AFL High Performance Umpiring Academy successfully completed the program in 2011.

The academy provides opportunities for young state league umpires from each state who have been identified as potential AFL umpires.

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

The academy utilises AFL umpires including Chris Donlon, Scott Jeffery and Justin Schmitt as mentors, and aims to improve the skill of participating umpires and prepare them to trial at AFL level within two years.

From the 2011 AFL High Performance Umpiring Academy, Curtis Deboy has been named as an All-Australian umpire and will tour Europe with the Level 2 AIS-AFL Academy group, while Ben Lehner has been named as an All-Australian Umpire and will tour New Zealand with the Level 1 AIS-AFL Academy group.

The NAB AFL Under-18 and Under-16 Championships provided an opportunity for 40 state league umpires from across Australia to participate in an intensive live-in learning experience, when they were exposed to coaching by AFL umpires and coaches, match communications technology, video review and presentations from key industry experts. They also attended AFL umpires training to fast-track their development.



GOOD LUCK: Hawthorn coach Alastair Clarkson showed his respect for the umpiring fraternity, greeting field umpire Michael Vozzo before the Hawks' round eight game in 2011.

//INTERNATIONAL



Tianjin Oval

The first purpose-built AFL oval in China was launched in Tianjin, south of Beijing, on October 11, with Cr Robert Doyle, Lord Mayor of Melbourne, in attendance (above).

The \$1.5 million project is a collaboration between the City of Melbourne, the AFL and the Melbourne Football Club. The facility is part of an ongoing commitment to grow Australian Football in China.

During 2011, AFL matches were broadcast weekly into China through the Shanghai Media Group on international Channel Shanghai.

PNG taskforce

The AFL and the Federal Government launched the Papua New Guinea AFL taskforce in September to expand Australian Football in the region.

The taskforce will investigate all facets of the game, including the implementation of development programs, football programs to assist with social issues, an elite player pathway with an expanded academy program and the possibility of a PNG representative team playing on a weekly basis in an Australian Football competition.

Oceania Cup

The third Oceania Cup was played in Fiji in December 2011. Seven nations participated in the tournament: Fiji, New Zealand, Papua New Guinea, Nauru, Tonga, Solomon Islands and Vanuatu. AFL players Nic Naitanui and Israel Folau attended, while the Flying Boomerangs played against Oceania and South Pacific representative teams. New Zealand defeated Nauru for the title.

International combines

The search for talent was broadened with the first international combines conducted in four locations in 2011: Papua New Guinea, Tonga, Shanghai and Fiji. More than 250 players were invited to test their skills and athletic potential. The testing mirrors that at the national and state combines, with AFL development staff managing and recording the results at each session.

The NSW Australian Football Umpires Association scholarship program also saw four NEAFL umpires travel to Melbourne, visit the rooms and sit in the coach's box at an AFL match, and attend AFL umpires training.

AFL Green Shirt Program

AFL research suggests the majority of umpires who leave umpiring in their first year do so because of difficulties involving the laws of the game and a lack of support.

In light of this, the AFL launched the AFL Green Shirt Program in 2005 to assist first-year umpires in two ways – by providing a trained mentor and using a green shirt to indicate the umpire is still learning.

This year's program involved 2500 umpires and 650 mentors. The Umpiring Is Everyone's Business campaign and the Thanks Ump weekend reinforced the message that green shirt umpires are still learning the game.

Other highlights included:

- ▶ Seven first-year umpires from each state and territory were selected to participate in the grid games that took place at half-time of the 2011 Toyota AFL Grand Final.
- ▶ The review of umpiring accreditation has proposed the introduction of Level 3 boundary umpire accreditation and Level 3 goal umpire accreditation to provide further education standards for umpires once they reach state league and aspire toward AFL level.
- ▶ Work continued on the development of an umpire and umpire coach assessor online course, club umpire online course and Level 1 umpire accreditation (theory) course. These courses will be completed before the start of the 2012 season as resources to community umpiring groups implementing umpiring accreditation.

Coaching development

Accreditation courses

In 2011, more than 5700 coaches participated in AFL coach accreditation courses, with 5577 taking part in Level 1 courses and 204 in Level 2 courses.

The six-day AFL High Performance Coaching Course held at Etihad Stadium in conjunction with the NAB AFL Draft Combine was attended by 24 coaches.

Level 2 courses were conducted in every state and territory during the year. Catering for demand, the annual AFL-AFLPA Level 2 coaching course in January-February was split into two groups with 50 recently retired or experienced players nominated by the AFLPA.

AFL Online Junior Coaching Course

More than 1500 coaches completed the AFL Online Junior Coaching Course via the AFL Community Club website. The course is designed to assist NAB AFL Auskick and junior coaches in their development and lead into formal coach accreditation.

AFL National Coaching Conference

The ninth AFL National Coaching Conference was held at Etihad Stadium in Melbourne from January 28-30. More than 600 coaches, including community coaches from all states in Australia and representatives from most AFL clubs, attended the conference.

Coaching resources

Work continued in 2011 on the development of a range of coaching resources:

- ▶ The AFL Kicking Guide DVD series for players and coaches presents the key fundamentals to good kicking as identified by the expert kicking working party. These DVDs present individual, small-group and large-group activities designed to improve the various types of kick required in the modern game.
- ▶ The AFL Skills Guide DVD presents the skills required in Australian Football through the stars of the AFL.
- ▶ The Team Rules DVD presents 25 common team rules that coaches can incorporate into their own specific sets of team rules.
- ▶ Two editions of the magazine *Coaching Edge* were produced.

Other highlights included:

- ▶ The work of the AFL Coaching Ambassadors.
- ▶ AFL Director of Coaching Peter Schwab, long-time AFL Coaching Ambassadors Stan Alves and David Parkin, along

with the AFL Coaches Association (AFLCA) Chief Executive Officer Danny Frawley and experienced coach David Wheadon, presented at Level 2 coaching courses around Australia. The ambassadors also played roles in AFL coaching and development activities, which included Peter Schwab's regular column and video segment Time On for *afl.com.au* and the AFL Community Club website.

- ▶ The Coach Recognition Awards.
- ▶ Australian Football Coaches Association awards functions were held in South Australia, Victoria and Western Australia.
- ▶ The game development partnership between the AFL and the AFLCA continued to grow, particularly through the AFL coach appearance program. Overall, AFL senior and assistant coaches participated in development activities and appearances in all states and territories, including most regions around the country. In total, assistant coaches made more than 700 appearances.

Australian Sports Commission

The AFL gratefully acknowledges the generous support of the Australian Government in providing significant funding to AFL development programs through the Australian Sports Commission, particularly to the AIS-AFL Academy and for participation programs.

// MESSAGE FROM THE AUSTRALIAN SPORTS COMMISSION

» A true sign that Australian sport is united in working together is the endorsement from the Commonwealth, State and Territory Governments of the National Sport and Active Recreation Policy Framework.

What this means is that for the first time all governments have agreed on priorities for sport.

Underpinning the framework is the new National Institutes System Intergovernmental Agreement which unites our National Institutes of Sport and national sporting organisations to work hand in hand to achieve common national high-performance objectives to maximise resourcing and expertise in support of the development of world-class athletes to achieve international success.

This framework is supported by significant additional investment in sport by the Australian Government.

The 2011-12 Budget will provide \$300 million to support the full spectrum of sport from grassroots through to elite competition.

Support by the Australian Government will enable a more collaborative long-term focus to drive reform within Australian sport and, importantly, make the connection between Australians standing on the podium and young Australians participating in sport.

This is an exciting and challenging time for Australian sport. The Australian Sports Commission looks forward to working with all sporting organisations, the state and territory institutes and academies of sport, and state and territory departments of sport and recreation, to promote access to, and participation in, sport across the community and support Australia's continued sporting success.



The Hon. Warwick Smith AM
Chairman
Australian Sports Commission



Australian Government
Australian Sports Commission

Around the Regions

A snapshot of the 2011 programs and initiatives in each state and territory and internationally.

WESTERN AUSTRALIA

- ▶ Overall participation in WA increased by 4.7 per cent to 130,482.
- ▶ More than 21,500 participants played junior football and 15,220 played youth football.
- ▶ The \$10 million redevelopment at Peel Thunder's home ground was officially opened.
- ▶ Alfred Moffat, Don Marinko snr, George Prince, Duggan Anderson, Peter Tannock and Garry Sidebottom were inducted into the WA Football Hall of Fame.
- ▶ The 1000th WA teacher was inducted into the AFL School Ambassador program.
- ▶ The WAFL recorded its third highest attendance figure since 1994 with a total of 223,400.
- ▶ Claremont won the 2011 WAFL premiership and played in the Foxtel Cup Grand Final.
- ▶ 14 WA players were selected in the NAB AFL Draft.
- ▶ WA's Kirby Bentley won the Debbie Lee Medal for fairest and best at the AFL Women's National Championships and WA umpire Amy McQuade was named All-Australian field umpire.
- ▶ \$250,000 was allocated through the WAFC Community Facilities Development Fund.
- ▶ The WAFC received the Commitment to Workforce Development Award at the 2011 WA Sport and Recreation Industry Awards.
- ▶ WAFC Chief Executive Wayne Bradshaw announced his resignation, ending 19 years with the WAFC and a decade as chief executive.

SOUTH AUSTRALIA

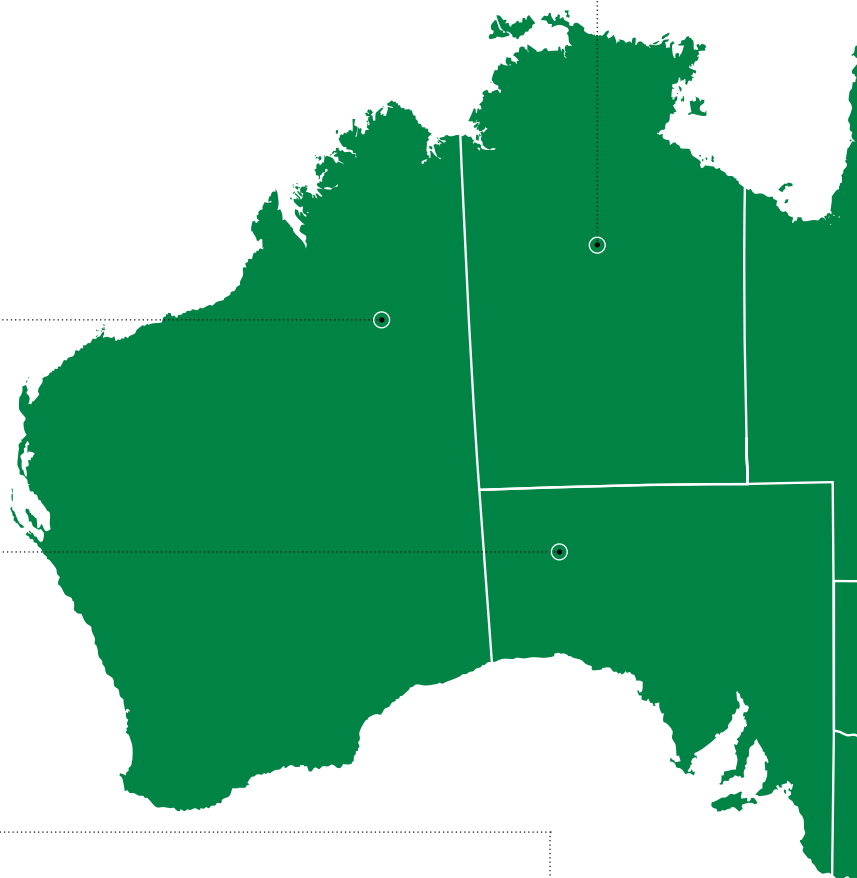
- ▶ Total participation numbers were 116,626, an increase of 16 per cent on the previous year.
- ▶ Home and away SANFL attendances reached 291,209, the best result since 2002.
- ▶ In its best year for combined under-18 and under-16 results, SA won seven out of eight matches to win the NAB AFL Under-16 Championships and finish runner-up in the NAB AFL Under-18 Championships.
- ▶ SA's talent development programs saw 17 South Australians pre-listed, upgraded or drafted in the NAB AFL Draft.
- ▶ The SANFL Aboriginal Pathways to Excellence program secured 17 traineeships or jobs for young Indigenous people in its first year, and provided education and cultural awareness for a further 2500 across the state.
- ▶ Woodville-West Torrens Football Club was identified in an AFL-Griffith University study as the most-effective developer of AFL talent in the country, with an additional three SANFL clubs ranked in the top 10.

TASMANIA

- ▶ Total participation numbers were 33,295, compared to 35,809 in 2010.
- ▶ In an all-northern TSL Grand Final, the Launceston Blues defeated the Burnie Dockers at Aurora Stadium by 44 points to win their first TSL flag.
- ▶ Tasmania's state under-18 team defeated Queensland, New South Wales/ACT and the Northern Territory to win another Division Two NAB AFL Under-18 Championships.
- ▶ Rodney Eade was elevated to Icon status in the Tasmanian Football Hall of Fame; just the 10th Icon in 147 years of Australian Football in Tasmania.
- ▶ Tasmanian Football Hall of Fame Icon Horrie Gorringer was inducted into the Australian Football Hall of Fame in 2011.
- ▶ During 2011, Tasmania also farewelled two of the 10 Hall of Fame Icons, with the passing of Darrel Baldock and Terry Cashion.
- ▶ Tasmania fielded its first women's state team at the AFL National Women's Football Championships in Adelaide. The team, coached by former AFL player Trent Bartlett, won its first game against the Northern Territory.
- ▶ Hawthorn renewed its agreement with the Tasmanian Government for a further five years. From 2012-16, the Hawks will continue to play four of their home games at Aurora Stadium in Launceston, with 2016 to be the 16th consecutive season they have played home games in Tasmania.
- ▶ In 2011, the AFL and North Melbourne negotiated a new commercial arrangement with a group of Tasmanian stakeholders that will result in the Kangaroos playing two home games at Bellerive Oval in Hobart in each of the next three seasons, starting with a round two clash with Greater Western Sydney on Easter Saturday 2012.
- ▶ AFL Tasmania and the Tasmanian Government negotiated a new five-year \$2.5 million funding package to support the development of state league and community football in Tasmania.

NORTHERN TERRITORY

- ▶ Participation numbers totalled 22,800, a 4.5 per cent increase on 2010.
- ▶ Facility upgrades at Katherine, Cazaly's Oval Palmerston (a \$14 million development) and various remote regions.
- ▶ NT Thunder won the inaugural NEAFL Grand Final and NEAFL Cross Conference Grand Final, and its first-round game in the Foxtel Cup.
- ▶ Remote projects grew from three to eight, with new ones in Hermannsburg, Maningrida and Ngukurr, and another two in Lajamanu and Gapiwiyak beginning in January 2012.
- ▶ Consolidation of three divisions of the NTFL with new teams from Katherine and Wadeye.
- ▶ Release of new five-year AFLNT strategy.
- ▶ Further development and expected construction of the Michael Long Academy at TIO Stadium.



QUEENSLAND

- ▶ Total participation numbers reached 133,220, up 11 per cent on 2010.
- ▶ 16 Queenslanders debuted in the AFL in 2011, with a further five listed by clubs. In 2011, there were 52 Queenslanders on AFL club lists.
- ▶ AFL Queensland hosted the inaugural AFL KickStart Under-15 Championships on the Gold Coast.
- ▶ From night lighting to new changerooms, more than \$4 million was secured for statewide facilities development.
- ▶ Southport Australian Football Club president Dr Alan McKenzie was elevated to legend status in the Queensland Australian Football Hall of Fame.
- ▶ State Government funding of \$400,000 secured towards AFL Cape York House, an education and boarding facility for Indigenous youth.

NEW SOUTH WALES

- ▶ Participation numbers reached a record 136,438, with growth of 21 per cent in western Sydney, eight per cent in NAB AFL Auskick, 11.5 per cent in school participation and 5.5 per cent in clubs.
- ▶ Sydney University and the Sydney Hills Eagles were invited to join the North East Australian Football League (NEAFL), making the NEAFL's Eastern Conference a nine-team competition in 2012.
- ▶ 11 players from NSW/ACT were primary listed in the NAB AFL Draft and five others joined them in the AFL through the Rookie Draft. The program has seen 50 players listed in the past five years.
- ▶ The Sydney Swans and GWS Giants academies were launched.
- ▶ The new Indigenous Parent and Community Engagement Program that was co-founded by the Federal Government started in five centres (Wagga Wagga, Blacktown, Campbelltown, Illawarra and Coffs Harbour).
- ▶ Sydney successfully hosted large events, including the NAB AFL Draft, NAB AFL Under-16 and Under-18 Championships and the International Cup.
- ▶ The AFL's investment in facilities continues to grow with 12 new grounds established in NSW/ACT as part of 17 facility projects. Twelve new projects funded from the facility development reserve will leverage \$17,750,000 worth of improvements.
- ▶ 12 new sets of goalposts were installed in western Sydney schools, with a further 29 erected at community facilities throughout the state and territory.
- ▶ New South Wales won the Division Two title at the Women's National Championships in Adelaide.

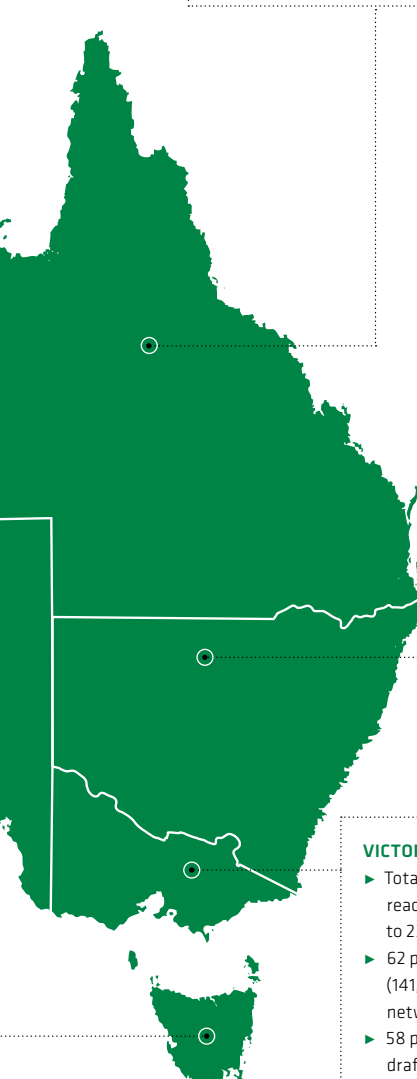
VICTORIA

- ▶ Total participation numbers reached 227,849, compared to 232,288 in 2010.
- ▶ 62 per cent of participants (141,356) belong to the large network of leagues and clubs.
- ▶ 58 per cent of the players drafted to AFL club lists from the 2011 NAB AFL Draft were from Victoria (39 from the TAC Cup and two from the VFL), including No.1 selection Jonathon Patton.
- ▶ Governance and management reform implemented through the establishment of AFL Victoria Limited and the winding up of Football Victoria Ltd.
- ▶ AFL Development Strategy and Operations Manager Grant Williams appointed AFL Victoria General Manager.
- ▶ Vic Metro won the NAB AFL Under-18 Championships.
- ▶ The Peter Jackson VFL and TAC Cup Grand Finals were played at Etihad Stadium, with Port Melbourne completing an undefeated season to win the VFL Grand Final and the Sandringham Dragons winning their second TAC Cup title.
- ▶ Peter Jackson VFL club Williamstown won the inaugural Australia-wide Foxtel Cup.
- ▶ Victorian teams won the National Youth Girls Under-18 Championships and the 2011 National Women's Championships.
- ▶ Peter Jackson VFL umpiring produced two field umpires to the AFL national panel of 32 field umpires, while two field umpires were elevated to rookie status on the AFL panel. Four boundary umpires and one goal umpire were also elevated to the AFL national panel of umpires.
- ▶ Secured and established key corporate relationships with Acacia and Peter Jackson Melbourne as major partners of the VFL.
- ▶ Australia's first full-size synthetic football oval was completed in Point Cook.
- ▶ Review of Football in Country Victoria led by AFL Victoria Chairman Peter Jackson.



INTERNATIONAL

- ▶ International participation numbers exceeded 100,000 for the first time, reaching 100,266
- ▶ This represents an increase of 54.82 per cent on the 2010 total of 64,762 participants, with the increase driven primarily by strong growth in Papua New Guinea and New Zealand, while Fiji also emerged as a key growth market.
- ▶ Growth in Papua New Guinea is a result of continued investment in resources and AFL PNG's tailored programs.
- ▶ AFL New Zealand increased its participation numbers to 36,000 as a result of increased organisational capacity and the New Zealand Government's recognition and funding of Australian Football as a developmental sport for school children.
- ▶ The South Pacific and World XVIII teams participated in the NAB AFL Under-16 Championships in July. Both teams registered their inaugural wins in the competition against Australian state representative teams.
- ▶ The 2011 International Cup was played in Sydney and Melbourne. Twenty nations were represented across 18 men's and five women's teams. Ireland won both the men's Division One and women's titles. Fiji won the men's Division Two title.
- ▶ International Cup Ambassador Brett Kirk travelled throughout the world from January to August to visit nations competing in the International Cup.
- ▶ New AFL oval opened in Tianjin, China.
- ▶ The AFL and the Federal Government signed a new agreement to work together in the development of the game internationally.
- ▶ The AFL and Federal Government established the PNG Taskforce.
- ▶ Canadian Mike Pyke and American Shae McNamara competed against each other in the ruck during a NAB Cup game, representing the Sydney Swans and Collingwood respectively.





2011 International Cup

The fourth International Cup was played in Sydney and Melbourne from August 12-27, 2011. It was the biggest Cup held, with the number of teams increasing from 16 in 2008 to 23 (18 men's and, for the first time, five women's teams).

The following nations were represented:

- ▶ Canada
- ▶ China
- ▶ Denmark
- ▶ East Timor
- ▶ Fiji
- ▶ France
- ▶ Great Britain
- ▶ India
- ▶ Ireland
- ▶ Japan
- ▶ Nauru
- ▶ New Zealand
- ▶ Papua New Guinea
- ▶ Israel and Palestine (whose players equally made up the Peace Team)
- ▶ Sweden
- ▶ South Africa
- ▶ Tonga
- ▶ United States of America

East Timor, Fiji, France and Tonga made their International Cup debuts.

International Cup Ambassador Brett Kirk promoted the International Cup as he travelled to each competing country in the six months leading into the event.

For the first time, the men's teams played a qualifying round to split the teams into two divisions, ensuring more competitive matches and better development outcomes.

Over the tournament, 66 matches were played at eight venues. More than 1000 players, coaches, umpires and officials were involved.

Highlights of the tournament included:

- ▶ The media launch at Sydney's Luna Park with the team captains.
- ▶ Australian Prime Minister Julia Gillard's pre-recorded welcome at the opening function.
- ▶ The captains' reception at Kirribilli House.
- ▶ US Ambassador Jeffrey Bleich attending the USA-South Africa match at ANZ Stadium.
- ▶ Victorian Premier Ted Baillieu attending matches at Royal Park in Melbourne.
- ▶ The combine for International Cup players.
- ▶ The gala dinner at Crown Palladium in Melbourne.
- ▶ Victorian Multicultural Affairs Minister Nick Kotsiris attending the Grand Final at the MCG.
- ▶ The parade of nations at ANZ Stadium and the MCG.

There was strong media support for the tournament, with more than 450 media mentions at an estimated value of \$1.4 million.

A dedicated website, Facebook page and Twitter account were established to support the tournament. The AFL website published 150 stories from July 1-September 13, attracting more than 460,000 page views and 370,000 unique page views.

Ireland defeated Papua New Guinea to win the men's Division One competition and Canada to win the women's competition, while Fiji defeated France to win the men's Division Two competition.



ACTION-PACKED: Ireland (far left) won the men's title at the International Cup; IC11 Ambassador Brett Kirk with the women's team captains (from left) Lylian Barnabas (PNG), Aimee Louise Hazley (Ireland), Emma MacNeill (Australia Indigenous-Multicultural), Aimee Legault (Canada) and Judith Stein (USA); a Nauruan player showed his kicking skills.

Final International Cup standings

Division One – Men's

- Ireland
- Papua New Guinea
- New Zealand
- United States
- South Africa
- Nauru
- Great Britain
- Denmark
- Tonga
- Canada
- Sweden
- Japan

Division Two – Men's

- Fiji
- France
- Peace Team
- India
- China
- East Timor

Women's

- Ireland
- Canada
- United States
- Papua New Guinea
- Australia (Indigenous/multicultural)

//BENO KNOWS NO BOUNDS

» The 2011 International Cup carnival provided an unexpected bonus for one of the youngest players involved.

Papua New Guinea's Brendan Beno holds an AFL International Scholarship with the Brisbane Lions and, while in Sydney for the Cup, he was asked to play for the Lions' reserves.

The opportunity was another chapter in the 17-year-old's unique Australian Football journey.

He was already known to recruiters in 2008 when he was selected to play with the Papua New Guinea under-18 Kapunda squad against the AFL's Indigenous youth team, the Flying Boomerangs. Not only was Beno the youngest player at just 14, he was also the smallest and smartest.

Scouts had returned to Port Moresby to see him play, but they didn't know that, for personal reasons, Beno had returned to Bougainville, 1000km away on the most easterly landmass in Papua New Guinea, and he had to find his own way back.

With no money or plans, he walked from his village to the main highway, hitch-hiked to Buka Island, canoed across the Rabaul on the mainland province of West New Britain, before talking a steamship captain into letting him catch a two-day boat ride to Port Moresby.

He arrived 10 minutes before the start of the game in a pair of thongs, shorts and singlet with no footy gear. After a quick drink and a whip-around for some boots, Beno took his place in the forward pocket for the first bounce. The home team won but, while Beno kicked two goals, he didn't overwhelm the scouts.

However, after some much-needed sleep and food, Beno was better prepared for the



NEW TALENT: Brendan Beno played for the Brisbane Lions reserves while in Sydney for the International Cup.

return match in Lae. He played in the centre and was one of his team's best.

His performance left the Brisbane Lions in no doubt about his talent and they signed him to an AFL International Scholarship on the day he turned 15.

Beno now lives at the AFL's PNG Academy in Port Moresby, where he attends school and receives coaching. In July, Beno represented the South Pacific in the 2011 NAB AFL Under-16 Championships in Sydney and was named his team's most valuable player.

Beno had returned to Blacktown International Sports Park with the PNG Mosquitoes for the first week of the International Cup competition when the call came from the Lions. Their reserves were fixtured to play the Sydney Swans reserves and they asked Beno to play. Even better, he got the opportunity to play against Tadhg Kennelly, another star international player, and to show AFL coaches his ability.

Later, Papua New Guinea made the 2011 International Cup Grand Final and Beno realised a dream to play on the MCG. The Mosquitoes lost to the Irish but the youngster from Bougainville made a major impression.



YOUTH SUPPORT: Ladder mentoring coordinator Kris Massie, AFL Ladder ambassador Andrew McLeod and program coordinator Andrew Crowell celebrate the opening of the St Vincent Street partnership.

Community Partnerships



Ladder – Youth homelessness

Ladder, the joint project between the AFL and AFL Players' Association, expanded its program in 2011, with the opening of the Ladder St Vincent Street partnership in Adelaide, joining the existing Ladder Hoddle Street partnership in Melbourne.

During 2011, Ladder assisted more than 40 homeless young people on their journey to independence in Victoria and South Australia. This includes six young people at the Ladder Hoddle Street partnership completing the two-year support program to live independently in the community.

More than 32,000 young people are homeless each night in Australia and, under the AFL partnership with Ladder, the AFL makes an annual contribution of \$150,000 that is matched dollar for dollar by the players through the AFLPA Charity Fund.

More than simply donating funds, the AFL is committed at every level. AFL executives, staff and partners are standing alongside current and past players to donate more than money. The investment of skills, resources and time is crucial to change the lives of homeless young people and convince other socially minded businesses to follow the AFL's lead.

Through the work of Ladder, the AFL is part of a growing movement committed to helping young people escape from the homelessness cycle and move towards independence. To that end,

we also acknowledge the Australian Government and the ongoing support of Ladder Ambassador Senator Mark Arbib in committing funds to support the Ladder mentoring program.

During 2011, the network of AFL players and elite female athletes involved as volunteers in Ladder mentoring expanded significantly. With plans to deliver more than 1000 hours of one-on-one support in 2012, Ladder mentors are focused on identifying personal strengths and guiding young people towards their dreams.

Ladder's vision is to establish a presence in every region that plays host to an AFL team in the next eight years, providing the AFL and its players with a clear role to play to contribute to the national agenda of halving homelessness by 2020.



AFL SportsReady

In 2011, the AFL's group training company, AFL SportsReady, completed its 17th year and inducted its 9000th trainee, of which more than 1000 have been Indigenous Australians.

The AFL industry continued to provide an array of diverse employment opportunities for young Australians in 2011. By providing traineeships across its operations, the AFL provides an essential platform for young people to build their skills in a real working environment.

During the past five years, there have been more than 600 AFL SportsReady trainees working in the AFL industry, with many securing ongoing work in the area they completed their traineeship.

AFL clubs, state and local leagues and local clubs have all benefited from investing in young people's development. This exposure to the workforce is the first step in the pathway to sustainable employment for young trainees. The 'host' employers play an essential part in providing these career opportunities.

This past year has also seen the introduction of the Barrawarrn program. An initiative of the Collingwood Football Club Foundation and AFL SportsReady in partnership with AFL Victoria, this three-year program is designed to increase Indigenous participation in employment and training. It will involve 10 school-based trainees placed in the community around Victoria Park and five full-time trainees working in AFL Victoria regions across the state.

The newly appointed Chair of AFL SportsReady, Peter Jackson, conducted a detailed review of the organisation in 2011 and set many challenging targets for support and development within the football community. The board has appointed a new CEO, James Montgomery, who was the director of Community Sport and Recreation in the Victorian Government, to oversee this work.

AFL SportsReady has continued to develop and support the football community through strategic investments, including the appointment of staff on the Gold Coast and in western Sydney to support the growth and footprint of the AFL in these communities.

Continued partnerships with AFL Queensland and AFL Victoria, new initiatives with AFL NSW and the West Australian Football Commission, and the recent purchase of a registered training organisation have provided AFL SportsReady with an excellent platform to grow and develop its support for the football community in 2012 and beyond.

Balls 4 Life

All AFL clubs supported a new initiative in 2011 to assist the Balls 4 Life Foundation and Prostate Cancer Foundation of Australia to auction match balls signed by the players from winning teams in 2011. The program continued during the Toyota AFL Finals Series with the captain and coach of each winning club signing a match ball during the first three weeks of the finals.

For the Toyota AFL Grand Final, Cameron Ling, Chris Scott, Mick Malthouse and Nick Maxwell autographed a football following the Grand Final Parade.

More than \$70,000 was raised through the initiative for services and research into prostate cancer by the Prostate Cancer Foundation.

White Ribbon Foundation

The AFL continued to support this international campaign to eliminate violence against women in various ways, including supporting the White Tie dinner in Sydney, the White Ribbon luncheon in Melbourne, and arranging for players from the Fremantle and West Coast Eagles football clubs to attend Perth-based White Ribbon functions.

White ribbons were also made available to all men attending the Brownlow Medal dinner to show their support for the campaign. A White Ribbon social networking clip was also developed and hosted on the AFL website.



GOOD CAUSE: Russell Robertson, Olivia Newton-John and Jim Stynes perform at the MCG.

Olivia Live at the 'G

The AFL and Melbourne Football Club this year joined the Olivia Newton-John Cancer and Wellness Centre to raise awareness and funds during the month of May, culminating at the MCG on May 27, before the Melbourne-Carlton match.

The first stage of the state-of-the-art Olivia Newton-John Cancer and Wellness Centre is due to open in Melbourne in 2012, followed by the final stages in 2013.

The Olivia Live at the 'G event launched a public appeal to raise the \$10 million that is required to complete the project and featured one of Australia's most-loved entertainers performing three of her hit songs. Memorably, Olivia was assisted on stage by Melbourne president Jim Stynes and former Demons player Russell Robertson.

More than \$57,000 was raised thanks to the generosity of Melbourne Football Club and AFL supporters.

Support for Queensland and Victorian regions impacted by floods

The AFL and each AFL club combined to contribute \$500,000 to the Queensland Premier's Flood Relief Appeal after severe floods devastated much of the state in January 2011. In addition, the AFLPA contributed \$150,000 to the appeal.

The AFL appointed Community Facility Development Manager Ken Gannon to work with AFL Queensland to assess the damage caused by the floods to community clubs throughout the state, a similar role to one he performed after the 2009 Black Saturday bushfires in Victoria.

The first round of the 2011 NAB Cup formed the focus of the AFL community's support for the rebuilding of local football clubs affected by the floods, in addition to the contribution of the AFL, AFL clubs and AFLPA.

Each of the six round one fixtures included a series of fundraising activities as well as nine-a-side legends and celebrity matches to support community football clubs that had facilities damaged by floods.

The AFL, in conjunction with AFL Queensland and AFL Victoria, provided grants to 50 community clubs to assist their recovery from the floods.



BOWING OUT ON A HIGH:
Former St Kilda, Sydney and Western Bulldogs star Barry Hall is chaired from the field by Liam Jones and Lucas Markovic after ending his 289-game career with five goals in round 24 last season.

AWARDS, RESULTS & FAREWELLS

CATS SHOW THEIR CLASS

Geelong confirmed its greatness by claiming a third flag in five years to highlight a thrilling 2011 Toyota AFL Premiership Season.

Under first-year coach Chris Scott, Geelong secured its third premiership in five years to cap a memorable 2011 season. The Cats, who finished a game behind Collingwood in second position in the Toyota AFL Premiership Season, won their first two finals convincingly, against Hawthorn and the West Coast Eagles respectively, before overcoming the Magpies in a gripping Toyota AFL Grand Final to take out their ninth premiership.

Scott became only the 13th man to coach a premiership in his first season and the first since Hawthorn's Alan Joyce in 1988. Cameron Ling became Geelong's seventh premiership captain before retiring soon after the Grand Final.

Champion midfielder Jimmy Bartel added to his impressive list of honours, adding a third premiership medal and a Norm Smith Medal to his Brownlow Medal win in 2007.

Bartel was not the only midfielder to have a season to remember. Collingwood's Dane Swan continued his brilliant form, culminating in his victory in the Brownlow Medal. He polled 34 votes to become the Magpies' ninth Brownlow winner.

Hawthorn spearhead Lance Franklin was back to his spectacular best, thrilling crowds with his sublime skills as he won his second Coleman Medal. Dyson Heppell made an immediate impact in his

first season, giving Essendon fans reason for optimism when he took out the NAB AFL Rising Star award.

Small forwards featured in two of the season's most spectacular moments. Collingwood's Andrew Krakouer flew high over a pack against Adelaide in round nine to claim the Hungry Jack's Mark of the Year and Fremantle livewire Hayden Ballantyne displayed his creativity and hard running in his Panasonic Goal of the Year against the Cats in round two at Patersons Stadium.

The action did not stop after the Grand Final. The Irish returned to Australia for a two-Test International Rules series and regained the Cormac McAnallen Trophy with victories at Etihad Stadium and Metricon Stadium.

Geelong midfielder James Kelly stood out as Australia's most valuable player in the series, winning the Jim Stynes Medal.

The series was also the swansong for Tadhg Kennelly, named as Ireland's best player in the series. Barry Hall, Daniel Bradshaw and Brady Rawlings also hung up their boots at the end of 2011 (see page 112).

Football mourned the loss of two of the game's legendary figures – Geelong premiership player, coach and colourful media identity Bob Davis and four-time premiership coach Allan Jeans.



THE PREMIERS



Geelong and Collingwood were the best two sides in the 2011 Toyota AFL Premiership Season but the Cats prevailed when it mattered most.

Hindsight is a wonderful teacher but after Geelong put Collingwood to the sword in the final term of the 2011 Grand Final, there were valuable lessons to be gleaned. One is that you can't beat form and there was no doubt the Cats were in better shape in the lead-up to the big day. They were ominously good against Hawthorn and West Coast in the qualifying and preliminary finals respectively while, in reverse order, the Magpies battled against the same two opponents.

Another lesson is that teams always roll the dice with injured players in Grand Finals. Some, like Geelong's decision to play Steve Johnson a week after wrenching his knee, pay off. Johnson was one of many heroic tales for the Cats, kicking four goals.

Tom Longeran, who lost a kidney after a heavy collision in a game in 2006, moved on to a rampaging Travis Cloke in the second quarter and took the big Magpie forward out of the game.

Then there was James Podsiadly being wheeled off before half-time clutching his dislocated shoulder and fearing his premiership dream, in his second season at the age of 30, was over.

Podsiadly's loss forced the Cats to re-cast their forward line and a negative became a positive. Tom Hawkins was thrust into the role of sole key forward and did the job superbly with seven contested marks and three goals.

The Magpies were far from disgraced and for three quarters made it one of the best Grand Finals. But once the Cats had Cloke under control, Collingwood's attacking options dried up.

Cameron Ling nullified Brownlow medallist Dane Swan and Norm Smith medallist Jimmy Bartel enhanced his reputation as a big-game player extraordinaire.

Sadly, it ended on a disappointing note for retiring Magpie coach Mick Malthouse but for young Geelong counterpart Chris Scott, it was the sweetest victory of all.

TOYOTA AFL GRAND FINAL				
Geelong	4.3	8.6	13.7	18.11 (119)
Collingwood	4.2	9.3	12.6	12.9 (81)
Best: Geelong – Bartel, Selwood, Hawkins, Ling, S. Johnson, Lonergan, Chapman, Ottens, Varcoe, Mackie. Collingwood – Pendlebury, Thomas, Sidebottom, Tarrant, Ball, L. Brown, Johnson.				
Goals: Geelong – S. Johnson 4, Hawkins 3, Bartel 3, Varcoe 3, Selwood 2, Stokes, Duncan, Ling. Collingwood – Cloke 3, Krakouer 3, Sidebottom 2, Ball, Johnson, Wellingham, L. Brown.				
Umpires: C. Donlon, S. Ryan, B. Rosebury				
Crowd: 99,537 at the MCG				

TEAMS AS SELECTED Geelong Cats v Collingwood

F/ B/	J. Kelly A. Toovey	J. Podsiadly B. Reid	P. Chapman H. O'Brien
HF/ HB/	S. Johnson N. Maxwell (c)	T. Hawkins C. Tarrant	T. Varcoe H. Shaw
C/ C/	J. Selwood J. Blair	J. Bartel D. Swan	A. Mackie L. Davis
HB/ HF/	C. Enright B. Johnson	H. Taylor C. Dawes	D. Wojcinski A. Didak
B/ F/	J. Hunt S. Sidebottom	M. Scarlett T. Cloke	T. Lonergan L. Ball
R/ R/	B. Ottens D. Jolly	C. Ling (c) S. Pendlebury	J. Corey D. Thomas
IC/ Em/ Coach/	T. West, M. Stokes, A. Christensen, M. Duncan (s) S. Byrnes, D. Milburn, C. Guthrie C. Scott	IC/ Em/ Coach/	L. Brown, A. Krakouer, S. Wellingham, A. Fasolo (s) T. Goldsack, C. Wood, B. Sinclair M. Malthouse

JOCK McHALE MEDAL



Chris Scott brought his own style and philosophies to Simonds Stadium to mastermind Geelong's third premiership in five years.

Chris Scott was supposedly taking on a club in crisis when he landed the job vacated by Mark Thompson last season. The Cats had won two premierships in four years, but with an ageing list and the club's best player, Gary Ablett, joining the Gold Coast Suns, it was felt the club was on the decline. How wrong the experts were. Fast forward to October 1 and the Cats produced a supreme performance to take out their third premiership in five years. After a three-quarter arm-wrestle, Geelong overran a gallant Collingwood to win by 38 points. Scott, beaming with satisfaction, reckoned it was the best day of his life, but said it was the players who deserved the accolades, not him. That comment was typical of the unassuming 35-year-old whose mentor is Leigh Matthews, but there is no doubt he was selling himself short. Chief executive Brian Cook says it was Scott's ability to develop relationships and communicate with people that paved the way for the club's success. Scott's first task was his toughest – sitting down with the senior players and giving it to them straight. Darren Milburn, Cameron Mooney, Brad Ottens and even captain Cameron Ling were told there were no guarantees. He did the same thing with youngsters Allen Christensen, Mitch Duncan, Daniel Menzel, Taylor Hunt and Nathan Vardy, explaining there would be no charity games as part of a "youth policy". It is fair to say Scott's philosophies were wholeheartedly embraced by the playing group, judging on how they responded throughout the season. Of course, Scott also changed the team's basic game-plan. The Cats went from no defensive press to rivalling Collingwood for the best in the business and changed from a high-handball centre-corridor team to a long-kicking down-the-line outfit. Those changes took them to a 19-3 win/loss record for the home and away season, along the way extending their winning streak at Simonds Stadium to 29 until the Cats lost to Sydney in round 23.

NORM SMITH MEDAL



Geelong's Jimmy Bartel enhanced his reputation as one of the game's best big-time players on Grand Final day.

When 2011 Toyota AFL Grand Final day dawned grey and wet, there would not have been too many more pleased than Geelong star Jimmy Bartel. The 2007 Brownlow medallist is a renowned wet-tracker and, while the MCG didn't exactly resemble a boggy marsh on its showpiece day, conditions did dictate that big-bodied ball-winners would come to the fore. Enter Bartel. In a brilliant performance, the 27-year-old had 26 disposals and kicked three goals to help his team to a 38-point win over Collingwood. Bartel was a factor all afternoon but shone in the third term as the Cats began to take control of the arm wrestle that was the Grand Final. Moved from the midfield to half-forward, he slowly got the better of an enthralling match-up with Maggie defender Heath Shaw. The first of his goals came late in the second quarter, courtesy of a set shot from deep in the forward pocket, but the next two were killer blows. The second came in the third quarter from the forward pocket to keep the pressure on the Pies. His final goal in the last quarter was from a set shot from outside 50m. It was a barrel, the sort of kick he drives his coaches mad with by practising in the middle of Simonds Stadium long after training and the rest of the players and coaches have disappeared into the rooms. That goal put the Cats 26 points ahead and was pretty much the sealer. Soon afterwards, he was the Norm Smith medallist, after which came the inevitable comparisons with the Brownlow win four years before.

NORM SMITH MEDAL VOTING

Jimmy Bartel	Geelong Cats	13 (3,3,3,3,1)
Joel Selwood	Geelong Cats	9 (2,2,2,2,1)
Tom Hawkins	Geelong Cats	5 (3,2)
Scott Pendlebury	Collingwood	2 (1,1)
Cameron Ling	Geelong Cats	1 (1)

Judges: Rodney Eade (chairman), Matt Granland (SEN 1116), Garry Lyon (Triple M), Bruce Matthews (*Herald Sun*), Matthew Richardson (3AW)

BROWNLOW MEDAL



Collingwood midfielder Dane Swan made up for the disappointment of 2010 by polling a record 34 Brownlow votes.

It is no wonder more clubs followed Collingwood's lead and headed to Arizona for high-altitude training in the off-season after witnessing Dane Swan's sensational Brownlow Medal triumph.

Swan's 34 votes were the most recorded under the 3-2-1 system, and many were gained after his mid-season sojourn to the US.

Swan stormed home with five best-on-ground performances and polled votes in nine of 11 matches after returning from Arizona.

Perhaps it was just as well after Hawthorn's Sam Mitchell threatened to throw the result into chaos when he led for seven of the final 11 rounds and finished on 30 votes.

Mitchell, of course, was ineligible after receiving a reprimand for head-high contact on Geelong's Steve Johnson in round five.

Swan's victory was fitting after he started favourite in 2010 but polled only 24 votes to finish third behind Chris Judd (30) and Gary Ablett (28).

Last year, those roles were reversed, with Judd starting favourite after what most experts believed was an even better season than when he won. Judd managed only 23 votes this time.

Swan beat the record of votes previously held by St Kilda's Robert Harvey, who polled 32 to win his second medal in 1998.

Essendon's Graham Moss (48 in 1976) and South Melbourne's Graham Teasdale (59 in 1977) recorded their totals in seasons in which both field umpires awarded votes separately.

Swan was a worthy winner, averaging 31 possessions for the second consecutive season. And he enjoyed Brownlow night much more than the year before when expectations for him were so pronounced.

"It was great just to come in, nice and relaxed, not expecting to win it and just have a bit of fun," Swan said. "Favourites don't win Brownlows, obviously."

BROWNLOW MEDAL 2011

Dane Swan (Coll)	34	Gary Ablett (GCS)	23
Sam Mitchell (Haw)*	30	Lance Franklin (Haw)*	20
Nick Dal Santo (St K)	28	Marc Murphy (Carl)	19
Scott Pendlebury (Coll)	24	Brent Moloney (Melb)*	19
Matthew Boyd (WB)	24	Adam Goodes (Syd)	19
Chris Judd (Carl)	23	Matt Priddis (WCE)	19

* Ineligible

NAB AFL RISING STAR



Young Bomber Dyson Heppell scored his club's first win in the NAB AFL Rising Star award.

From the moment he pulled on his No. 21 Essendon jumper and stepped on to the field in the 2011 NAB Cup, Dyson Heppell looked comfortable.

He was unflustered, made good decisions and delivered the ball with skill. He set up the play, won his own possessions and quickly adapted to life as an AFL player after being selected by the Bombers with pick No. 8 in the 2010 NAB AFL Draft.

Amazingly, Heppell – an Essendon supporter growing up – sustained that form for the season, playing every game, averaging 21 disposals and finishing seventh in the best and fairest.

He was also named the 2011 NAB AFL Rising Star, the Bombers' first winner in the award's 19-year history.

Heppell opened his AFL career with 20 disposals against the Western Bulldogs in round one. In round five against Collingwood, he was second in the voting for the Anzac Medal, and gathered a career-high 30 possessions in Essendon's upset win over Geelong in round 15.

Despite suggesting several times throughout the year he would give his star first-year half-back a rest, coach James Hird said Heppell had become a vital member of his line-up.

"To his credit, he's taken on every challenge, and every time we wanted to rest him, he's badgered me to keep him in the team," Hird said.

With his trusty left foot, the occasional flashy blind turn and his blond hair, Heppell quickly became a favourite among Essendon supporters.

And, after Heppell had captained Gippsland Power in the TAC Cup in 2010, Hird said he had seen enough in the enthusiastic 19-year-old to suggest he could be a future leader at the Bombers.

The panel consisted of Andrew Demetriou, Adrian Anderson, Danny Frawley, Kevin Bartlett, Mark Ricciuto, Luke Darcy, Glen Jakovich, Leigh Matthews and Kevin Sheehan.

NAB AFL RISING STAR 2011

Dyson Heppell (Ess)	44	Sam Reid (Syd)	5
Luke Shuey (WCE)	37	Andrew Gaff (WCE)	1
Zac Smith (GCS)	21	Trent McKenzie (GCS)	1
David Swallow (GCS)	18	Jack Steven (St K)	1
Jack Darling (WCE)	6	Daniel Menzel (Geel)	1

COLEMAN MEDAL



Consistency defined his season as Hawthorn's Lance Franklin secured his second John Coleman Medal.

It was Lance Franklin's consistency, rather than his brilliance, which perhaps defined his 2011 season and saw the Hawthorn star win his second Coleman Medal as the AFL's leading goalkicker.

Three years after winning his first Coleman Medal, Franklin returned to the top of the goalkicking count with 71 in the home and away season. He kicked another 11 in three finals to finish with a season tally of 82.

The pre-season favourite for the award started the year slowly – he kicked only two goals in each of the opening two games – but kick-started his campaign with five goals in Hawthorn's round three win over Richmond at the MCG.

It was the first of seven games for the year where Franklin, with his long kicking, speed, goal smarts and improved conversion, booted five or more goals.

His season-high tally of eight came in the Hawks' 165-point thrashing of Port Adelaide in round 21 at the MCG.

That haul gave Franklin a six-goal lead over his nearest challenger – and last year's winner – Richmond's Jack Riewoldt and nine ahead of Collingwood's Travis Cloke with three rounds remaining.

Franklin, who missed round 14 through suspension, was rested in round 24 for Hawthorn's trip to the Gold Coast. It left a tiny window of hope for Riewoldt or Cloke to close the gap, but both finished nine goals short on 62.

To cap his season, Franklin was named in the All-Australian team for the third time and became the fourth Hawthorn player to be a multiple winner of the Coleman Medal.

Champion forward Peter Hudson is a four-time winner, while Jason Dunstall and John Peck have each been Coleman medallists on three occasions. Leigh Matthews is the fifth Hawthorn winner, leading the competition's goalkicking in 1975.

	SEASON			INCLUDING FINALS				
	G	B	Gms	G	B	%	Av.	Gms
Lance Franklin (Haw)	71	54	19	82	61	57.34	3.73	22
Jack Riewoldt (Rich)	62	26	22	62	26	70.45	2.82	22
Travis Cloke (Coll)	62	43	22	69	48	58.97	2.76	25
Barry Hall (WB)	55	17	15	55	17	76.39	3.67	15
Stephen Milne (St K)	55	32	22	56	33	62.92	2.43	23

MARK & GOAL OF THE YEAR



Two of the AFL's most exciting small players stood tall with spectacular feats to win 2011's mark and goal of the year awards.

Small forwards triumphed in two of the major awards for 2011, the Hungry Jack's AFL Mark of the Year and Panasonic Goal of the Year.

Collingwood's Andrew Krakouer won the Mark of the Year for his soaring grab against Adelaide and Fremantle's Hayden Ballantyne won Goal of the Year for his spectacular effort against the Geelong Cats.

After a long kick forward by Magpie teammate Dale Thomas, Krakouer flew high above the pack to take a spectacular mark early in the last quarter in round nine at Etihad Stadium.

Krakouer received the Alex Jesaulenko Medal and \$10,000.

The medal recognises the Australian Football Hall of Fame Legend who took one of the game's most memorable marks in Carlton's 1970 Grand Final win over Collingwood.

Krakouer played 102 games and kicked 102 goals for Richmond between 2001-07 before being picked up by the Magpies in a trade with the Gold Coast Suns at the end of 2010.

In 2011, he played 23 games with his new club, including the Grand Final, and kicked 35 goals.

In round two at Patersons Stadium, Ballantyne took possession of the ball at half-back, ran through the centre and kicked forward, where he followed up by accepting a handpass from Dockers captain Matthew Pavlich and goaling on the run from 40m out.

Ballantyne received the Phil Manassa Medal and a Panasonic home entertainment system valued at \$9000.

Manassa, a Collingwood defender, kicked an exceptional running goal in the 1977 Grand Final Replay against North Melbourne, taking four bounces as he burst from half-back to kick truly from about 40m out.

The winners of the 2011 Hungry Jack's Mark of the Year and Panasonic Goal of the Year were decided by the All-Australian selection committee at the end of the 2011 Toyota AFL Premiership Season from the pool of weekly nominations.



FOUR'N TWENTY ALL-AUSTRALIAN TEAM



CREAM OF THE CROP: The 2011 All-Australian team. Back row (left to right) – Robert Murphy, Corey Enright, Chris Judd, Matthew Scarlett, Adam Goodes, Drew Petrie, Ben Reid, Dale Thomas, Scott Pendlebury, Travis Cloke and Dane Swan; front row – James Kelly, Gary Ablett, Nick Dal Santo, Matthew Boyd, Stephen Milne, Sam Mitchell, Leon Davis and Marc Murphy. Absent – Dean Cox, Darren Glass and Lance Franklin.

The top four clubs featured prominently in the the 2011 Four’N Twenty All-Australian team.

Between them, Geelong, Collingwood, Hawthorn and West Coast lost just 14 games in the home and away season, and this dominance was reflected in the 2011 All-Australian side, in which they provided 13 of the 22 members.

The Pies topped the list with six representatives, led by midfield maestros Scott Pendlebury and Dane Swan – who were also selected in 2010 – along with Leon Davis, Dale Thomas, Travis Cloke and Ben Reid.

Premier Geelong provided Matthew Scarlett, who earned his sixth All-Australian selection, as well as James Kelly and Corey Enright.

The Hawks chipped in with Sam Mitchell and Lance Franklin, while Eagles pair Darren Glass and Dean Cox also earned selection.

In the case of Glass and Cox, their All-Australian seasons reflected their return to career-best form after several years spent battling injury.

Gold Coast skipper Gary Ablett was named captain of the team.

It was his fifth consecutive All-Australian selection and his first as a Sun after four years with the Cats.

“It’s a big honour, but I don’t think it would be too hard to captain these boys. It wasn’t expected, but it’s pretty special,” Ablett said.

Carlton skipper Chris Judd was picked for the sixth time, while Sydney Swans skipper Adam Goodes was rewarded for his magnificent second half of the season with his fourth selection.

At the other end of the scale, there were notable debutants. Former Hawthorn skipper Sam Mitchell finally earned the nod, along with St Kilda small forward Stephen Milne, Western Bulldogs half-back Robert Murphy, North Melbourne big man Drew Petrie and Carlton midfielder Marc Murphy.

Petrie barely appeared in 2010 after breaking his foot on three occasions, while Mitchell starred for the Hawks despite a difficult year on the home front – one of his new-born twin daughters suffered from ill-health for much of the year.

2011 Four’N Twenty All-Australian Team

B/	Matthew Scarlett Geelong Cats	Darren Glass West Coast Eagles	Corey Enright Geelong Cats
HB/	Robert Murphy Western Bulldogs	Ben Reid Collingwood	Leon Davis Collingwood
C/	Dale Thomas Collingwood	Sam Mitchell Hawthorn	Scott Pendlebury Collingwood
HF/	Marc Murphy Carlton	Travis Cloke Collingwood	Dane Swan Collingwood
F/	Stephen Milne St Kilda	Lance Franklin Hawthorn	Adam Goodes Sydney Swans
R/	Dean Cox West Coast Eagles	Chris Judd Carlton (vice-captain)	Gary Ablett Gold Coast Suns (captain)
IC/	Matthew Boyd Western Bulldogs	Nick Dal Santo St Kilda	James Kelly Geelong Cats
			Drew Petrie North Melbourne
Coach/	Chris Scott Geelong Cats		
Umpire/	Brett Rosebury		



NAB CUP



WINNING FEELING:
The Magpies added the 2011 NAB Cup title to their 2010 day premiership victory.

Interchange infringements almost derailed Collingwood’s surge to a second premiership in six months.

Two interchange infringements in the third quarter – one subsequently found to be incorrectly paid – threatened to derail Collingwood’s NAB Cup Grand Final campaign against Essendon.

At that point, the Magpies were 34 points up and looked to be in cruise mode. But the free kicks changed the course of the contest and gave the Bombers a glimpse of an unlikely victory.

Collingwood was penalised because of a technicality when Dayne Beams took off his substitute singlet before he had official approval.

That penalty threw the Collingwood bench into confusion and the second penalty was paid because the Pies did not realise they had 19 men on the field.

“We lost our way, perhaps the two interchange things threw us,” coach Mick Malthouse said of the third term.

“I’ve just been informed that one of them shouldn’t have been given, that was the one that they got the goal with.

“But, nonetheless, you can’t let that influence your focus or concentration.”

Essendon trailed by only three points 10 minutes into the last quarter before Collingwood, a sound pre-game favourite, rallied to score a comfortable 22-point win.

The victory, its first in the pre-season since 1979, and Malthouse’s first in a 27-year coaching career, followed on the team’s premiership triumph in the 2010 and heralded another special season.

Dashing half-back Heath Shaw won the Michael Tuck Medal for best afield and Leon Davis was outstanding in a new defensive role.

Recruit Andrew Krakouer showed he had slotted straight back into AFL football with three clever goals – a forerunner for an outstanding season ahead.

Forward Michael Hurley was crucial in the Bombers’ comeback when they looked gone early in the third term, starring with three goals.

First-year coach James Hird saw many positives in the hard-fought match.

“We’re very disappointed we lost, but our whole pre-season has shown improvement,” he said.

NAB CUP GRAND FINAL				
Collingwood	0.3.4	0.7.6	1.11.7	1.15.9 (108)
Essendon	0.2.2	0.3.4	0.10.5	0.13.8 (86)
Best: Collingwood – Shaw, Krakouer, Davis, Thomas, Pendlebury, Buckley, Thomas. Essendon – Hurley, Lonergan, Hardingham, Watson, Hibberd, Monfries.				
Goals: Collingwood – Buckley (9-point), Krakouer 3, Dawes 3, Cloke 2, McCarthy, Beams, Wellingham, Ball, Swan, Pendlebury, Thomas. Essendon – Hurley 3, Monfries 3, Ryder 2, Zaharakis 2, Watson 2, Hocking.				
Umpires: B. Rosebury, M. Stevic, M. Nicholls, M. Jennings				
Crowd: 45,304 at Etihad Stadium				
Michael Tuck Medal: Heath Shaw				

TOYOTA AFL PREMIERSHIP SEASON



Although going down to Geelong in the Grand Final, Collingwood led the way throughout the premierships season to secure the McClelland Trophy.

For the second successive season, Collingwood and Geelong battled it out for the top two positions during the home and away rounds.

Despite losing to the Cats at the MCG by 96 points in the final round of the season, the Magpies held on to top spot, having won 20 games with a healthy percentage of 167.66.

In its final season under the guidance of Mick Malthouse, Collingwood started where it left off in 2010, winning its first seven games before going down narrowly in a thriller to the Cats in round nine.

After the defeat, the Magpies won their next 14 games, including big victories over Melbourne (88 points in round 12), North Melbourne (117 points in round 16), Port Adelaide (138 points in round 20) and Fremantle (80 points in round 23).

Collingwood's dominance was underlined by the All-Australian selectors' decision to include six Magpies in the 22-man squad, including Brownlow medallist Dane Swan.

Geelong was hot on the Magpies' heels for most of the season, winning 19 of 22 games, including its first 13 in a row.

The Cats recorded several massive wins, highlighted by successive thumpings of Melbourne (186 points in round 19) and the Gold Coast Suns (150 points in round 20).

Hawthorn, third, and the West Coast Eagles, fourth, also made significant improvement. The Hawks rose to third with 18 wins and the Eagles made the biggest jump, from 16th in 2010 to fourth in 2011.

Carlton, fifth, made a third consecutive finals appearance and St Kilda, sixth, and the Sydney Swans, seventh under first-year

TWO IN A ROW: Classy midfielder Scott Pendlebury was a dominant force in Collingwood winning its second consecutive minor premiership.



coach John Longmire, also qualified for the finals. Essendon, with club legend James Hird at the helm for his first season as coach, completed the top eight.

With only three wins, the Suns sat at the bottom of the ladder, just below Port Adelaide on percentage.

	P	W	L	D	For Gls Beh Pts	Against Gls Beh Pts	%	Mtch pts	Home W L	Away W L	Strks W/L	Scores High Low	Av margin W L	W < L < 7 pts 7 pts	Pls used	Rnd 24 2010	1st Yr Players	Qtrs Won	4th Qtrs W
1 Collingwood	22	20	2	0	381 306 2592	222 214 1546	167.66	80	10 1	10 1	1L	166 53	57 49	1 1	33	1	5	62	14
2 Geelong Cats	22	19	3	0	377 286 2548	235 209 1619	157.38	76	10 1	9 2	1W	233 48	50 8	4 1	35	2	5	53	15
3 Hawthorn	22	18	4	0	345 285 2355	235 224 1634	144.12	72	10 1	8 3	8W	197 65	44 21	0 1	35	7	4	59	13
4 West Coast Eagles	22	17	5	0	322 303 2235	253 197 1715	130.32	68	10 1	7 4	7W	175 53	37 21	2 0	34	16	4	54	14
5 Carlton	22	14	7	1	320 305 2225	244 236 1700	130.88	58	5 5	9 2	2L	184 66	47 20	2 1	38	8	6	52	12
6 St Kilda	22	12	9	1	275 241 1891	238 249 1677	112.76	50	6 4	6 5	2W	135 47	36 24	0 2	38	3	8	49	12
7 Sydney Swans	22	12	9	1	267 295 1897	245 265 1735	109.34	50	6 5	6 4	3W	121 50	29 21	2 2	35	5	5	50	14
8 Essendon	22	11	10	1	327 255 2217	326 261 2217	100.00	46	7 4	4 6	1W	197 64	37 40	2 1	35	14	4	42	10
9 North Melbourne	22	10	12	0	304 282 2106	301 276 2082	101.15	40	6 5	4 7	1W	143 30	46 36	0 2	37	9	7	42	9
10 Western Bulldogs	22	9	13	0	306 224 2060	312 283 2155	95.59	36	7 4	2 9	1W	157 52	48 40	0 0	41	4	10	44	9
11 Fremantle	22	9	13	0	254 267 1791	314 271 2155	83.11	36	5 6	4 7	7L	142 44	25 45	1 1	40	6	6	36	9
12 Richmond	22	8	13	1	300 269 2069	347 314 2396	86.35	34	4 7	4 6	1L	148 51	25 40	0 0	37	15	3	34	10
13 Melbourne	22	8	13	1	286 258 1974	341 269 2315	85.27	34	5 5	3 8	1L	159 41	49 56	0 0	40	12	8	28	6
14 Adelaide Crows	22	7	15	0	252 230 1742	315 303 2193	79.43	28	5 6	2 9	2L	130 24	28 43	1 1	39	11	6	38	12
15 Brisbane Lions	22	4	18	0	264 230 1814	325 290 2240	80.98	16	3 8	1 10	3L	123 45	31 30	0 2	39	13	11	39	7
16 Port Adelaide	22	3	19	0	255 188 1718	390 323 2663	64.51	12	2 9	1 10	1W	113 21	18 52	0 1	37	10	6	27	7
17 Gold Coast Suns	22	3	19	0	214 250 1534	406 290 2726	56.27	12	1 10	2 9	7L	124 0	8 64	1 0	46	-	34	22	8

INTERNATIONAL RULES SERIES



NATIONAL PRIDE:
Retired Sydney Swan Tadhg Kennelly attempts to shrug off Geelong star James Kelly during Ireland's two-nil win over Australia in the International Rules Series.

Ireland regained the Cormac McAnallen Trophy with an emphatic two-nil win over Australia in the International Rules Series.

Unlike the closely contested International Rules Series in 2010 when Australia clinched the Cormac McAnallen Trophy in Ireland, the 2011 series was virtually decided after the first Test at Etihad Stadium.

But this time it was not Australia celebrating but Ireland after a convincing 44-point victory.

With only four players with previous experience in the round-ball game, and only two All-Australians – James Kelly and Stephen Milne – the home team struggled to adapt against the finely tuned Irish players.

Ireland's 4.17.5 (80) to 1.8.6 (36) triumph was the highest winning margin in the history of the hybrid game.

The visitors put the result beyond doubt early, booting four 'overs' (worth three points) and an 'under' (worth six points) before the home team registered a major score.

Not only was Ireland's use of the round ball superior, but the Irish more than matched Australia in the areas they were meant to be deficient.

They tackled with vigour, were not intimidated by the bigger Australian bodies and never stopped running.

Stung by the result, coach Rodney Eade vowed Australia would be more competitive and physical in the second Test at Metricon Stadium.

And so it proved with three players – Angus Monfries, Mark Nicoski and Robbie Gray – yellow carded.

But the result was largely the same. Apart from an early seven-point deficit, the Irish dictated terms to win by 21 points and claim the series for only the third time in the past eight match-ups.

Kelly led Australia with 32 possessions, James Frawley was steady in defence and Matthew Suckling improved in goal, but the home side produced just six points after half-time as it registered the lowest score in the series' history.

Retired Sydney Swan Tadhg Kennelly was named Ireland's best for the series, and Kelly won the Jim Stynes Medal for being Australia's most valuable player.

First Test at Etihad Stadium, Melbourne				
Ireland	1.5.1	2.9.5	2.14.5	4.17.5 (80)
Australia	0.1.1	1.4.2	1.5.5	1.8.6 (36)

Second Test at Metricon Stadium, Gold Coast				
Ireland	0.3.3	1.8.4	1.10.5	1.13.5 (50)
Australia	0.2.2	0.6.5	0.6.6	0.7.8 (29)

Jim Stynes Medallist	James Kelly
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HALL OF FAME



THE CLASS OF 2011: Australian Football Hall of Fame inductees, standing from left, are Michael Voss, Nathan Buckley, James Hird and Mark Ricciuto. Seated from left are Graeme Gorringe, son of Horrie Gorringe (deceased), and Tony Charlton.

Five former champions and a doyen of the football media were inducted into the Australian Football Hall of Fame.

Players

Nathan Buckley

Born: July 26, 1972

Played: 317 games, 328 goals (Port Adelaide – SANFL 1991-92: 37, 44; Brisbane 1993: 20, 21; Collingwood 1994-2007: 260, 263)

A highly motivated and driven player, Buckley looked a star from the time he first set foot on the field. After a brief career with Port Adelaide in the SANFL, he joined Brisbane for one season in 1993 and made an immediate impression, winning the inaugural AFL Rising Star award. It came one year after winning the Magarey Medal – the SANFL's highest individual award – with

Port Adelaide in 1992 as a 20-year-old. Buckley joined Collingwood the following season and became a superstar and a hero to the Magpie faithful. The features of his game were his excellent disposal and a burning desire to be the best he could. He shared the 2003 Brownlow Medal with Sydney's Adam Goodes and Adelaide's Mark Ricciuto and won Collingwood's best and fairest a record six times. He captained the Magpies from 1999-2007, including losing Grand Finals in 2002 and 2003, and made the All-Australian team on seven occasions. Buckley won the Norm Smith Medal in 2002 and is a member of Collingwood's Team of the Century. He will take over from premiership coach Mick Malthouse as coach of the Magpies in 2012.

Horrie Gorringe**Born: July 4, 1897****Died: July 17, 1994.****Played: Cananore (1914-30)**

Tough, quick and elusive rover, who is regarded as one of the finest players from Tasmania. Gorringe won Cananore's best and fairest in 1928 and played in state premierships in 1921, 1922, 1925, 1926 and 1927. He also played in five Tasmanian Football League premierships and played in the Tasmanian team in the 1924 and 1927 state carnivals, winning Tasmania's best player award in 1924. Gorringe is a member of Tasmania's Team of the Century and a legend in the Tasmanian Hall of Fame. The main grandstand at North Hobart is named in his honour.

James Hird**Born: February 4, 1973****Played: 253 games, 343 goals (Essendon 1992-2007)****Coached: 23 games, 11 wins, 11 losses, 1 draw (Essendon 2011-)**

Hird's choirboy looks belied the way he played. He was tough, skilful and uncompromising in his attack on the ball and ranks as one of Essendon's all-time greats. After being selected at No. 79 in the 1990 National Draft, the skinny teenager from Ainslie in the ACT developed into a champion. He tied with Brisbane's Michael Voss in the 1996 Brownlow Medal and was a five-time club best and fairest. Hird was a member of the young Bombers side that won the 1993 premiership and seven years later as captain achieved his finest moment when he led Essendon to the 2000 premiership and won the Norm Smith Medal. He overcame serious injuries throughout his career, including multiple fractures to his face after colliding with teammate Mark McVeigh in 2002. Hird captained Essendon from 1998-2005, is a member of the Bombers' Team of the Century and made All-Australian sides in 1995, 1996, 2000, 2001 and 2003. He took over as Essendon's senior coach in 2011.

Mark Ricciuto**Born: June 8, 1975****Played: 333 games, 296 goals (Adelaide 1993-2007: 312, 292; West Adelaide 1992-93: 21, 4)**

Originally from Waikerie in the Riverland region of South Australia, Ricciuto joined Adelaide in its formative years and soon became a fan favourite. His ferocious attack on the ball was the feature of his game and he could play in a variety of positions and was particularly dangerous up forward in the latter stages of his career. He shared the 2003 Brownlow Medal with Collingwood's Nathan Buckley and Sydney's Adam Goodes and won Adelaide's best and fairest three times. Ricciuto captained the Crows between 2001-07 and played in the club's premiership team in 1998 after missing the 1997 flag through injury. He made the All-Australian team on eight occasions and will be remembered as one of Adelaide's finest players in its short history.

Michael Voss**Born: July 7, 1975****Played: 289 games, 245 goals (Brisbane 1992-2006)****Coached: 68 games, 25 wins, 42 losses, 1 draw (Brisbane 2009-)**

A born leader and Brisbane's first genuine superstar, Voss led the Lions through a golden era which included three successive flags from 2001-03. He shared the 1996 Brownlow Medal with Essendon's James Hird and was placed on two other occasions. Voss won Brisbane's best and fairest five times and was co-captain from 1997-2000 and captain from 2001-06. He was an All-Australian in 1996, 1999, 2001, 2002 and 2003 and was selected in Queensland's Team of the Century. Voss overcame several setbacks, including a broken leg in 1998. He replaced club legend Leigh Matthews as senior coach in 2009.

“Brisbane's first superstar, Voss led the Lions through a golden era which included three successive flags from 2001-03.”

Media**Tony Charlton****Born: March 28, 1929**

Charlton worked for more than 50 years as a pre-eminent commentator, media performer, host and master of ceremonies. He called football for radio stations 3AW, 3UZ and 3AK and on television for Channel Seven, Channel Nine and ABC-TV. Charlton also hosted the Tony Charlton Football Show on Channel Nine, and conducted one of the most famous interviews in football history with sacked Melbourne coach Norm Smith in 1965. He remains a revered figure in the football media.

AFL LIFE MEMBERS

Two coaches, a retired champion, four current stars, two umpires, three leading administrators and a doyen of the media were honoured by the AFL in 2011.



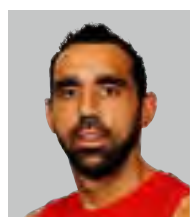
Alastair Clarkson

Clarkson was a tough, uncompromising midfielder with two clubs but has made his mark as a senior coach with Hawthorn in the past seven seasons, guiding the Hawks to their 2008 premiership. Clarkson has coached Hawthorn in 163 games for 88 wins, 74 losses and one draw. Before joining the Hawks, he was an assistant coach at St Kilda and Port Adelaide and coached in the VFL (Werribee) and the SANFL (Central District). Recruited from Kaniva in Victoria's Western District, he played 93 matches and kicked 61 goals for North Melbourne between 1987-95 before switching to Melbourne where he played 41 games and booted 24 goals between 1996-97.



James Hird

Hird is regarded as one of Essendon's greatest players. Recruited from ACT club Ainslie, he played 253 games and kicked 343 goals in an illustrious career between 1992-2007. Hird was a two-time premiership player, in 1993 and 2000. As captain in 2000, he also won the Norm Smith Medal. He tied for the Brownlow Medal with Michael Voss in 1996, won All-Australian selection on five occasions (1995, 1996, 2000, 2001 as captain and 2003), was a five-time best and fairest (1994, 1995, 1996, 2003 equal and 2007) and captain for eight seasons. His father Allan Hird jnr and grandfather Allan Hird snr also played for the Bombers. Hird returned to Windy Hill as senior coach in 2011 and took the Bombers to the finals.



Adam Goodes

In 2011, Goodes reached 300 games faster than any player in AFL/VFL history – 12 years and 172 days. A mobile midfielder with the ability to fill a key position, he played an important role in the Sydney Swans' drought-breaking premiership in 2005. Goodes is a dual Brownlow Medallist (2003 equal and 2006), a triple best and fairest winner (2003, 2006 and 2011) and a four-time All-Australian (2003, 2006, 2009 and 2011). He has also been the Swans' leading goalkicker in the past three seasons. The AFL Rising Star Award winner in 1999, he was selected in the Indigenous Team of the Century in 2005.



Barry Hall

A hard-leading key forward and an accurate kick for goal, Hall captained the Sydney Swans to their 2005 flag. He sits 19th on the all-time goalkickers list, having kicked 746 in 289 games with St Kilda, the Sydney Swans and the Western Bulldogs. He is the only player in history to kick 100 goals or more for three different clubs and one of the few to be the leading goalkicker in a season at three clubs. He was selected as an All-Australian on four occasions (2004, 2005, 2006 as vice-captain and 2010) and won the Swans' best and fairest in 2004.



Jude Bolton

The hard-working midfielder, renowned for his tackling and pressure, is not the most fashionable player in the competition, but usually gets the job done. Recruited from Calder Under-18s in the 1998 National AFL Draft, he has played 279 games and kicked 144 goals. Bolton was a key member of the Sydney Swans' 2005 premiership team and represented Australia in the International Rules Series in 2004.



Luke Power

Recruited from Oakleigh Under-18s in the 1997 National AFL Draft, Power was pivotal to the Brisbane Lions' feat of winning three consecutive premierships between 2001-03. The speedy midfielder won All-Australian selection in 2004 and was co-captain in 2007-08. He represented Victoria in 2008 and Australia in the International Rules Series in 2000 and 2003. Power has also played a key role off the field, being elected president of the AFL Players' Association in 2011. In 2012, he will be a co-captain and assistant coach with the Greater Western Sydney Giants under Kevin Sheedy.



Simon Black

Black has been one of the AFL's premier midfielders over a 14-season career and was a key member of the Brisbane Lions' consecutive premierships between 2001-03. He won the Brownlow Medal in 2002, was second in 2007 and 2008 and won the Norm Smith Medal in 2003. Black has won the Lions' best and fairest award on three occasions (2001 equal, 2002 and 2006) and is a three-time All-Australian (2001, 2002 and 2004). He was Lions co-captain in 2007-08. Black is due to play his 300th game in 2012.



Michael Vozzo

Vozzo retired at the end of 2011 after a decorated 281-game career over 13 seasons as a field umpire. He officiated in 24 finals, including the 2006 and 2008 Grand Finals. Vozzo started with the Doncaster Junior Football League in 1988. He was recruited

to the VFL development squad in 1994 and was promoted to the AFL list in 1999. Vozzo umpired the 1995 and 1998 reserves Grand Finals and the 1997 VFL Grand Final.



Stuart Wenn

Wenn is one of the AFL's most experienced umpires, having officiated in 291 games, including five finals. He started umpiring in 1988 with the Eastern Suburban Churches Football Association. Wenn was invited to join the AFL senior squad in 1995 and made his

debut in the same year. He umpired his first AFL final in 2001 and a overseas exhibition match in 2002.



Brian Cunningham

Cunningham has had a long association as a player and administrator with Port Adelaide in the SANFL and AFL. He played 262 games and kicked 426 goals for Port Adelaide between 1971-83. Cunningham played in the 1977, 1979, 1980 and 1981 premierships,

the last three as captain. He also represented South Australia six times. After retiring, Cunningham became Port Adelaide's chief executive officer in 1992, filling the role as the club entered the AFL in 1997. He was in the position until the end of 2004, soon after the Power's first AFL premiership. Cunningham is a Life Member of Port Adelaide and the SANFL. He was on the South Australian Football Commission between 2006-10. He is a member of the Port Adelaide and South Australian Football halls of fame.



Mike Sheahan

Sheahan has been involved in the coverage of Australian Football for 42 years across newspapers, television, radio and, in more recent years, digital media. His jobs have included chief football writer of *The Herald* (1979-85), chief football writer of *The*

Sunday Age (1989-93) and chief football writer of the *Herald Sun* (1993-2011). He was the AFL/VFL media manager between 1985-89. Sheahan announced his retirement from the *Herald Sun* last November, but has continued his involvement with 3AW and Fox Footy. He has won 17 AFL awards between 1976-2008, including the major AFL Media Award seven times.



Graeme John

John served the game as a player, coach, club administrator and AFL commissioner. He began his senior playing career with East Perth, making his debut as a 16-year-old in 1959. During his five seasons and 76 games with East Perth, he represented Western

Australia four times before moving to Melbourne to play with South Melbourne. John also represented Victoria eight times in 1965 and 1966, and in 1966 was selected in the All-Australian team. He played 77 games for the Swans from 1964-69, kicking 97 goals as a centre half-forward. He coached South Melbourne between 1973-75 and was president between 1978-81, being inducted into the Sydney Swans Hall of Fame in 2011. He was appointed to the AFL Commission in 2000 and announced his retirement as a commissioner in September 2011.

Jack Titus Award



Dr Alan McKenzie was named as the winner of the Jack Titus Award in 2011. Dr McKenzie has made a major contribution to Australian Football for many years. He has been president of Southport Football Club for 34 years and has overseen the club's development, including a licensed club that

has grown into a \$20 million business. Southport has played in 29 Grand Finals during this period, winning 18 premierships. Dr McKenzie served the Brisbane Bears/Lions for seven years as a club doctor, selector and match committee chairman. He is a Life Member of AFL Queensland and received the Australian Sports Medal in 2003 for his service to the game. He was a key member of the GC17 bid team with club chairman John Witheriff, Graeme Downie, Gold Coast City Council CEO Dale Dickson and *Gold Coast Bulletin* editor-in-chief Bob Gordon. Dr McKenzie has since joined the Gold Coast Suns' board and is on the football sub-committee.

The late Jack Titus was a champion Richmond forward who kicked 970 goals from 1926-43. He played 294 games and for many years held the consecutive games record of 204. Titus was also a committeeman and senior coach at Richmond. The award is presented annually in recognition of outstanding service in football.

RETIREEES



Geelong's 2011 premiership captain and four Sydney heroes from 2005 were among the notable retiring players last season.

A large group of premiership players headed the list of retirees in 2011, including Geelong captain Cameron Ling, who retired just four days after the Cats won their third flag in five years.

Ling called it a day after bowing out on the best possible note following Geelong's 38-point triumph over Collingwood.

"I do know I'm 100 per cent certain that I'm finished and therefore I'm content with everything I've done and it's nice to know I finished on a real positive and a real high, and I suppose finished with being able to contribute something to the footy club," Ling said.

A born-and-bred Geelong player, Ling was joined in retirement by teammates Brad Ottens, who also played in the Cats' 2007, 2009 and 2011 premiership sides, and Darren Milburn and Cameron Mooney, who were part of the 2007 and 2009 winning combinations.

In all, 17 premiership players won't be seen at AFL level in 2012, including 15 who had played 100 games or more.

The list included 2005 Sydney premiership players Barry Hall, Craig Bolton, Tadhg Kennelly and Paul Bevan. Hall, who left the Swans at the end of 2009 to join the Western Bulldogs, bowed out as the only player to kick 100 or more career goals at three clubs, having achieved the feat for St Kilda (144), Sydney (467) and the Bulldogs (135).

Bolton succumbed to injury during the season, as did his former Lions teammate Daniel Bradshaw, who had crossed to the Swans in 2010.

Kennelly departed as one of the most successful Irishmen to play AFL football and will be remembered for his Irish jig on the premiership dais after Sydney's drought-breaking victory in 2005.

Collingwood farewellled 2010 premiership big man Leigh Brown and dual All-Australian Leon Davis, while stalwarts such as Brady Rawlings (North Melbourne), Steven Baker (St Kilda), Ryan Houlihan (Carlton), Mitch Hahn (Western Bulldogs) and Andrew Welsh (Essendon) were all popular players at their respective clubs.

SO LONG: Dual Brisbane Lions premiership player Daniel Bradshaw, dashing Irishmen Tadhg Kennelly, who played in the Sydney Swans' drought-breaking 2005 premiership, and three-time North Melbourne best and fairest winner Brady Rawlings were among 2011's retirees.

Departing players (more than 100 games)

Player	Club	Games	Goals
Steven Baker	St Kilda	203	35
Paul Bevan	Sydney Swans	129	39
Craig Bolton	Brisbane Lions/Sydney Swans	199	25
Daniel Bradshaw	Brisbane Lions/Sydney Swans	231	524
Leigh Brown	Fremantle/North Melbourne/Collingwood	246	138
Robert Campbell	Hawthorn	116	25
Jamie Charman	Brisbane Lions	129	55
Xavier Clarke	St Kilda/Brisbane Lions	106	49
Leon Davis	Collingwood	225	270
Brendan Fevola	Carlton/Brisbane Lions	204	623
Michael Gardiner	West Coast Eagles/St Kilda	181	110
Mitch Hahn	Western Bulldogs	181	164
Barry Hall	St Kilda/Sydney Swans/Western Bulldogs	289	746
Daniel Harris	North Melbourne/Gold Coast Suns	160	46
Roger Hayden	Fremantle	128	14
Ryan Houlihan	Carlton	201	127
Brett Jones	West Coast Eagles	102	6
Tadhg Kennelly	Sydney Swans	197	30
Rick Ladson	Hawthorn	125	45
Cameron Ling	Geelong Cats	246	139
Darren Milburn	Geelong Cats	292	94
Cameron Mooney	North Melbourne/Geelong Cats	221	297
Daniel Motlop	North Melbourne/Port Adelaide	130	208
Brad Ottens	Richmond/Geelong Cats	245	261
Michael Pettigrew	Port Adelaide	103	25
Daniel Pratt	Brisbane Lions/North Melbourne	119	10
Brady Rawlings	North Melbourne	245	62
Byron Schammer	Fremantle	129	38
Scott Stevens	Sydney Swans/Adelaide	144	88
Andrew Welsh	Essendon	162	32
Mark Williams	Hawthorn/Essendon	115	247

*Bold = premiership player

OBITUARIES

Geoff Ainsworth

Ainsworth, who played in a losing Grand Final with Geelong in 1967, died on February 2, 2011, aged 64. Ainsworth played 135 games, was captain in 1973 and became a Cats Life Member in 1976.

Paul Shanahan

Shanahan, who died on February 15, 2011, aged 62, played only 21 games for Fitzroy (1969-72) but figured in two memorable football events. In 1970, he was in the Lions team that played Richmond at the MCG in front of the Queen. The next season, he and Carlton full-back Geoff Southby were central figures in a famous photo depicting the blanket fog that descended on the Junction Oval.

Gerald 'Terry' Gleeson

Gleeson, a ruckman in the Demons' 1955-56 premiership teams and the 1958 loss to Collingwood, died on February 18, 2011, aged 77. The brother of St Kilda's 1957 Brownlow medallist Brian Gleeson, he played 100 games from 1953-62.

Ken Herbert

Herbert, a powerful off-field figure behind Hawthorn's 1976 and 1978 premierships, died, aged 86, on March 7, 2011. A confidant and right-hand man for coach David Parkin, he was chairman of selectors at the Hawks and also at Fitzroy when Parkin coached the Lions.

Des Meagher

Meagher, a member of Hawthorn's 1971 premiership team, died on March 7, 2011, aged 67. A long-kicking wingman, he played 198 games and booted 96 goals from 1966-76 and also played in the losing 1975 Grand Final.

Lance Wilkinson

Wilkinson, a Hawthorn and Victorian representative, died on April 12, 2011, aged 80. A talented

wingman, he played 116 games from 1949-56 and wore the Big V against South Australia in 1955.

Alan Noonan

Noonan, the ninth-highest goalkicker in Essendon's history with 420, died on April 13, 2011, aged 63. A classy centre half-forward, he played 182 games from 1966-76 and 10 (14 goals) with Richmond in 1977. He topped the Bombers' goalkicking seven times and played for Victoria seven times.

Neil Pearson

One of Hawthorn's best-known players in the 1940s-50s, Pearson died, aged 85, on April 27, 2011. A noted wingman, he played 133 games from 1945-54 and represented Victoria eight times.

Gray 'Mick' Sibun

Sibun, who died aged 81 on May 1, 2011, was a prominent South Melbourne rover/half-forward between 1950-56, playing 111 games and kicking 88 goals. He wore the Big V in 1955.

Wally 'Chooka' May

May, a vigorous follower/defender at Essendon, died in Adelaide on May 16, 2011, aged 84. He played in the 1949-50 premiership sides, as well as the 1948 drawn Grand Final and losing replay against Melbourne. The son of Charlie May, who played 83 games for the Bombers from 1922-26, he played 94 games from 1947-52.

Sean Wight

Wight, who along with Melbourne teammate Jim Stynes helped pioneer the introduction of Irish players in Australian Football, died of cancer, aged 47, on June 30, 2011. Wight played 150 games from 1985-95, including the losing 1988 Grand Final, and was a member of Melbourne's Hall of Fame. Scottish-born, Wight was part of the Irish 'experiment', having played Gaelic Football in Ireland.

Bill Jacobs

Jacobs, a veteran broadcaster, died, aged 93, on July 29, 2011. Jacobs had a long association with 3AW where he covered 25 consecutive Grand Finals. Also prominent in cricket circles, he managed Australian sides on overseas tours and was a Victorian selector.

Tom Rossiter

Rossiter, a member of the AFL Umpires Association Hall of Fame, died on August 4, 2011, aged 86. Rossiter was a prominent goal umpire between 1960-74 and officiated in 249 games, including four Grand Finals - in 1962, 1964, 1970 and 1972.

David Mandie

Mandie, a prominent Richmond supporter, died on August 17, 2011, aged 93. A devoted Tiger fan for 88 years, he attended his first game at the age of five in 1923 and his last in round seven, 2011, and served for decades as Richmond's No.1 ticket-holder or patron.

Denis Collins

Collins, who played finals for Footscray, Carlton and Richmond, died in Western Australia on August 30, 2011, aged 58. The son of 1950 Essendon premiership player Jack Collins, he played 147 games (100 with the Bulldogs, 30 with the Blues and 17 with the Tigers) and kicked 74 goals.

Bob Clayton

Clayton, a prominent Port Adelaide figure in the SANFL and AFL, died on September 8, 2011, aged 65. Clayton was a leading player (151 games) and club administrator and after the Power joined the AFL in 1997, he held several positions, including including team manager, player welfare and development manager, football administrative manager and football operations manager.

Stuart Spencer

Spencer, a football great in Victoria and Tasmania, died on September 27, 2011, aged 79. Spencer made his name as an excellent rover in 122 games for Melbourne from 1950-56. After premierships in 1955-56, he starred with Clarence in 161 games from 1957-63. He won the best and fairest at the Demons in 1955-56 and at Clarence in 1957-60. He was an All-Australian in 1956 and 1958 and was inducted into the Australian Football Hall of Fame and the Tasmanian Football Hall of Fame. He was first rover in Melbourne's Team of the Century and was Demons president from 1986-91 and a Life Member of the AFL.

Roy West

West, full-back in Geelong's 1963 premiership team, died in Ballarat on November 19, 2011, aged 70. West played 108 games from 1961-64 and 1966-67 and won the best and fairest in 1961. He played his last game in the losing 1967 Grand Final against Richmond and was a Life Member of the Cats.

Sam Loxton

Loxton, who died aged 90 on December 3, 2011, was best known as a Test cricketer, but was also a fine footballer with St Kilda, playing 41 games and kicking 114 goals from 1942-46. Loxton, also a member of the Victorian Legislative Assembly for many years, toured England in 1948 with Don Bradman's famous Invincibles team and later was a Test selector.

Eddie Walsh

Walsh, a Footscray Life Member, who died on December 24, 2011, aged 89, served the club for more than 70 years. He began in 1940 as secretary of the club thirds and more recently was the property steward, with the club naming the Eddie Walsh Property Room in his honour.

VALE BOB DAVIS



GEELONG ICON: Bob Davis was always the life of the party, pictured here sharing a laugh with former teammate and close friend Russell 'Hooker' Renfrey.

Over more than 60 years in football, Bob Davis left his own unforgettable mark on the game as a premiership player and coach and, later, as an iconic media personality.

One of the game's best-known characters, Bob Davis will be missed by fans all over the country but particularly in Geelong where he was an icon of the club and a hero of the town.

The former Geelong star, premiership coach and media personality passed away on May 16, 2011, aged 82.

A member of Geelong's 1951-52 premiership sides, Davis coached the Cats to a flag in 1963 before becoming a household name on television and radio.

With sidekicks Lou Richards and Jack Dyer, Davis appeared on the long-running *League Teams* every Thursday night on Channel Seven.

Many hailed *League Teams* as the forerunner to today's highly successful *The Footy Show* on Channel Nine, as Davis, Dyer and Richards managed to get through an hour or so of unscripted mayhem.

Davis also joined Dyer, Richards and other retired stars on the Sunday sports show *World Of Sport*, which was a weekly institution on Channel Seven.

Again, it ran without a script, but each week Davis and his cohorts would entertain television viewers with their serious – and not so serious – take on sport, particularly Australian Football.

He made sayings such as "fair dinkum unbelievable" part of the football vernacular and a magnet for all Bob Davis impersonators.

His other great line, describing his coaching career, was: "I was the last of the non-thinking coaches."

As the football world mourned the loss of a great personality, long-time Geelong fans remembered Davis as a champion of the club.

He played 189 matches and kicked 149 goals from 1948-58, was best and fairest in 1957, captain from 1955-58 and All-Australian in 1958.

Davis then turned to coaching and played a pivotal role in turning around the fortunes of the struggling Cats when he took over from club legend Reg Hickey in 1960.

He helped lure ruckman Graham 'Polly' Farmer, regarded by many as Geelong's greatest player, from Western Australia, and built a side of stars that included Billy Goggin, Doug Wade, John Sharrock, Fred Wooller and the Lord twins, Alistair and Stewart.

At the time, he also recruited a young John Newman from Geelong Grammar, gave him the nickname 'Sam' and helped launch him on a celebrated career as a 300-game ruckman and media personality.

Davis is a member of the Australian Football Hall of Fame and the Geelong Team of the Century.

VALE ALLAN JEANS



FATHER FIGURE:

Allan Jeans was revered at two clubs, coaching St Kilda to its only premiership in 1966 and guiding Hawthorn to three flags, including in 1989, when he was chaired from the field.

Allan Jeans established himself as one of football's coaching greats with four premierships at St Kilda and Hawthorn.

To Allan Jeans, football was a simple game, with three simple phases: "We have the ball, they have the ball or the ball is in dispute."

And when asked to explain how he dealt with the various personality types that make up a football team, he compared them to sausages, saying, "You can grill them, fry 'em, curry 'em, barbecue 'em, bake 'em, but they're still sausages".

Affectionately known as 'Yabby', Jeans' legendary position in St Kilda's history is assured by the events of September 24, 1966, the day on which he coached the Saints to their only premiership.

Jeans passed away on July 13, 2011, at the age of 77 after a long illness, but he will forever remain an iconic figure at both the St Kilda and Hawthorn football clubs.

Recruited from the New South Wales town of Finley, he was a skilful but slow defender for the Saints over 77 games from 1955-59.

After a short stint as assistant coach, he was named St Kilda's senior coach in 1961 and within a few years was in charge of a side laden with superstars such as triple Brownlow medallist Ian Stewart, Darrel Baldock and 1967 Brownlow winner Ross Smith.

Jeans led the Saints to their first Grand Final in 52 years in 1965, losing to Essendon, but they went one step better the following year, beating Collingwood by a point in one of the most famous Grand Finals.

Jeans spent another 10 years in charge of St Kilda, guiding it to another Grand Final in 1971, when it was beaten by seven points by Hawthorn, despite having led by 20 points at three-quarter time.

"The season went one quarter too long for St Kilda," Jeans said afterwards.

But he also said he could think of no better club to lose to than Hawthorn and no better coach to lose to than John Kennedy. It proved to be a prophetic statement because in 1981, after a four-year break from coaching and at Kennedy's urging, Jeans was appointed coach of the Hawks.

Under his tutelage, Hawthorn won the 1983, 1986 and 1989 Grand Finals. It also won the flag in 1988, the season when Jeans stood out of coaching after becoming seriously ill and handed the reins temporarily to Alan Joyce.

Players from both clubs adored Jeans. To many he was a father figure and to those who followed him into coaching – six former Saints and nine ex-Hawks – he was a mentor and confidant.

Dermott Brereton told the *AFL Record* in 2009, "Some day he'll go to God and there will be more grown men crying at Allan Jeans' passing than anyone else I can think of."

Jeans finished up at Hawthorn at the end of 1990, before returning for one season with Richmond in 1992.

He was named a legend of the St Kilda Hall of Fame and is a member of both the Hawthorn and Australian Football halls of fame.



ROAR EMOTION:

Fremantle speedster Hayden Ballantyne gave Dockers fans something to shout about with a thrilling Goal of the Year in round two against Geelong.

FINANCIAL REPORT

IAN ANDERSON//CHIEF FINANCIAL OFFICER

BUILDING FOR THE FUTURE

As revenue continued to grow, the AFL invested heavily in its expansion teams.

AFL financial results summary

In 2011, the AFL's underlying business continued to grow resulting in increased revenues and a record operating surplus of \$233.5 million. However, as well as all of the normal distributions to clubs and the AFL Players' Association (AFLPA), game development grants and ground improvements, there were three extraordinary distributions, being:

- ▶ Funding to the Gold Coast Football Club as part of its transition into the AFL competition. This funding totalled \$16.8 million.
- ▶ Establishment funding for the Greater Western Sydney Football Club totaling \$22.2 million. This included funding of \$10 million for Skoda Stadium at the Royal Sydney Showgrounds.
- ▶ A provision of \$7.5 million to the AFLPA relating to a profit-sharing agreement that was part of the current Collective Bargaining Agreement. When added to the \$2.5 million provided last year, this makes a total of \$10 million, which was negotiated and agreed with the AFLPA.

As a result of the above extraordinary distributions, the AFL recorded a net loss of \$23.6 million. This was the AFL's first loss in 10 years. It is the AFL's aim to recoup this loss over the next five years by generating profits of at least this amount.

AFL state football bodies' financial results

The AFL has had direct ownership and control of the operations of AFL New South Wales, AFL Queensland and AFL Northern Territory for a number of years. On March 28, 2011, AFL Victoria's operations became a new wholly owned subsidiary of the AFL. Assets totalling \$1.4 million were transferred to the new subsidiary from the old operating entity.

Pleasingly all of these state football bodies reported a profit for the year ended October 31, 2011.

AFL clubs' financial results

The financial results of the AFL clubs varied considerably in 2011. The results being:

- ▶ Seven clubs recorded an operating profit of more than \$1 million.
- ▶ Three clubs recorded an operating profit of less than \$1 million.
- ▶ Seven clubs recorded an operating loss.

The AFL provided total funding to clubs of \$158.9 million in 2011. This funding included direct financial assistance to clubs in the

form of annual special distributions, strategic partnership funding, facilities development funding and marketing support for fan-development initiatives.

During 2011, as part of the new five-year financial planning work for 2012-16, the AFL met with all clubs to determine their specific funding needs. From these meetings, a detailed funding package was agreed for each club. As part of these funding packages, there are detailed objectives and key performance indicators that each club must meet to ensure the funding will be provided in its entirety.

AFL Future Fund

Over the current five-year period, 2007-11, the AFL committed \$82 million into a future fund. In 2011, the final contribution to this fund of \$16.4 million was made. As at October 31, 2011, the future fund had a balance of \$89.4 million that includes accumulated interest of \$7.4 million.

As a result of the additional funding requirements of bringing forward the introduction of the two new teams, the AFL needed to borrow \$55 million, which was used to top up the future fund and ensure the total balance was represented by cash on deposit.

National insurance and risk management program

The AFL continues to drive its risk management programs throughout the AFL industry. Over the past seven years, these risk management programs have resulted in a significant reduction in claims and, as a result, a reduction in insurance premiums that are being paid throughout the AFL industry.

The AFL club collective program, run in conjunction with insurance brokers Marsh, has further developed to the stage where all 17 AFL clubs in 2011 now meet the AFL's minimum standards.

Additionally, the community football leagues and clubs insurance program managed by JLT has provided a number of significant benefits to the clubs and players within these programs.

Information Technology

The AFL continues to invest and support a number of IT systems and projects on behalf of the AFL industry. Specific initiatives undertaken in 2011 included:

- ▶ The design of a new player database system.
- ▶ The implementation of a new integrity management system.
- ▶ Finalising the IT requirements for the new AFL Media offices.
- ▶ Continuing the roll-out of direct IT support services to AFL state football bodies, including AFL Tasmania.

Shared Services Initiatives

The AFL continued to grow its role as a provider of financial services to the AFL industry. In particular, the following additional work was undertaken during 2011:

- ▶ The provision of accounting services to AFL Victoria, including all of the TAC Cup teams.
- ▶ An increase in the provision of accounting and payroll services to Greater Western Sydney Football Club.
- ▶ An increase in the accounting assistance to the Gold Coast Football Club including the stadium operations.

Payments to clubs

The AFL makes a number of different distributions and payments to AFL clubs. These payments included the following in 2011:

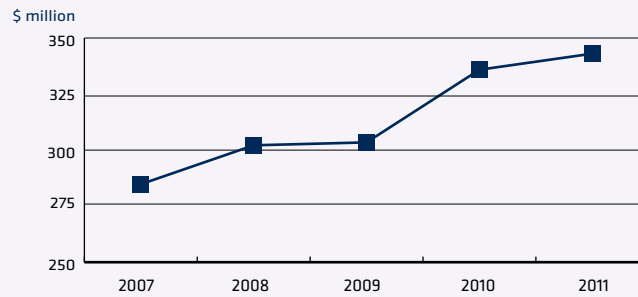
- ▶ A base distribution to all clubs which totalled \$105.1 million, an increase of \$10.2 million.
- ▶ A bonus distribution of \$1.2 million to all clubs from the broadcast rights proceeds.
- ▶ A total of \$8.5 million was paid from the AFL's Annual Special Distribution fund to the following clubs:
 - Western Bulldogs Football Club (\$1.7 million)
 - Brisbane Lions Football Club (\$1.6 million)
 - North Melbourne Football Club (\$1.4 million)
 - Port Adelaide Football Club (\$1.0 million)
 - Melbourne Football Club (\$1.0 million)
 - Sydney Swans Football Club (\$0.8 million)
 - Carlton Football Club (\$0.6 million)
 - Richmond Football Club (\$0.4 million)
- ▶ Other payments to clubs included amounts for ground buyout agreements, distribution of the AFL's signage rights at Etihad Stadium, prizemoney, travel subsidies and promotional funding to help clubs develop the game around Australia.

Club	Base (\$)	Other (\$)	Total (\$)
Adelaide	6,182,004	1,700,806	7,882,810
Brisbane Lions	6,182,004	3,357,608	9,539,612
Carlton	6,182,004	3,823,054	10,005,058
Collingwood	6,182,004	4,290,547	10,472,551
Essendon	6,182,004	3,813,095	9,995,099
Fremantle	6,182,004	1,874,366	8,056,370
Geelong	6,182,004	3,522,288	9,704,292
Gold Coast	6,182,004	1,682,230	7,864,234
Hawthorn	6,182,004	2,507,208	8,689,212
Melbourne	6,182,004	3,057,297	9,239,301
North Melbourne	6,182,004	3,929,068	10,111,072
Port Adelaide	6,182,004	4,839,510	11,021,514
Richmond	6,182,004	2,910,485	9,092,489
St Kilda	6,182,004	3,010,200	9,192,204
Sydney Swans	6,182,004	2,947,030	9,129,034
West Coast Eagles	6,182,004	2,279,479	8,461,483
Western Bulldogs	6,182,004	4,227,931	10,409,935
Total	105,094,068	53,772,199	158,866,267

KEY FINANCIAL INDICATORS

REVENUE

↑ 2%
to \$343 million



Revenue increased by \$7 million, with the major movements comprising:

- ▶ Broadcasting revenues up \$4 million.
- ▶ Commercial Operations revenues up \$3 million.

EXPENDITURE

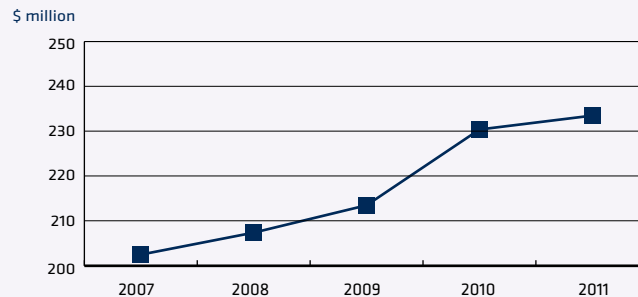
↑ 4%
to \$109 million



Expenditure increased by \$4 million due primarily to increases in Broadcasting and Media expenditure.

OPERATING PROFIT

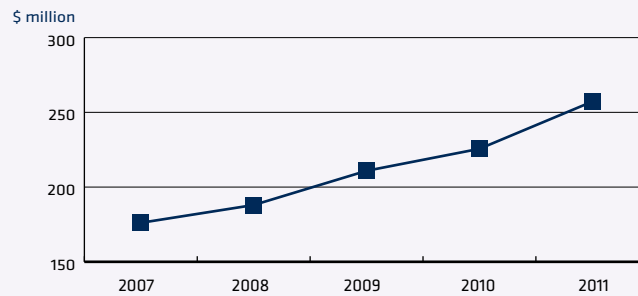
↑ 1%
to \$234 million



The AFL's operating surplus increased by \$3 million to \$234 million. This increase enabled greater distributions to all stakeholders.

DISTRIBUTIONS

↑ 14%
to \$257 million

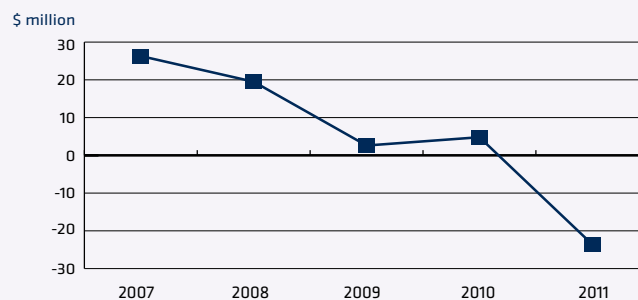


Distributions increased by \$32 million in the following areas:

- ▶ Payments to clubs up \$17 million.
- ▶ Funding the AFL's expansion to the Gold Coast and Greater Western Sydney up \$8 million.
- ▶ Payments to the AFLPA up \$7.5m.

NET LOSS

↓ \$24 million



The AFL's 2010 net profit decreased by \$28 million in 2011. This was mainly due to increased distributions as detailed above.

// THE AFL 2001-11

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Profit & Loss (\$ mill)											
Revenue	116.562	159.700	170.912	186.260	203.695	215.220	284.794	302.139	303.450	335.862	343.017
Operating Expenses	46.229	47.843	52.453	58.112	69.430	72.141	81.047	94.666	89.885	105.479	109.479
Interest Expense	1.337	1.766	3.757	4.138	3.861	2.982	1.272	0.028	0.022	-	-
Operating Surplus	68.996	110.091	114.702	124.010	130.404	140.097	202.475	207.445	213.543	230.383	233.538
Payments to Clubs	61.873	71.228	79.635	89.563	91.964	96.559	125.488	131.752	135.808	141.978	158.866
Payments to AFLPA	5.744	6.329	7.656	7.653	7.767	8.701	12.131	12.518	13.897	14.491	21.992
Game Development Grants	16.510	17.715	16.505	18.492	18.997	21.495	25.852	25.871	27.305	29.129	30.750
Ground Improvements	1.631	5.995	6.241	5.110	5.148	5.591	4.951	5.095	5.014	4.547	5.065
AFL Foundation	-	-	-	-	-	0.200	0.231	0.255	0.300	0.300	0.161
Facilities Development							4.665	8.655	13.735	9.524	6.720
Strategic Partnership							1.198	0.877	1.502	1.848	1.915
New Markets							1.618	2.967	13.349	23.738	31.683
Net Profit/(Loss) before Transfers (to)/from Reserves	(16.762)	8.824	4.665	3.192	6.528	7.551	26.341	19.455	2.633	4.828	(23.614)
Facilities Development Reserve	-	-	-	(1.500)	(3.000)	(3.600)	(4.535)	0.314	6.333	2.123	(0.682)
Strategic Partnership Reserve	-	-	-	-	(1.800)	(1.800)	0.198	(0.123)	0.502	0.848	0.915
New Markets Reserve	-	-	-	-	-	-	(0.382)	(0.033)	0.415	-	-
Future Fund Reserve	-	-	-	-	-	-	(16.400)	(17.245)	(17.409)	(18.431)	(19.874)
Net Surplus/(Deficit)	(16.762)	8.824	4.665	1.692	1.728	2.151	5.222	2.368	(7.526)	(10.632)	(43.255)
Balance Sheet (\$ mill)											
Total Assets	110.312	166.862	162.798	146.649	142.353	110.094	124.581	152.073	151.640	155.967	185.294
Total Liabilities	80.784	128.510	119.781	100.440	89.617	52.179	40.325	48.361	45.295	44.798	97.741
Net Assets	29.528	38.352	43.017	46.209	52.736	57.915	84.256	103.712	106.345	111.169	87.553
TPP & Club Distribution Statistics (\$ mill)											
Total Player Payments (TPP)	83.000	89.000	95.000	97.850	100.813	103.565	111.100	118.900	123.100	127.200	139.613
TPP per Club	5.188	5.563	5.938	6.116	6.301	6.473	6.944	7.431	7.694	7.950	8.213
Base Distribution per Club	3.157	3.532	3.907	4.084	4.270	4.442	4.913	5.411	5.673	5.930	6.182
Base Distribution as a % of TPP	60.9%	63.5%	63.5%	66.8%	67.8%	68.6%	70.8%	72.8%	73.7%	74.6%	75.3%
Attendance Statistics (mill)											
Home & Away Season Attendance	5.921	5.644	5.873	5.910	6.284	6.204	6.476	6.511	6.371	6.496	6.525
Finals Series Attendance	0.526	0.449	0.478	0.458	0.480	0.532	0.574	0.572	0.615	0.651	0.615
Total Premiership Season Attendance	6.447	6.093	6.352	6.368	6.764	6.736	7.050	7.083	6.986	7.147	7.140
Pre-Season Attendance	0.398	0.338	0.266	0.259	0.307	0.235	0.244	0.240	0.283	0.227	0.256
Total Attendance	6.846	6.431	6.618	6.627	7.071	6.971	7.294	7.323	7.269	7.375	7.396
Membership Statistics											
Total of Club Members *	447,359	449,353	463,171	494,311	506,509	519,126	532,697	574,091	586,748	614,251	650,373
No. of Clubs in the AFL	16	16	16	16	16	16	16	16	16	16	17
Average No. of Members per Club	27,960	28,085	28,948	30,894	31,657	32,445	33,294	35,881	36,672	38,391	38,257
Total AFL Members	50,660	47,511	45,174	45,129	44,866	44,726	46,871	49,150	51,013	53,959	55,216

* Includes AFL Club Support Members

2002 & 2003 Profit and Loss figures exclude amounts related to the sale of Waverley Park
All revenue figures exclude contra advertising received from TV broadcasters

CONCISE FINANCIAL REPORT

AUSTRALIAN FOOTBALL LEAGUE
AND ITS CONTROLLED ENTITIES
//OCTOBER 31, 2011

Directors' Report

The Directors present their report together with the concise financial report of the Australian Football League ("the Company") and consolidated entity, being the Company and its controlled entities, for the year ended October 31, 2011, and the auditor's report thereon.

Directors

The Directors of the Company at any time during or since the end of the financial year are:

Mr M C Fitzpatrick

Chairman – Appointed Commissioner 2003, Chairman from March 2007, Chairman of Remuneration Committee

Qualifications: Bachelor of Engineering (Hons.) (University of Western Australia), Bachelor of Arts (Hons.) (Oxford University, UK)

Experience: Director, The Walter and Eliza Hall Institute of Medical Research; Chairman, Treasury Group Limited; Director, Rio Tinto Limited/Plc; Chairman, Infrastructure Capital Group Pty Ltd; Player, Carlton Football Club 1975-83; Director, Carlton Football Club 1989-95; Chairman, Australian Sports Commission 1995-98; Player, Subiaco Football Club 1970-74; Founder and Managing Director, Hastings Fund Management Ltd 1994-2005

Mr A Demetriou

Chief Executive Officer – Appointed 2003

Qualifications: Bachelor of Arts (LaTrobe University), Diploma of Education (LaTrobe University)

Experience: Player, North Melbourne Football Club 1981-87; Player, Hawthorn Football Club 1988-89; Director, Ruthinium Group; Chief Executive Officer, AFL Players' Association 1998-2000; Board Member, Robert Rose Foundation; Public Appeal Chairman, Olivia Newton-John Cancer Centre; Director, AFL (NSW/ACT) Commission; Director, NAB Community Advisory Council; Director, Australian Multicultural Advisory Council

Mr C Lynch

Non-Executive Commissioner – Appointed 2008, Chairman of the Audit Committee

Qualifications: Bachelor of Commerce (Deakin University), Master of Business Administration (Deakin University)

Experience: CEO, Transurban Group; Director, Infrastructure Partnerships Australia Ltd; Former Executive Director, BHP Billiton Ltd/Plc; Director, Rio Tinto Ltd/Plc

Mr W J Kelty

Non-Executive Commissioner – Appointed 1998

Qualifications: Bachelor of Economics (LaTrobe University)

Experience: Non-Executive Director, Linfox Group; Director, Bank of Queensland; Chairman, Virtual Communities Pty Ltd; Member, Foundation for Rural & Regional Renewal; Trustee, Linfox Classic Car Collection; Director, Luna Park Pty Ltd Melbourne; Member, LaTrobe University Council; Chairman, Evans & Partners Advisory Board; Member of McGuire Media Advisory Board; Member

of Bill Hutchinson Foundation; Former Director, Australian Retirement Fund; Former Secretary, ACTU; Former Director, Reserve Bank of Australia; Former Chairman, Commonwealth Government Regional Development Taskforce; Former Member, National Employment & Training Taskforce; Former Director, Superannuation Trust of Australia; Former Director, Hotel Leisure & Tourism Trust of Australia; Former Member, AFLPA Player Development Advisory Board; Former Member, Australians for Just Refugee Program; Former Chair, Ethical Clothing Trades Council of Victoria

Mr C D Langford

Non-Executive Commissioner – Appointed 1999, Member of Audit Committee

Qualifications: Bachelor of Architecture (University of Melbourne)

Experience: Director, Newmark Property Group Pty Ltd; Director, RCL Ltd; Former CEO Retail Projects, Mirvac Group; Player, Hawthorn Football Club 1980-97; Member, AFL (NSW/ACT) Commission 1998-2004

Mr R A Hammond, AM

Non-Executive Commissioner – Retired September 2011, Member of Audit and Remuneration Committees

Experience: Former Managing Director, Rail Road Recyclers of Australia Pty Ltd; Player, North Adelaide Football Club and Norwood Football Club 1960-1975; Coach, Norwood Football Club 1974-79; Coach, Sydney Swans Football Club 1984; Chairman, Adelaide Football Club 1991-2000; Managing Director, Rail Road Services Pty Ltd; Chairman, Churchill Warehouse Pty Ltd

Mr G T John, AO

Non-Executive Commissioner – Appointed 2000

Qualifications: Fellow of Chartered Institute of Transport

Experience: Director, QR National Ltd; Director, Racing Victoria; Director, Seven West Media Ltd; Former Trustee, Melbourne Cricket Ground Trust; Player, East Perth Football Club 1959-63; Player, South Melbourne Football Club 1964-69; All-Australian Player 1966; Coach, South Melbourne Football Club 1973-75; President, South Melbourne Football Club 1978-80

Ms S J Mostyn

Non-Executive Commissioner – Appointed 2005, Member of Remuneration Committee

Qualifications: Bachelor of Arts (Australian University), Bachelor of Law (Australian University)

Experience: Director, Virgin Blue Holdings Ltd; Director, Sydney Theatre Company; President, Australia Museum; Director, AFL SportsReady Limited; Director, Australian Volunteer International; Director, Transurban Holdings Ltd; Director, Citi Australia Ltd

Justice L Dessau, AM

Non-Executive Commissioner – Appointed 2008

Qualifications: Bachelor of Law (Hons.) (University of Melbourne)

Experience: Justice of the Family Court of Australia; Children’s Court Magistrate, Coroner and Magistrate 1987-95; Director, Bangeta Pty Ltd; Director, Winston Churchill Memorial Trust

Mr R Goyder

Non-Executive Commissioner – Appointed November 2011

Qualifications: Bachelor of Commerce (University of Western Australia)

Experience: Director, Wesfarmers Limited; Director, Gresham Partners Holdings Limited; Director, Business Council of Australia; Former Director, Fremantle Football Club

Directors’ Meetings

The number of Directors’ meetings (including meetings of committees of Directors) and number of meetings attended by each of the Directors of the Company during the financial year were:

Director	Directors’ Meetings		Audit Committee Meetings		Remuneration Committee Meetings	
	No. of meetings attended	No. of meetings held*	No. of meetings attended	No. of meetings held*	No. of meetings attended	No. of meetings held*
Mr M C Fitzpatrick	10	10			2	2
Mr A Demetriou	10	10				
Mr W J Kely	8	10				
Mr C D Langford	10	10	2	2		
Mr G T John	9	10				
Mr R A Hammond	7	9	2	2	2	2
Ms S J Mostyn	9	10			2	2
Mr C Lynch	9	10	2	2	2	2
Justice L Dessau	9	10				

* Reflects the number of meetings held during the time the Director held office during the year.

The role of the Audit Committee is to give the Board of Directors additional assurance regarding the quality and reliability of financial information prepared for use by the Board in determining policies or determining items for inclusion in the financial statements.

The role of the Remuneration Committee is to review the remuneration packages and policies applicable to senior executives of the Company.

As well as the above meetings, the Directors also attended numerous other meetings, including meetings with the presidents of all AFL clubs.

Principal activities

The principal activities of the consolidated entity during the course of the financial year have been to promote, control, manage and encourage Australian Football.

There were no significant changes in the nature of the activities of the consolidated entity during the year.

Objectives

The major objectives of the company include the following:

- i/ To manage the AFL competition to ensure it remains the most exciting in Australian sport.

- ii/ To build a stronger relationship with the supporters at all levels of the game.
- iii/ To help ensure that clubs are financially secure and competitive.
- iv/ To provide the best possible benefits for AFL players and to drive the next generation of elite athletes to choose our game.

- ▶ Costs and expenses that may be incurred by the relevant officers in defending proceedings, whether civil or criminal and whatever their outcome; and
- ▶ Other liabilities that may arise from their position, with the exception of conduct involving a wilful breach of duty or improper use of information or position to gain a personal advantage.

Strategy and Performance

The Company's strategy is to promote the AFL brand throughout Australia and to a limited extent outside Australia. This includes the introduction of new AFL teams on the Gold Coast and Greater Western Sydney. Key performance indicators such as attendances at AFL games, television ratings and participant numbers are used to measure the Company's performance against this strategy.

Review and results of operations

The operating loss of the AFL and its controlled entities amounted to \$21.1 million, compared with an operating profit of \$10.6 million in 2010.

State of affairs

In the opinion of the directors there were no significant changes in the state of affairs of the consolidated entity that occurred during the financial year under review not otherwise disclosed in this report or the consolidated financial statements.

Events subsequent to balance date

Subsequent to balance date, on 21 November, 2011, the Company exercised the option to convert four convertible notes costing \$2 million into 889,142 ordinary fully paid shares with a par value of \$2.25 per share in Sportingpulse (ANZ) Pty Ltd.

Other than the matter above, there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction, or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the consolidated entity, the results of those operations, or the state of affairs of the consolidated entity in future financial years.

Likely developments

The Directors do not anticipate any major changes in the basis of operations of the consolidated entity and the future results of those operations in subsequent financial years.

Insurance premiums

Since the end of the previous financial year, the Company has paid insurance premiums in respect of Directors' and Officers' liability and legal expenses, insurance contracts, which include cover for current officers, including executive officers of the Company. The insurance premiums in respect of the officers of the Company relate to:

Directors' benefits

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive any benefit (other than the fixed salary of a full-time employee of the Company or of a related body corporate) by reason of a contract made by the Company, its controlled entities, or a related body corporate with a Director or with a firm of which a Director is a member, or with an entity in which a Director has a substantial interest other than as disclosed in notes 20 and 21 of the annual financial report.

Lead Auditor's Independence Declaration under Section 307C of The Corporations Act 2001

The Lead Auditor's Independence Declaration is set out on page 124 and forms part of the Directors' report for the year ended 31 October, 2011.

Rounding off

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July, 1998, and in accordance with that Class Order, amounts in the concise financial report and Directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

Dated at Melbourne this 12th day of December 2011.

Signed in accordance with a resolution of the Directors



Mr M C Fitzpatrick
Chairman



Mr A Demetriou
Director

Lead Auditor's Independence Declaration under Section 307C of The Corporations Act 2001

To: the directors of Australian Football League.

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 31 October 2011 there has been:

- i/ No contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- ii/ No contravention of any applicable code of professional conduct in relation to the audit.

KPMG

D M Waters

Partner

Melbourne

12th December 2011

Statements of Changes in Equity

For the year ended 31 October 2011

	Consolidated		The Company	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Total equity at the beginning of the year	116,744	106,177	111,169	106,345
Other member contributions	36	(23)	-	(4)
AFL Victoria Opening Equity Acquired	1379	-	-	-
Total comprehensive income for the year	(21,057)	10,590	(23,616)	4,828
Total equity at the end of the year	97,102	116,744	87,553	111,169

The statements of changes in equity are to be read in conjunction with the notes to the financial statements set out on pages 126-127.

Statements of Comprehensive Income

For the year ended 31 October 2011

	Note	Consolidated		The Company	
		2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Revenue	3	382,175	366,906	359,501	351,308
Net financing income		1182	2076	1041	2054
Expenses from operating activities		(404,414)	(358,392)	(384,158)	(348,534)
Profit/(loss) from operating activities before related income tax expense		(21,057)	10,590	(23,616)	4828
Income tax expense relating to operating activities		-	-	-	-
Profit/(loss) for the year		(21,057)	10,590	(23,616)	4828
Total comprehensive income for the year		(21,057)	10,590	(23,616)	4828

The statements of comprehensive income are to be read in conjunction with the discussion and analysis below and the notes to the financial statements set out on pages 126-127.

Discussion and analysis of the income statements

Consolidated revenue increased by \$15.3 million to \$382.2 million. There were two main areas of revenue which contributed to this movement:

- ▶ An increase in annual television, radio and internet rights fees totalling \$8.4 million.
- ▶ An increase in subsidiaries' consolidated revenue totalling \$7.2 million due mainly to the incorporation of AFL Victoria.

The consolidated operating loss was \$21.1 million, which compared with an operating profit of \$10.6 million in 2010.

There were five main areas of increased expenditure which contributed to this result:

- ▶ An increase in new markets expenditure totalling \$8.0 million.
- ▶ An increase in distributions to clubs totalling \$17.0 million.
- ▶ An increase in football operations expenditure totalling \$7.5 million.
- ▶ An increase in game development expenditure totalling \$3.2 million.
- ▶ An increase in subsidiaries' consolidated expenditure totalling \$10.4 million due mainly to the incorporation of AFL Victoria.

Balance Sheets

As at 31 October 2011

	Consolidated		The Company	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Assets				
Cash and cash equivalents	107,445	64,768	102,224	61,015
Trade and other receivables	36,530	43,913	35,531	44,254
Inventories	88	166	-	-
Other	2495	5879	1891	5277
Total current assets	146,558	114,726	139,646	110,546
Property, plant and equipment	20,142	19,468	13,648	13,421
Other	32,000	32,000	32,000	32,000
Total non-current assets	52,142	51,468	45,648	45,421
Total assets	198,700	166,194	185,294	155,967
Liabilities				
Trade and other payables	39,704	43,526	38,319	40,549
Interest-bearing loans and borrowings	64	100	-	-
Provisions	5747	4771	3772	3591
Total current liabilities	45,515	48,397	42,091	44,140
Interest-bearing loans and borrowings	55,039	111	55,000	-
Provisions	1044	942	650	658
Total non-current liabilities	56,083	1,053	55,650	658
Total liabilities	101,598	49,450	97,741	44,798
Net assets	97,102	116,744	87,553	111,169
Equity				
Member contributions	96	80	-	-
Reserves	92,795	73,154	92,795	73,154
Retained earnings	4211	43,510	(5242)	38,015
Total equity	97,102	116,744	87,553	111,169

The balance sheets are to be read in conjunction with the discussion and analysis below and the notes to the financial statements set out on pages 126-127.

Discussion and analysis of the balance sheets

The consolidated entity's total assets increased by \$32.5 million to \$198.7 million.

The movement in total assets principally comprised:

- ▶ An increase in cash and cash equivalents of \$42.7 million.
- ▶ A decrease in current trade and other receivables totalling \$10.8 million.
- ▶ An increase in property, plant and equipment totalling \$0.7 million.

The consolidated entity's total liabilities increased by \$52.1 million to \$101.6 million over the year.

The movement in total liabilities principally comprised:

- ▶ An increase in interest-bearing loans and borrowings totalling \$55.0 million.

Statements of Cash Flows

For the year ended 31 October 2011

	Consolidated		The Company	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Cash flows from operating activities				
Cash receipts in the course of operations	395,265	376,697	372,140	359,518
Cash payments in the course of operations	(407,186)	(361,981)	(385,269)	(351,146)
Net cash provided by/(used in) operating activities	(11,921)	14,716	(13,129)	8372
Cash flows from investing activities				
Interest received	1330	2161	1172	2113
Proceeds from Football Victoria	1491	-	-	-
Payments for other non-current assets	-	(1000)	-	(1000)
Payments for property, plant and equipment	(2967)	(7053)	(1703)	(2070)
Net cash provided by/(used in) investing activities	(146)	(5892)	(531)	(957)
Cash flows from financing activities				
Interest paid	(148)	(85)	(131)	(59)
Payment of finance lease liabilities	(108)	(78)	-	-
Proceeds from borrowings	55,000	-	55,000	-
Net cash provided by/(used in) financing activities	54,744	(163)	54,869	(59)
Net increase/(decrease) in cash held	42,677	8,661	41,209	7,356
Cash at the beginning of the financial year	64,768	56,107	61,015	53,659
Cash at the end of the financial year	107,445	64,768	102,224	61,015

The statements of cash flows are to be read in conjunction with the discussion and analysis below and the notes to the financial statements set out on pages 126-127.

Discussion and analysis of the statements of cash flows

There was a net increase in cash holdings of the consolidated entity during the year, totalling \$42.7 million.

The major movements in cash during the year included the following:

- ▶ Funds used in the operating activities for the year totalling \$11.9 million.
- ▶ Purchases of property, plant and equipment totalling \$3.0 million.
- ▶ Proceeds from borrowings totalling \$55.0 million.

Notes to the Concise Financial Statements

For the year ended 31 October 2011

1. Basis of preparation of the concise financial report

The concise financial report has been prepared in accordance with the Corporations Act 2001 and Accounting Standard AASB 1039 Concise Financial Reports. The financial statements and specific disclosures required by AASB 1039 have been derived from the consolidated entity's full financial report for the financial year. Other information included in the concise financial report is consistent with the consolidated entity's full financial report. The concise financial report does not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the consolidated entity as the full financial report.

It has been prepared on the basis of historical costs and, except where stated, does not take into account changing money values or fair values of non-current assets.

The accounting policies have been consistently applied by each entity in the consolidated entity and, except where there is a change in accounting policy, are consistent with those of the previous year.

Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current financial year amounts and other disclosures.

A full description of the accounting policies adopted by the consolidated entity may be found in the consolidated entity's full financial report.

The concise financial report is presented in Australian dollars.

2. Segment reporting

The Company's activities are entirely the administration and promotion of Australian Football and are confined to Australia except for the sale of television rights to various overseas countries and conduct of exhibition matches overseas from time to time, in support of television rights in overseas countries.

3. Revenue

	Consolidated		The Company	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Revenue from operating activities				
Commercial operations	313,858	310,863	313,858	310,863
Football operations	10,560	8,952	10,560	8,952
Game development	8998	6898	8998	6898
Other revenue	31,259	22,693	8,585	7,095
Contra advertising revenue	17,500	17,500	17,500	17,500
Total	382,175	366,906	359,501	351,308

4. Contingent liabilities

- i/ The Company has entered into an agreement with the AFL Players' Association Inc. for a period of five years commencing on 1 November 2006 whereby the Company has an obligation to assume liability for all amounts due to players of a club where the club has lost its licence to compete in the AFL competition and is suspended from or loses its right to representation in the League. The amounts payable in these circumstances will be offset by any amounts payable to the players in respect of future employment as a player.
- ii/ The Company has entered into an agreement with the AFL Players' Association Inc. for a period of five years commencing on 1 November 2006 whereby the Company has an obligation to share the net revenues of the AFL above the original five-year forecasts. At this point in time, an offer has been made to the AFL Players' Association but it has not yet been accepted.
- iii/ The Company has entered into an agreement with Australia and New Zealand Banking Group Limited ("ANZ Bank") where the Company guarantees the obligations of Sports Facilities Management Limited ("Sports") to the ANZ Bank with respect to Sports' borrowings of \$5.0 million in relation to the reconfiguration of Stadium Australia.
- iv/ The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Carlton Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2011. A new annual guarantee was entered into on 1 November 2011 for \$5.0 million.
- v/ The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Melbourne Football Club Limited to Westpac to a maximum of \$2.8 million. The guarantee expired on 31 October 2011. A new annual guarantee was entered into on 1 November 2011 for \$2.8 million.
- vi/ The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the North Melbourne Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2011. A new annual guarantee was entered into on 1 November 2011 for \$5.0 million.
- vii/ The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the St Kilda Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2011. A new annual guarantee was entered into on 1 November 2011 for \$5.0 million.
- viii/ The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Richmond Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2011. A new annual guarantee was entered into on 1 November 2011 for \$5.0 million.

- ix/ The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Footscray Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2011. A new annual guarantee was entered into on 1 November 2011 for \$5.0 million.
- x/ The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Carlton Football Club Limited to Westpac to a maximum of \$1.5 million. The guarantee expired on 31 August 2011. A new guarantee was entered into on 31 August 2011 for \$1.5 million.
- xi/ The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the Australian Football League (Victoria) limited to National Australia Bank to a maximum of \$0.2 million.
- xii/ The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Brisbane Bears-Fitzroy Football Club Limited to Westpac to a maximum of \$1.5 million. The guarantee expired on 31 October 2011. A new guarantee was entered into on 1 November 2011 for \$1.5 million.
- xiii/ The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the Western Sydney Football Club Limited to National Australia Bank to a maximum of \$0.7 million.
- xiv/ The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of GCFC Limited to National Australia Bank to a maximum of \$1.0 million.

5. Events Subsequent to Balance Date

Subsequent to balance date, on 15 November 2011, the Company exercised the option to convert four convertible notes costing \$2 million into 889,142 ordinary fully paid shares with a par value of \$2.25 per share in Sportingpulse (ANZ) Pty Ltd.

Other than the matter above, there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction, or event of a material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the consolidated entity, the results of those operations, or the state of affairs of the consolidated entity in future financial years.

Directors' Declaration

In the opinion of the directors of the Australian Football League, the accompanying concise financial report of the Consolidated Entity, comprising the Australian Football League and its controlled entities for the year ended 31 October 2011, set out on pages 121 to 127:

- a/Has been derived from or is consistent with the full financial report for the financial year; and
- b/Complies with Accounting Standard AASB 1039 Concise Financial Reports.

Dated at Melbourne this 12th day of December 2011.

Signed in accordance with a resolution of the directors:



Mr M C Fitzpatrick
Chairman



Mr A Demetriou
Director

Independent Auditor's Report

To The Members Of The Australian Football League

Report on the concise financial report

The accompanying concise financial report of the Consolidated Entity comprising Australian Football League ("the Company") and its controlled entities comprises the statements of financial position as at 31 October 2011, the statements of comprehensive income, statements of changes in equity, and statements of cash flows for the year then ended and related notes 1 to 4 derived from the audited financial report of the Australian Football League for the year ended 31 October 2011 and the discussion and analysis. The concise financial report does not contain all the disclosures required by Australian Accounting Standards.

Directors' responsibility for the concise financial report
The directors of the Company are responsible for the preparation and presentation of the concise financial report in accordance with Australian Accounting Standard AASB 1039 Concise Financial Reports and the Corporations Act 2001. This responsibility includes establishing and maintaining internal control relevant to the preparation of the concise financial report; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

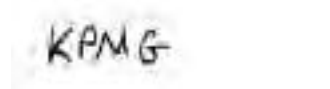
Our responsibility is to express an opinion on the concise financial report based on our audit procedures. We have conducted an independent audit in accordance with Australian Auditing Standards, of the financial report of the Australian Football League for the year ended 31 October 2011. Our audit report on the financial report for the year was signed on 12 December 2011 and was not subject to any modification. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free of material misstatement. Our procedures in respect of the concise financial report include testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Australian Accounting Standard AASB 1039 Concise Financial Reports and whether the discussion and analysis complies with the requirements laid down in Australian Accounting Standard AASB 1039 Concise Financial Reports. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001.

Auditor's opinion

In our opinion, the concise financial report, including the discussion and analysis, of the Australian Football League and its controlled entities for the year ended 31 October 2011 complies with Australian Accounting Standard AASB 1039 Concise Financial Reports.



KPMG



D M Waters

Partner

Melbourne
12th December 2011

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 18 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.
- ▶ Continued independence of the external auditors.
- ▶ 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, Richard Goyder (appointed September 2011), Bob Hammond (resigned September 2011), Graeme John, Bill Kelty, Chris Langford, Chris Lynch, Sam Mostyn.

Committees and advisors

AFL Audit Committee

Chris Lynch (chair), Chris Langford, Richard Goyder.

AFL Remuneration Committee

Mike Fitzpatrick (chair), Sam Mostyn, Chris Lynch.

AFL Nominations Committee

Mike Fitzpatrick (chair), Sam Mostyn, Rob Chapman, David Smorgon.

AFL Investment Committee

Gillon McLachlan (chair), Mike Fitzpatrick, Andrew Demetriou, Chris Langford, Ian Anderson.

AFL Broadcasting Sub-committee

Gillon McLachlan (chair), Mike Fitzpatrick, Andrew Demetriou, Chris Lynch.

AFL Executive

Andrew Demetriou (chair), Adrian Anderson, Ian Anderson, Darren Birch, Andrew Catterall, Andrew Dillon, David Matthews, Gillon McLachlan, Christina Ogg, Tony Peek.

AFL Football Operations Sub-Committee

Adrian Anderson (chair), Tony Abate, Rod Austin, Sue Clark, Brett Clothier, Patrick Cunningham, David Elliot, Jeff Gieschen, Rowena Katz, Patrick Keane, Simon Laughton, Shane McCurry, Tessie McManus, Joel Morrison, Katrina Leith, Thea Salter, Kevin Sheehan, Emma Taylor, Scott Taylor, Sandra Thomas, Ken Wood.

AFL Tribunal

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

AFL Laws Of The Game Committee

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

Appeals Board

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

Match Review Panel

Mark Fraser (chair), Des Gleeson, James McDonald, Scott Taylor (secretary).

AFL Grievance Tribunal

Jack Rush QC (chair), Darren Baxter, James Dowsley, Kevin Power, Michael Moncrieff.

AFL Legal Counsel For AFL Tribunal

Jeff Gleeson SC, Andrew Tinney SC.

Four'n Twenty All-Australian and NAB AFL Rising Star Selectors

Andrew Demetriou (chair), Adrian Anderson, Kevin Bartlett, Glen Jakovich, Mark Ricciuto, Danny Frawley, Kevin Sheehan (AFL Rising Star), Scott Taylor (secretary).

Australian Football Hall Of Fame Selectors

Mike Fitzpatrick (chair), Dennis Cometti, Matt Finnis, Jim Main, Tim Lane, David Parkin, Tom Reynolds, Leigh Whicker, Shane McCurry (secretary).

AFL Research Board

Dr Ross Smith (chair), Dr David Buttifant, Brian Cook, Neale Daniher, Professor Peter Fricker, Associate Professor Colin McLeod, David Parkin, Anthony Schache, Dr Hugh Seward, Lawrie Woodman, Shane McCurry (secretary).

Legal Advisor

Browne & Co.

Medical Commissioners

Dr Peter Harcourt, Dr Harry Unglik.

AFL Sportsready Ltd Board

Peter Jackson (chair), Graeme Billings, Andrew Blair, Andrew Dillon, Matt Finnis, Marilyn Morgan, Sam Mostyn, Leigh Russell.
Chief Executive Officer: James Montgomery

FOOTBALL ROYALTY:
During his visit to Australia in 2011, Prince William took time out to learn the finer points of the game from Melbourne president Jim Stynes and young Demons utility Cale Morton.





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FOOTBALL
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