



**Hendy Cowan**

**West Coast Eagles Football Club**

Independent review of the West  
Coast Eagles Football Club  
governance structures and  
management processes in relation  
to player behaviour and welfare.

(“Cowan / Scudamore Report”)

**Executive Summary**

February 2008

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# **1 Executive Summary**

## **1.1 Background to this review**

Over the last few years, the West Coast Eagles Football Club (“the Club” or “WCE”) has faced a number of significant issues relating to the behaviour of its players off the field.

Since November 2006 the Club has implemented many new initiatives and changes that it strongly believes will rebuild the trust and respect of the community in the areas where it may have been damaged in the past.

Notwithstanding these important new initiatives and changes, the Club identified the need for a fully independent and external review of the governance structures and management processes for dealing with these “off-field issues” and to better understand what circumstances have led to this situation and to make recommendations for further changes where necessary.

We (Hendy Cowan and Steve Scudamore) were appointed by the Board of the West Coast Eagles on 7 November 2007 to undertake a joint independent review and report back to the Board our findings and recommendations .

This report sets out the terms of reference to the independent review as well as key findings and recommendations for the future.

## **1.2 Terms of reference**

### **Objective**

The objective of this engagement was to:

- Review the Club’s governance structures and management processes with regard to player behaviour and welfare;
- Identify areas of issue and concern held by the Club’s key stakeholders with regard to the Club’s management of player behaviour and welfare; and
- To prepare a factual analysis of the issues raised and provide recommendations to enhance the existing governance structures and management processes.

### **Scope and approach**

Our scope and approach was to examine and report on the following key theme areas:

- the success of the cultural strategies and programs implemented by the Club during 2007;

- the corporate governance structure of the Club, including the allocation of responsibilities and communication between the Board and senior management as it relates to management of issues associated with behaviour and welfare;
- factors or influences both within and outside to the Club that may place players at risk and the extent of specific programs for individual players from the Club;
- the AFL’s education program relating to illicit drug use and out of competition testing as it relates to the Club; and
- the role of the player leadership group and its level of authority in dealing with player behaviour.

Our approach to completing this review was to examine all relevant documentation and to conduct interviews with any internal or external key stakeholders we saw as appropriate in regard to the terms of this engagement.

**Interviews undertaken**

We have completed interviews with the following 50 key internal and external stakeholders:

External Stakeholders	Internal Stakeholders
<ul style="list-style-type: none"> <li>• CEO - AFL</li> <li>• Assistant to the CEO - AFL</li> <li>• CEO – AFL Players Association</li> <li>• Chairman - WAFC</li> <li>• CEO - WAFC</li> <li>• Director General – Department of Sport and Recreation WA</li> <li>• WCE Sponsors (5 sponsors)</li> <li>• Parents of WCE Players (Parents of 6 players both Perth and Melbourne based)</li> <li>• Former players of WCE (1 player)</li> <li>• Former coach of WCE</li> </ul>	<ul style="list-style-type: none"> <li>• WCE Board (7 members)</li> <li>• WCE Executive Management (3 members)</li> <li>• WCE Football Dept (5 members)</li> <li>• WCE Players (10 players)</li> <li>• WCE Club Doctor</li> <li>• Centre for Professional Excellence (2 members)</li> <li>• WCE No.1 Ticket Holder</li> </ul>

External Stakeholders	Internal Stakeholders
<ul style="list-style-type: none"><li>• WA Police Commissioner</li><li>• Independent Drug and Alcohol Expert</li></ul>	

**Third party reliance**

This report is prepared solely for the purpose set out in the “Objectives” section of this report and for the information of the Board of the West Coast Eagles Football Club, and is not to be used for any other purpose or distributed to any other party without KPMG’s or Hendy Cowan’s prior written consent.

This report has been prepared at the request of the Board of the West Coast Eagles Football Club Limited in accordance with the terms of our engagement letter dated 7 November 2007. Other than our responsibility to the West Coast Eagles Football Club, none of KPMG, Steve Scudamore, Hendy Cowan nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party’s sole responsibility.

**Basis of Findings**

This engagement has been performed as outlined above. The procedures outlined above do not constitute an audit in accordance with Australian Auditing Standards, or a review in accordance with Australian Auditing Standards applicable to review engagements and, consequently, no assurance is expressed.

The findings in this report are based on a qualitative study and the reported results reflect an independent perception of the West Coast Eagles Football Club’s key practices, but only to the extent of the stakeholders involved in this process. No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by the Club’s Executive and Senior Management and the internal and external stakeholders consulted as part of this process.

We have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report. None of KPMG, Steve Scudamore or Hendy Cowan are under obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form. The findings in this report have been formed on the above basis.

### 1.3 Summary

The review has been comprehensive, with the full cooperation of the Club and unfettered access to key stakeholders and relevant Club documentation. Our review has highlighted that there were gaps in the Club's structures and processes for management of player welfare and behaviour, particularly prior to the latter part of 2006. We are aware that the Club responded to the off-field incidents which occurred at that time. It is our view that the responses neither materially changed the culture of the Club nor improved the off-field behaviour of some players. It was also the view of stakeholders that the Club could have acted in a more timely and severe manner. They agreed there was a need for change.

Since the latter part of 2006, the Club has aggressively implemented a range of initiatives to improve the culture of the player group, better manage off-field behaviour and enhance the processes and structures around this.

The initiatives inter-alia, include:

- New board member with leadership skills;
- Establishment of Core Values Committee;
- Development and agreement of the wider core values;
- Introduction of a range of leadership programs;
- The appointment of a player leadership and development manager;
- Revamping of the player leadership group and its empowerment; and
- Overhaul of the Key Performance Indicators ("KPIs") on which the Club measures itself and rewards staff, to be more focussed on the achievement of its core values.

We are satisfied that the initiatives taken by the Club since the latter part of 2006 have substantially addressed the key concerns of stakeholders. They are appropriate and should help to achieve the better management of player welfare and behaviour. Other actions taken by the Club including significant changes to the player list, illustrates and reinforces the depth of the Club's commitment to improving the culture of the Club. **In our view the Club has taken the necessary steps to improve its position and is well placed to go forward.**

Some of the new initiatives have only recently commenced. As all of them are further developed in 2008, their full impact on the Club will only then be realised. The Club must be careful not to lose momentum and continue to build on the foundations it has now established. There is a real opportunity for the Club to demonstrate leadership in this area within the AFL and to the broader community.

We have made a number of recommendations set out in Section 1.7 of this Executive Summary to assist in the further development and monitoring of these initiatives.

## **1.4 Incidents of misconduct by West Coast players and actions taken by the club**

In completing the terms of reference for review, we have considered each of the reported incidents of misconduct by West Coast Eagles players (as identified by the AFL in their letter to the Club of 26 April 2007 and those identified by the Club in its submission to Justice Gillard in November 2007) and the actions taken by the Club in relation to these incidents.

Further details of each of these incidents and the specific actions taken by the Club in response are included in more detail in the main body of our report, however, in broad terms they are summarised below.

### **1.4.1 Nature of incidents**

In the period between January 2001 and December 2007 there were some 35 separate incidents (involving 13 players) which were highlighted as matters of poor off-field behaviour by West Coast players. These incidents included:

- Links between two players and Perth “underworld figures”;
- Assaults;
- Drug and alcohol abuse; and
- Inappropriate language in public.

The AFL also highlighted the poor behaviour of two West Coast Eagles Players during AFL drug testing procedures conducted by the Dorevitch organisation in 2007 and poor behaviour by some West Coast players during the AFL “Respect and Responsibility Program” AFL Education sessions in 2007.

### **1.4.2 Actions taken by the Club to these incidents**

#### *Actions taken to respond to individual incidents*

The Club has highlighted to us that in their dealings with players during this period, when inappropriate or illegal behaviour had been identified to a requisite standard of proof, they believe they had at all times taken action within the AFL Rules and the Collective Bargaining Agreements with the AFLPA.

The Club has stated that when there is factual evidence they believe they have been quick to impose an appropriate penalty (examples of actions taken during this period include the trading of Michael Gardiner and the removal of Ben Cousins as Captain).

*Actions taken on broader cultural, behavioural and leadership initiatives (pre November 2006)*

In addition to specific actions taken by the Club to respond to individual incidents of poor player behaviour, the Club also undertook a number of broader initiatives prior to November 2006 to better understand the extent of player involvement (if any) in the matters raised by the media and to increase the focus of the players on their roles and responsibilities in representing the Club and the AFL. These broader initiatives included:

- 2002 – Investigation by Club Chairman into allegations of links with Perth underworld figures and allegations of the existence of taped conversations of two West Coast players ordering illicit drugs.
- 2002-2006 – Questioning by the CEO and the Senior Coach on various occasions of players about their involvement in the allegations raised.
- 2003 – Preparation of proposed Anti-Doping and Recreational Drugs policy.
- 2005 – Engagement of the Centre for Professional Excellence to work with the coaches and player group in the area of on-field leadership skills (which also later extended to off-field leadership).

*Actions taken on broader cultural, behavioural and leadership initiatives (post November 2006)*

The initiatives developed and implemented by the Club after November 2006 are outlined separately in more detail in section 1.5.

### **1.4.3 Stakeholder views on the incidents and the actions taken by the Club (prior to November 2006)**

Our interviews with key stakeholders highlighted the following key points in relation to the incidents that occurred and the actions that were taken by the Club prior to November 2006:

- The view of many stakeholders was that the culture of the playing group in the early to mid 2000s was marked by the arrogance and continued risk taking of a small number of senior players. These players were members of the Leadership group, highly influential within the playing group and were also the main parties involved in media catching incidents, including the alleged associations with underworld figures, rumours around drugs and alcohol abuse and other connected events.
- Many of the stakeholders interviewed, internally and externally, believe more should have been done by the Club to investigate and to deal with these matters earlier and with more severity. This does not just relate to the allegations of drug use, but the broader attitude and behaviour of the player group and the impact of this on the Club's brand. Stakeholders were of the view, of course with the benefit of hindsight, that a more aggressive approach could have been taken with appropriate interaction with the AFL and AFLPA.

- It was also highlighted by stakeholders that they acknowledged the Club had placed considerable trust in the “word” of players when they were questioned on matters involving drug use and other poor behaviour and that a number of players had clearly betrayed this trust.

#### **1.4.4 November 2006 – Board strategic planning forum discussions**

During a strategic planning forum in November 2006, the Board discussed in depth the issues surrounding the behaviour and culture of its players and decided on a number of significant actions to be taken including implementing a cultural change program and enlisting the advice of a number of independent specialists to assist in this reform.

While the issues and proposed actions agreed at this meeting were the culmination of many previous discussions at the Board during 2006, it proved a pivotal point in the Club recognising the seriousness of the issues it was facing and was the catalyst for the Club to further define and accelerate the focus of reform to follow during the next 12 months.

### **1.5 Summary of initiatives developed and implemented by the Club (post November 2006)**

We have set out below a summary of the broader key initiatives and actions taken by the Club since the November 2006 strategic planning forum. The initiatives and actions are taken from those identified by the Club in its submission to Justice Gillard in November 2007 and those identified during the course of our engagement.

#### **November 2006 – New appointment to Board**

The WCE Board identified the need for an additional member with specific skills and experience in the area of leadership. To this end, the Board identified and agreed to ask Lt Col James McMahon, retiring Commanding Officer of the Special Air Services regiment to apply to become a member of the WCE Board. The Board felt that Lt Col McMahon had unique skills and experience in the areas of leadership that would be beneficial to the initiatives planned for the Club.

#### **February 2007 - Centre for Professional Excellence (CPE) engaged to further assist with player development and development of the core values**

The Club had utilised the services of Professor John Edwards and Steve Stanley from the Centre for Professional Excellence for some time in the development training of the Senior Coach. This role was extended to allow the players to work with the CPE to evaluate their own standing, strengths and weaknesses within the group and the community and the establishment of the original set of core values.

**February - July 2007 - Core Values established**

The original set of core values for the club are prepared in February 2007 which have a predominant focus on on-field matters. These core values are refined and enhanced with the assistance of CPE during the next few months (inclusive of feedback from the AFL in the April 29 meeting). The approach taken to the core values development was to ensure all players were involved, giving group ownership and empowering them to self govern. The core values were finalised in July 2007 and all players signed a copy (including Ben Cousins).

**January 2007 - Dr Simon Lenton appointed as independent consultant on drugs and alcohol issues**

Dr Simon Lenton is employed on a part time basis by the Club as an independent consultant on drug and alcohol abuse. Dr Lenton has various meetings with players, one on one, in groups and with the entire player group (with and without coaches). Dr Lenton provides ongoing advice to the WCE Board on the matters relating to drug and alcohol abuse and rehabilitation.

**April 2007 - Core Values Committee established**

The WCE Board establish a sub-committee of the Board, to be known as the Core Values Committee (“CVC”) which reports directly to the Board. The first meeting of the CVC was held on 23 April 2007.

The vision of the CVC was established as *“To bring to life and help foster the behaviour, attitude and culture of the West Coast Eagles player group, consistent with the agreed shared vision of the WCE, the standards of the AFL, as well as the highest expectations of the broader community in which the Club operates. It is expected that all officers and employees of the Club live within and embrace the values of our Club.”*

**April 2007 - Discussion document on illicit drugs prepared and tabled with AFL**

Following the indefinite suspension of Ben Cousins in March 2007, the Club through Dr Rod Moore, Dr Alan Quigley and Dr Simon Lenton prepared a discussion document on developing a Club policy on illicit drug testing.

The paper was presented to the AFL Commission in April 2007 with the aim of expanding the Club’s ability to test players for illicit drugs. The AFL reviewed the paper but advised that the options outlined would not be possible due to the current AFLPA collective bargaining agreement.

**July/August 2007 - Leadership program established for all players**

An ongoing Leadership Program is developed by Peter Worsfold and James McMahon with the aim of reinforcing the commitment to the core values and also promoting self governance within the team and with the theme of “living the values”. Three leadership days (inclusive of

considerable preparation) have been held including the second leadership day in mid-September 2007 that was held during what would have traditionally been “Mad Monday”.

### **April 2007 – January 2008 - Appointment of Player Leadership and Development Manager**

As part of the strategies developed by the Core Values Committee, Peter Worsfold (previously skills coach) is appointed Player Leadership and Development Manager and given responsibility for the player leadership group, the player leadership program and the preparation and assessment of the KPIs associated with the core values.

### **November 2007 – Club de-lists senior players**

In addition to Michael Gardiner being traded at the end of the 2006 season and Ben Cousins’ contract being terminated in October 2007, the Club made the proactive decision to de-list other players at the end of the 2007 season, where it believed the potential “risks” to not living the core values of the Club was a concern, notwithstanding those players potentially still being valuable to the Club on the field.

### **December 2007 - New player leadership group structure established**

A new player leadership group structure is implemented. The new structure includes both senior and junior leadership structures and is underpinned by the player leadership group being selected by the players based on the Core Values of the Club and endorsed by the Match Committee and Board.

The new leadership group is announced of the Captain (Darren Glass) and Vice Captains (Tyson Stenglein and Dean Cox) as well as Matt Priddis, Ashley Hansen and Adam Selwood.

The player leadership group is empowered by the Club with greater responsibility for developing leadership with the entire player group and also with a greater say in the actions and penalties for any player sanctions.

### **December 2007 – Key Performance Indicators of the CEO, Senior Coach and senior management are overhauled to further emphasise the success targets for off-field player behaviour**

The Club overhauls the KPIs of the senior executive team to place much greater focus on their assistance regarding the implementation of the core values for players and staff. In addition, the CEO and Senior coach are advised that the KPIs linked to their success bonus will be more heavily weighted towards the culture and behaviour change KPI (40% of total). This is the first time the Club has placed such a significant weighting on cultural and behavioural aspects in its KPIs. It is also understood to be the first time any AFL Club has taken this approach.

### **1.5.1 Stakeholder views on the initiatives developed and implemented by the Club during 2007**

Interviews with key stakeholders highlighted a consistent view that the initiatives developed and implemented during 2007 were considered very positive for the Club.

Stakeholders recognised that the Club had put significant, time, effort and emphasis into the development of the initiatives and they considered it a sound base for the future. They also commented however that the “proof is in the pudding” and the Club must now demonstrate the ongoing successful implementation of these initiatives.

## **1.6 Overview of our findings**

Based on our analysis of the events described in 1.4 and 1.5 above and our review of relevant information and discussion with the key stakeholders of the Club, our key findings are summarised below.

### **1.6.1 Key strengths identified**

Highlighted below are the key areas of strength of the Club in relation to the management of player behaviour and welfare:

#### **Board and Committee structure**

- The Club has in place a strong overall corporate governance structure. In particular the Board and Sub-Committee structure is still considered by the AFL to be best practice and has been used as a model for other AFL Clubs.
- The establishment of the Core Values Committee in 2007 as a Sub-Committee reporting to the Board on matters relating to the culture attitude and behaviour of the player group increases the direct focus and reporting of these matters to the Board.

#### **Experienced Board and Executive group**

- The current Board members are experienced Directors and come from relevant but diverse backgrounds. Stakeholders commented they were comfortable there was an appropriately balanced and experienced Board in place.
- With the retirement of two Directors (including the Chairman) from 1 November 2007, the Club also now has the opportunity to add some new perspectives.
- The Executive group are senior and experienced individuals who have the strong support of the Board.

**Commitment by the Club to better understand the issues and make changes**

- The Club has consistently stated its commitment to a better understanding of the underlying reasons why incidents have occurred in the past. It is determined to implement those proactive measures needed to ensure players are more aware and better prepared for what is expected of them by the community. The extent of the changes and initiatives implemented since November 2006 demonstrate this commitment.

**Initiatives developed and implemented by the Club during 2007 and early 2008**

- The initiatives have been well considered in the context of long term positive outcomes. They provide an appropriate focus and balance between proactively encouraging the core values of the Club through education, awareness and leadership and reactively enforcing of the core values through monitoring of player behaviour and discipline.

**Understanding and awareness by the players of the issues and the implications of their actions.**

- A review completed in November 2007 by Dr Simon Lenton advising the Club in the area of drug use and off-field behaviour noted “important changes in the player group culture toward drug use and off-field incidents since the initial workshops run with the player group in February and March 2007”.
- Our interviews with a sample of the player group also highlighted a strong awareness of the consequences of unacceptable behaviour on them individually, the player group as a whole. They are aware of the impact their behaviour may upon the Club, its brand, the code and the wider community. Players, particularly the Leadership Group acknowledged that they should accept greater personal responsibility for the consequences of their actions.
- Whilst it is imperative for the ongoing education of the players to continue, this is seen as a positive initial outcome.

**Player welfare**

- A number of player’s parents including those from interstate were interviewed. It was the overwhelming view of parents that they were very happy with how the Club looked after their son in relation to their personal welfare and development.

**1.6.2 Key factors identified as lacking in the Club’s management of player behaviour and welfare (and impact of new initiatives on these)**

As highlighted earlier, there are a number of factors stakeholders considered lacking in the Club’s management of player behaviour and welfare prior to late 2006. These factors contributed to the position the Club found itself in during 2007. They are further summarised below together with our view of the impact of the new initiatives:

## **Depth of investigation undertaken by the Club on rumours and allegations**

### *Key concern*

- It was raised by a significant number of key stakeholders that they believed the Club should have investigated more thoroughly on the rumours and allegations associated with player conduct and associations as far back as 2002. In particular, arguably the two best players at the Club at this time were at the centre of much of the rumour and allegation and some stakeholders have raised that both players and the Club more generally were not as “hard” on them as other players.

### *Impact of new initiatives*

- Initiatives the Club has developed and implemented during 2007, particularly the focus on Core Values, together with the structure and reporting lines between the Player Leadership Group, the Football Department and the Core Values Committee, when operating consistently as planned within the Club, will help to facilitate a wider and more thorough investigation process in the future if required.

## **Timeliness and severity of actions taken by the Club**

### *Key concern*

- Key stakeholders also believe the Club should have acted more quickly and severely. Not just in relation to specific incidents or the allegations of drug use, but the broader attitude and behaviour of the player group.

### *Impact of new initiatives*

- As with the issue of more thorough investigation raised above, when the initiatives developed by the Club (around core values and open and honest reporting lines between all levels of the Club in particular) operate as planned, they will help to ensure both a timely response and appropriate sanction to incidents if they re-occur.

## **Role of the player leadership group**

### *Key concern*

- Numerous stakeholders highlighted the importance of the player leadership group in identifying and governing the behaviour and general attitude of the player group.
- During the period from 2001 to 2005 members of the leadership group (particularly the Captain and Vice-captain) were at the centre of many of the Club’s off-field issues. This not only circumvented the opportunity for the player leadership group to deal with this behaviour but also created a poor example for other players.

*Impact of new initiatives*

- The new leadership structure announced by the Club in December 2007 is a positive step. The additional leadership training and support provided to them will also help allow the leadership group to play a positive role in dealing with player issues going forward.

**Limited focus of code of conduct***Key concern*

- Prior to July 2007, the code of conduct for the Club as set out in the Core Values did not make specific reference to broader off-field and community expectations. It was predominantly focussed on football matters and that any other matters outside the playing arena was purely up to them as individuals.

*Impact of new initiatives*

- Again, the amended Core Values established from mid 2007 which are now inclusive of these broader matters and more importantly the associated education, training and support to their embedding within the Club will be critical to the success of the reform of player culture that the Club is seeking.

**1.7 Our recommendations for the future**

We set out below our key recommendations for the future that will serve to support the initiatives the Club has already developed and implemented. The Club should:

- 1 Further investigate with the AFL and AFLPA the ability to include as an addendum to the standard AFL player contract, the requirement for adherence to the Core Values of the Club.**

*The addendum may include the core values, the conditions by which the contract would be terminated for a breach of the Core Values and also potentially the conditions by which any financial bonus may be triggered should conditions relating to the core values be met consistently.*

*We acknowledge that this will take further discussion and negotiation with the AFL and AFLPA but will provide the Club with greater ability to enforce the Core Values and to take appropriate sanctions if they are not met.*

- 2 Ensure that there are clear levels of responsibility defined and documented for who takes action for various player related issues (Player Leadership Group, Coach, Core values Committee etc) and when these matters are referred to the various parties and the relevant actions to be taken.**

*We acknowledge that work is underway in this area and that a draft of this is being prepared and will be submitted to an upcoming CVC.*

- 3 Develop, measure and report regularly to the Core Values Committee and Board on critical success factors associated with the change in culture and behaviour arising from the initiatives implemented.**

*We acknowledge that this reporting has recently commenced but is in its early stages of development. The measures of success the Club could consider include a decrease in the number of incidents, incidents dealt with in line with Club policy and structure as well as views of key stakeholders.*

- 4 Ensure that appropriate resources continue to be applied to these initiatives and that there is regular discussion with leaders of the initiatives to ensure appropriate resources continue to be applied.**

*In particular, the proactive leadership initiatives such as the ongoing player leadership program will require sufficient resources to enable it to become embedded in the organisation.*

- 5 Develop a process for undertaking a core values assessment of potential new draftees to the Club as part of the recruitment process.**

*This would build on the processes and systems in place within the recruiting process sat present to provide a standard mechanism for*

- 6 Continue to develop initiatives that provide the players with a grounding and greater exposure to other aspects of the world outside the Football Club.**

*The Club trip to South Africa was a great example and was identified by players and staff as a “real eye opener” to the many things that AFL footballers may take for granted*

- 7 Consider the key issues identified and findings from this report (and those of Justice Gillard) in considering the appropriate skills and attributes to be targeted for the two new Directors of the Club.**

- 8 Continue to develop initiatives to strengthen effective communication channels at all levels within the Club, and in particular between the Football Department, the CEO and the Board.**

*Strong communication channels will be critical in ensuring all matters are raised and managed in the appropriate way and to also to demonstrate trust at all levels.*

- 9 Finalise the remuneration model for the CEO, Executive Team and Senior Coach with a focus on achievement of the “off field” goals of the Club.**

*We acknowledge that this model is well progressed and will be finalised and endorsed shortly.*

- 10 Further develop its strategic media management / public relations capabilities to ensure there is greater proactive focus on how the Club can best get their messages out of the good work that has been done.**

*This should also focus on strategies to re- build the strained relationship with AFL.*

- 11 Establish a structured approach for identifying areas of risks to the broader playing group and documenting the action plans to be implemented.**

*This process should be completed annually with input from relevant experts to ensure there is early understanding and identification of potential new risks that can impact on the player group (eg. other risks such as sexual behaviour, gambling etc)*

- 12 Establish a more structured approach to identifying “at risk player” and documenting the actions and initiatives in place for those players.**

*This process should focus on an assessment against each of the core values and what initiatives and specific action plans should be implemented.*

- 13 Continue to develop (and enhance what is in place) the specific training and proactive guidance to players on how to handle risk situations (and particularly when they are at public venues).**

*We acknowledge that there has been some work done in this area including training on scenario both from within the Club and as part of the AFLPA programs as well as Dr Simon Lenton’s “Tips for looking after yourself” and “Tips for looking after your mates”.*

- 14 Further investigate the use of personal security/minders for the player group (or at risk players) when they are at a public events that are considered to include a high risk of player harassment.**

*This would be aimed at assisting the prevention and management of any issues that could occur but does not detract from maintaining the core values. We understand the Club is currently considering a number of options in this area.*

- 15 Establish a clear and protocols for eliminating the connection with any “underworld figures” and undesirable “hangers on”.**

*We acknowledge the difficulty of the Club may face in restricting players with who they may or may not associate with however the focus must be on the Core values and not impacting the reputation of the Club*

- 16 Ensure that appropriate resources continue to be applied to supporting the Player Leadership Group and the leadership programs of the Club.**

- 17 Further investigate with the AFL and AFLPA the ability to introduce a Club policy and program of additional targeted drug testing of West Coast players.**

*We acknowledge that this would have to have the specific consent of all West Coast players as well as significant negotiation with the AFL and AFLPA, however it would enable the Club and the player group to demonstrate their commitment to this issue.*

**18 Instigate a follow-up process to ensure that the recommendations and actions outlined in this review have been appropriately undertaken.**

*This follow up would be best undertaken at the end of the 2008 season and would review both the implementation of the recommendations from this report and the demonstration of the success (or otherwise) of the initiatives.*