

# Behaviour Charter Toolkit 2024-25

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### Case Study Opportunity

**BUCS is seeking institutions to participate in a case study evaluating the impact of the Behaviour Charter Toolkit. If your institution uses the toolkit and would like to be involved, please contact [charlie.mucklow@bucs.org.uk](mailto:charlie.mucklow@bucs.org.uk) for more information.**



# Introduction

The purpose of this toolkit is to support institutions in managing behaviour effectively and ensuring adherence to the Behaviour Charter 2024-25. It is designed for use by university staff and committee members across all levels.

## Target Audience:

- University Staff: Resources include guidance on managing spectator behaviour, top tips for conducting internal investigations, and a reporting process flowchart.
- Committee Members: Resources include fostering a strong club ethos and promoting good sportsmanship.
- Both Audiences: Additional materials include an additional resource library and a checklist to ensure preparedness for managing behaviour.

## Overview of Toolkit Resources:

1. Prepared for Behaviour Checklist: A checklist to help staff and committee members ensure they are ready to manage behaviour effectively.
2. Sharing Good Practice: A form to share good examples of positive behaviour practices that your institution follows, or that you have observed at other institutions. This could include anything from reporting systems to supporter management techniques. The more good practices we share, the greater the impact we can have!
3. Controlling Spectator Behaviour: Guidance on best practices for maintaining a positive and respectful environment. A lite version is included.
4. Top Tips for Internal Investigations: Practical advice for conducting thorough and fair investigations. A lite version is included.
5. Reporting Process: A visual guide to the reporting process from report to result.
6. How to Create a Good Club Ethos: Strategies for fostering a supportive and respectful culture within sports clubs.
7. What is Good Sportsmanship: Key principles of sportsmanship and how to promote it within teams and clubs.
8. Additional Resource Library: A comprehensive collection of resources on behaviour management, sportsmanship, and related topics.

Please direct any questions or feedback to [charlie.mucklow@bucs.org.uk](mailto:charlie.mucklow@bucs.org.uk)





# Prepared for Behaviour Checklist

## For Institutions

- Review the Behaviour Charter and Create Code of Conduct
- Review Controlling Spectators Resource
- Review Internal Investigation Resource
- Review Additional Resource Library
- Attend/Review Behaviour Charter Webinar
- Ensure Students Esign the Behaviour Charter
- Create Spectator Behaviour Policy

## For Committees

- Promote Good Sportsmanship
- Feedback and Continuous Improvement
- Create a Good Club Ethos
- Education of all club members



## Sharing Good Behaviour Charter Practice



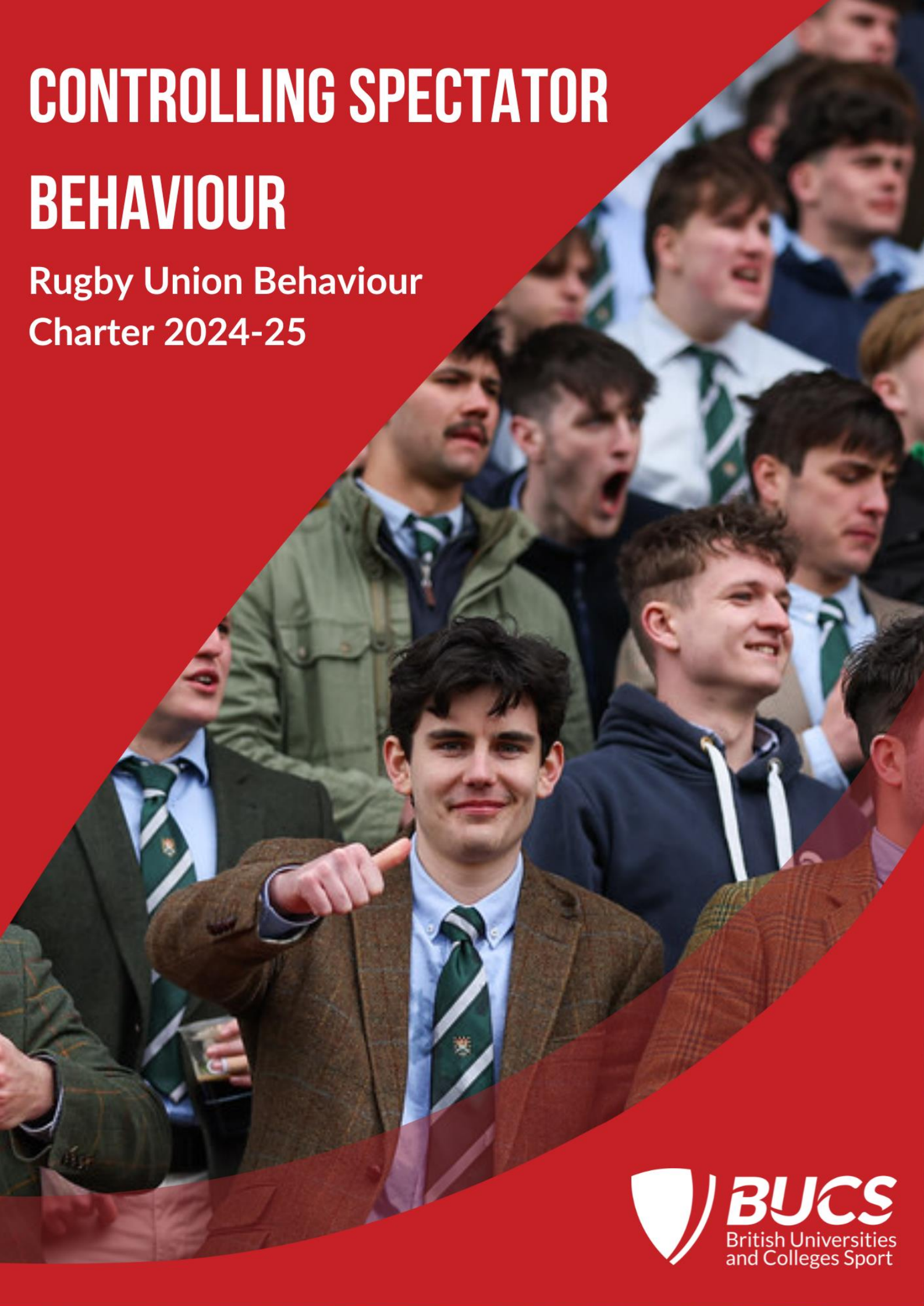
Sharing your good behaviour practices is crucial for fostering a positive and inclusive community. By contributing your experiences, you help us build a comprehensive resource that can guide and inspire others. The data collected will be used to create a national repository of best practices, enabling everyone to benefit from proven strategies and contribute to the continuous improvement of our collective behaviour standards. Additionally, this information can be used to recognise and highlight institutions that excel in promoting and implementing exemplary behaviour practices.

This can be anything from a reporting sign to a supporter management technique you have seen. The more good practice we share, the better!

[Click here for the survey.](#)

# CONTROLLING SPECTATOR BEHAVIOUR

Rugby Union Behaviour  
Charter 2024-25





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## Introduction

Spectators contribute significantly to the atmosphere and support of sporting events but can also pose challenges with their behaviour. Institutions are responsible for managing and controlling spectator conduct to ensure a safe, respectful, and enjoyable experience for everyone involved. This guide aims to assist your institutions in effectively managing spectators and maintaining a positive environment.

## Pre-match Preparation

### 1. Research and Understand Spectator Management

Begin by studying best practices in crowd management and learning about different crowd types and their specific needs. It is important to educate your team on various crowd behaviours and how to handle them effectively.

Examples of courses and papers to read are in the “Additional Resource Library” resource.

### 2. Know Your Spectators

Recognise that each crowd is unique and requires tailored strategies for communication and management. Analysing the characteristics of your audience will help you prepare appropriate measures.

### 3. Communicate Expectations

Utilise multiple channels such as emails, social media, and your institution’s website to clearly outline behavioural expectations. Ensure that spectators are well-informed about parking arrangements, entry points, prohibited items, and available facilities.

Institutions should share culture and behaviour messages with spectators as a unified voice. Any specific strategy or key information planned ahead of a game should be communicated to all spectators, ensuring it reaches both home and away supporter groups equally.

#### 4. Install Clear Signage

Place visible signs around the venue indicating the code of conduct, emergency exits, and first aid locations. These signs should be prominently displayed and easy to read to ensure they are effective.

For example, on the right is a sign on the pitch fence stating to 'Respect The Referee'.



### Creating a Positive Spectator Culture

#### 1. Set Clear Behaviour Expectations

Articulate the behavioural expectations clearly during the ticket purchase process or, if not ticket purchase is required, use signage at entry points. Develop a spectator behaviour policy that outlines what is considered acceptable and unacceptable behaviour, and promote respect for players, officials, and fellow spectators.

#### 2. Encourage Positive Support

Foster a community spirit of positive reinforcement and establish a zero-tolerance stance on negative behaviour. Highlight examples of positive spectator behaviour in newsletters and during announcements to set a good example for others.

### Match Day Strategies

#### 1. Effective Use of Stewards and Security

Ensure that stewards and security personnel are trained in conflict resolution and effective communication. Position staff strategically throughout the venue to monitor high-risk areas and respond to potential issues promptly.



## 2. Engage Announcers and Briefings

If possible, utilise announcers to remind spectators of the code of conduct before and during the match. Brief all staff and volunteers on their roles and the procedures for managing crowd behaviour to ensure everyone is prepared.

### **Dealing with Poor Spectator Behaviour**

#### 1. Monitor and Identify Issues

Remain vigilant for signs of agitation, intoxication, or aggression among the crowd. Early identification of potential issues can prevent escalation.

#### 2. Intervention and Escalation Procedures

Address minor issues calmly and respectfully. Have a clear plan in place for escalating problems to security personnel and, if necessary, further authorities. Ensure that there are procedures for safely removing disruptive individuals from the venue.

### **Post-Match Follow-Up**

#### 1. Review and Debrief

Conduct debriefing sessions with staff, stewards, and security to review any incidents and discuss what happened. Collect feedback from spectators to gain insight into their experience and perspectives.

#### 2. Implement Improvements

Analyse the feedback to identify areas for improvement in your crowd management strategies. Update policies and procedures as needed based on the feedback and review findings.

### **Case Studies and Best Practices**

#### 1. Share Successful Examples

Share case studies of well-managed events and highlight strategies that have proven effective in the past. Including photos or videos of successful crowd management can provide valuable insights.



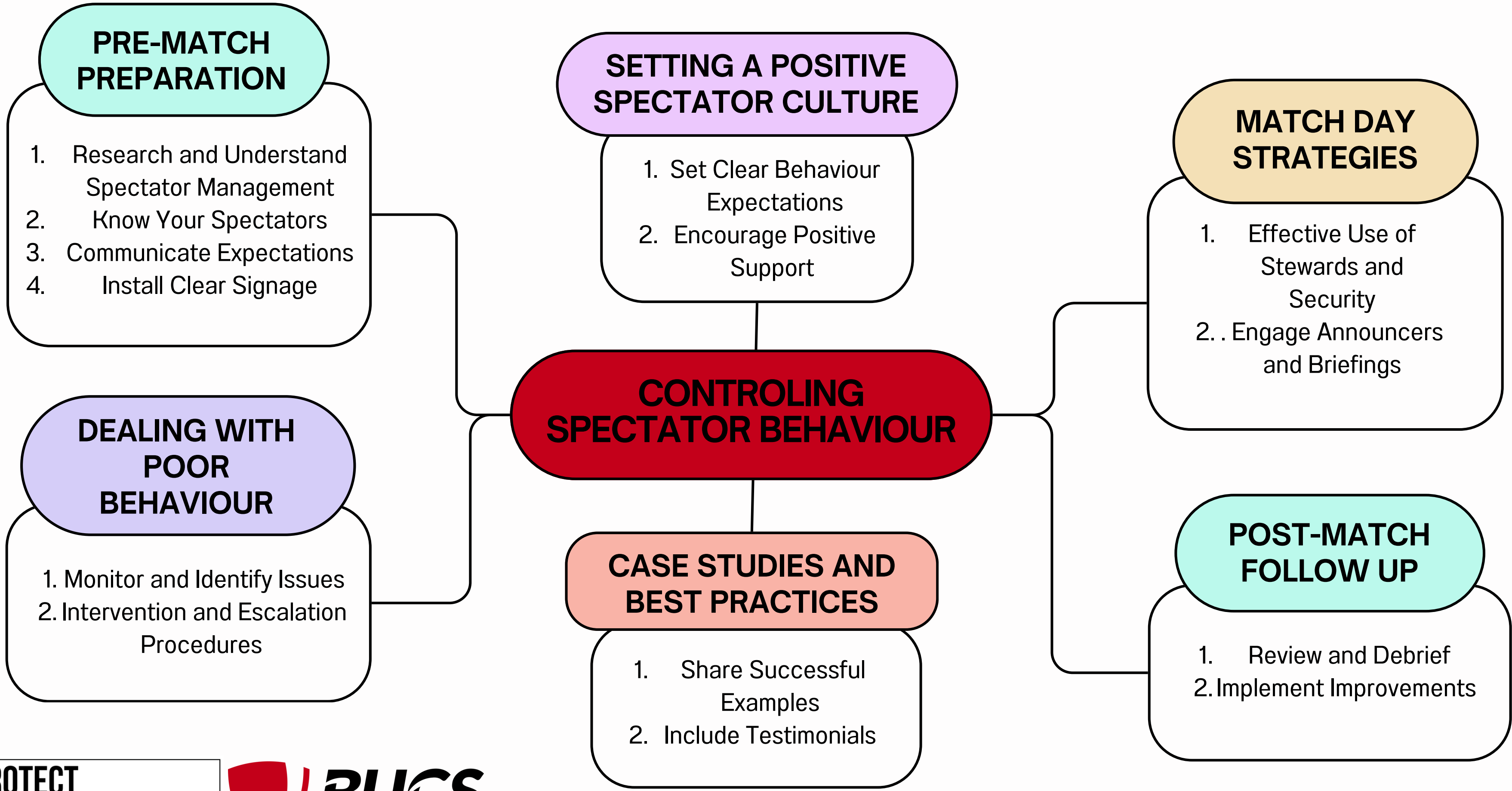


## 2. Include Testimonials

Feature testimonials from staff, security personnel, event managers, and spectators about effective management practices. These quotes and stories can provide additional perspectives and reinforce best practices.

### Conclusion

Spectators are integral to creating a vibrant atmosphere and enhancing the overall event experience. Managing spectator behaviour effectively is crucial for ensuring safety and enjoyment at sporting events. Implementing well-thought-out strategies and providing thorough training for staff are key to maintaining a positive environment. Report any poor behaviour using the [BUCS reporting system](#) and follow up on incidents involving your institution's supporters to improve future spectator management.



# TOP TIPS FOR INTERNAL INVESTIGATIONS

**BUCS RUGBY UNION BEHAVIOUR  
CHARTER 24-25**



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## Introduction

Effective internal investigations into incidents are critical for maintaining a safe and respectful environment at institutions. BUCS and your National Governing Body may ask you to investigate if there has been an allegation involving your institution, so having a robust investigation process is paramount. This guide provides practical tips to ensure that investigations are conducted fairly, thoroughly, and in compliance with relevant policies. By following these guidelines, institutions can handle incidents with care, impartiality, and professionalism.

### Establish a Clear Policy and Procedure

It is essential to define clear, written protocols for handling internal investigations. These should include detailed steps for reporting, investigating, and resolving incidents. If you are uncertain about your institution’s misconduct investigation policy, contact your Students' Union for clarification. Additionally, ensure that all students, staff, and faculty are well informed about these policies and procedures to ensure transparency and consistency in handling incidents.

### Ensure Impartiality

To ensure an unbiased and equitable investigation process, select investigators who have no prior involvement in the incident and no conflict of interest. This helps to

maintain objectivity and impartiality throughout the proceedings. It is equally important to approach all parties involved with respect, fairness, and without bias, fostering trust and transparency in the process.

When appointing investigators, consider the value of diversity within the investigation team and the significance of lived experiences. Investigators who bring diverse perspectives and relevant lived experiences may provide unique insights and contribute to a more comprehensive understanding of the incident. It is essential to note that having lived experiences related to the nature of the report is not inherently a conflict of interest but rather an asset that can enhance the fairness and depth of the process.

This approach upholds principles of equity, diversity, and inclusion, ensuring a process that is both fair and inclusive for all stakeholders.

### **Gather Evidence Systematically**

Collect all relevant evidence, including statements, emails, messages, CCTV footage, and physical evidence, to create a comprehensive picture of the incident. Thoroughly interview all parties involved, including the complainant, the accused, and any witnesses, ensuring that every aspect of the incident is covered.

### **Document Everything**

Maintain detailed records of every step taken during the investigation. This should include documentation of interviews, evidence collection, and all related communications. At the end of the investigation, compile a comprehensive report outlining the findings, evidence, and any recommended actions or conclusions.

### **Ensure Compliance**

Be aware of and comply with all relevant institution regulations during the investigation process. This includes privacy laws and institution policies on data protection. Ensure you comply with BUCS and NGB deadlines and communications to ensure the most efficient outcome of the investigation.

## **Communicate Transparently**

Throughout the investigation, keep all relevant parties informed about the progress. Once the investigation concludes, clearly communicate the outcome and any actions taken to all involved parties, ensuring transparency and understanding of the process.

## **Provide Support**

Offer access to support services for all individuals involved in the investigation, including the complainant, the accused, and witnesses. Additionally, ensure there are policies in place to address and prevent any form of retaliation against those involved in the investigation, ensuring a safe environment for everyone.

## **Follow-Up**

After the investigation concludes, monitor outcomes to ensure that any disciplinary actions or corrective measures are implemented properly. Establish a feedback loop where involved parties can share their experience with the investigation process, allowing for continuous improvement in future cases.

## **Continuous Improvement**

Provide regular training for staff and faculty on how to handle behavioural incidents and conduct investigations effectively. Periodically review and update investigation policies and procedures based on feedback, evolving best practices, and changes in the university landscape, ensuring that the process remains current and effective.

## **Timeline**

In the event of an incident at your institution, it is essential to promptly initiate an internal investigation and report the matter to BUCS without delay. Should an allegation be raised, either BUCS or the relevant NGB will reach out to your institution. Best practice dictates that an investigation should commence immediately, as this information may prove useful later in the process, even if you are not explicitly asked to conduct an internal review.

On the 29th day following the initiation of the investigation, whether internal or led by the NGB, the Higher Education Rugby Union Disciplinary Group will convene to determine an outcome. Your institution may be contacted for additional information prior to this meeting. It is critical to adhere to all deadlines set by the NGB and BUCS throughout the process.

## Conclusion

Conducting an effective investigation into behavioural incidents at institutions requires careful planning, impartiality, adherence to BUCS and NGB requirements, and ongoing support for all involved. By following these top tips, institutions can ensure that they handle incidents in a fair, transparent, and efficient manner, contributing to a safe and respectful campus environment for everyone.

# TOP TIPS FOR INTERNAL INVESTIGATION

## Establish a Clear Policy and Procedure

Clear, written protocols for internal investigations should outline steps for reporting, investigating, and resolving incidents, with all students, staff, and faculty informed to ensure transparency; if unsure of your institution's policy, contact the Students' Union.

1

PROTECT  
OUR  
GAME



2

## Ensure Impartiality

Select investigators with no prior involvement or conflicts of interest to ensure an unbiased process, while treating all parties with respect and maintaining fairness throughout.

## Gather Evidence Systematically

Gather all relevant evidence, such as emails, messages, CCTV footage, and physical items, and conduct thorough interviews with the complainant, accused, and witnesses to ensure a complete understanding of the incident.

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## Document Everything

Keep detailed records of every step in the investigation, including interviews, evidence collection, and communications, and compile a comprehensive report summarising the findings, evidence, and recommended actions or conclusions.

## Ensure Compliance

Comply with all relevant institution regulations, including privacy laws and data protection policies, while adhering to BUCS and NGB deadlines and communications for an efficient investigation outcome.

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## Communicate Transparently

Keep all relevant parties informed throughout the investigation, and upon conclusion, clearly communicate the outcome and any actions taken to ensure transparency and understanding.

## Provide Support

Provide access to support services for all individuals involved, including the complainant, accused, and witnesses, and ensure policies are in place to prevent retaliation, maintaining a safe environment for everyone.

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## Follow-Up

After the investigation, monitor outcomes to ensure proper implementation of disciplinary actions or corrective measures, and establish a feedback loop for parties to share their experience, enabling continuous improvement in future cases.

## Continuous Improvement

Provide regular training for staff and faculty on handling incidents and conducting investigations, and periodically review and update policies to reflect feedback, best practices, and changes in the university landscape, ensuring effectiveness.

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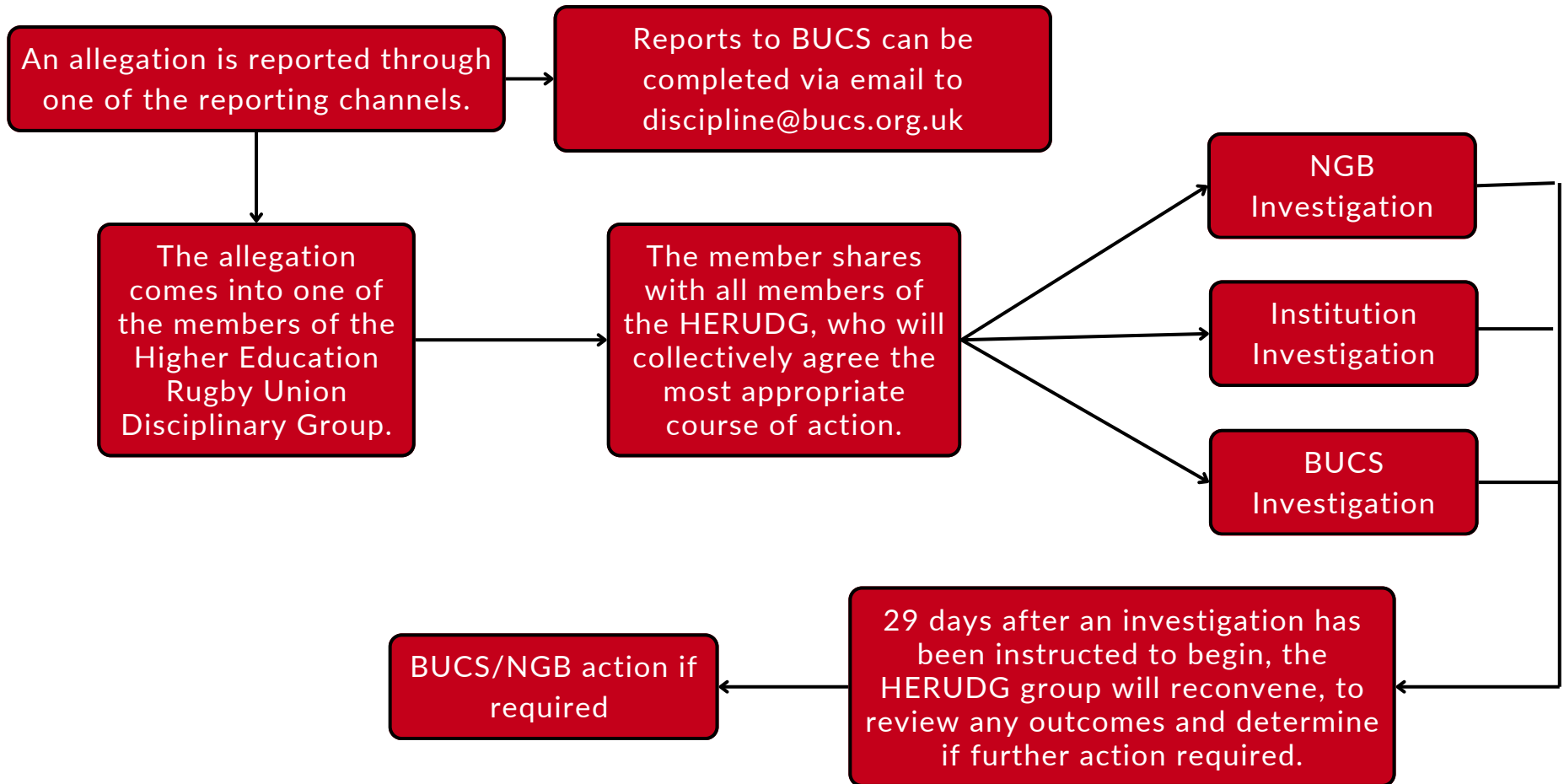
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## Timeline

Start an internal investigation and report to BUCS immediately. If needed, BUCS or the NGB will reach out. Begin right away, as early details might be crucial. On the 29th day, the Higher Education Rugby Union Disciplinary Group will review the case, and you may need to provide additional information. Adhere to all NGB and BUCS deadlines.



# Reporting Process



For the avoidance of doubt, the actions of one body do not preclude further action being considered by another body.

This guide is designed to assist committee members in fostering a vibrant and positive ethos within their club. It outlines essential principles and practices to help establish and maintain a strong and cohesive club ethos. By adhering to the recommendations within this document, committee members and members can ensure their club thrives.

## Definition

A club ethos encompasses the vision, values, and culture that define the identity and operations of the club.

## Importance

A good club ethos is important as it promotes positive behaviour, fosters respect, and sets clear standards that guide players, coaches, and supporters, enhancing both performance and character development.

## Developing the Club Ethos

- **Vision and Mission**

Develop a clear vision of what the club aims to achieve and its purpose. Removing discrimination. Remember, it's not "just banter".

- **Values and Principles**

Establish principles that guide behaviour and decision-making. Reflect on World Rugby values.

- **Culture and Traditions**

Foster safe traditions that promote unity and a sense of belonging.

- **Involving Stakeholders**

Engage players, coaches, alumni, and other stakeholders in defining the ethos.

- **Establishing Clear Guidelines**

Create a code of conduct that outlines expected behaviours and responsibilities. See BUCS Behaviour Charter for guidelines.

- **Communication Strategies**

Use regular meetings, newsletters, and social media to communicate the ethos.

## Promoting Good Behaviour On and Off the Pitch

- **Code of Conduct**

Use your detail Code of Conduct to outline specific behaviours expected from players, coaches, and supporters.

- **Training and Education**

Provide workshops and resources on sportsmanship, ethics, and leadership.

- **Role Models and Leadership**

Encourage senior players and coaches to lead by example.

## Encouraging Speaking Out on Negative Behaviour

- **Creating a Safe Environment**

Foster an atmosphere where members feel safe to speak out without fear of retaliation.

- **Reporting Mechanisms**

Establish clear, confidential processes for reporting misconduct within your club, and highlight where to report on the [BUCS website](#).

- **Support Systems**

Provide access to support for those affected by negative behaviour.

## Implementing and Sustaining the Club Ethos

- **Review and Adapt**

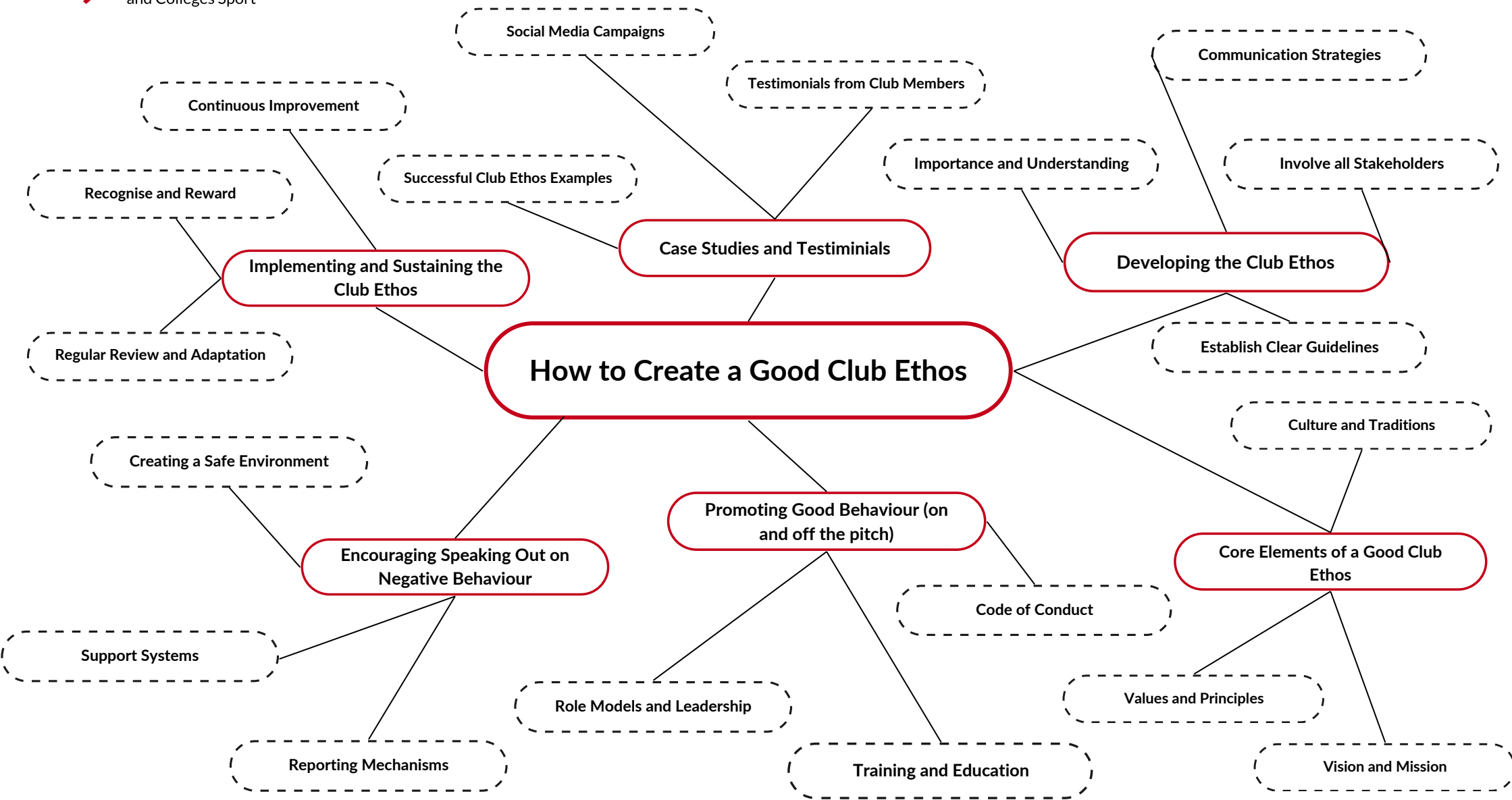
Conduct periodic reviews of the ethos and its impact.

- **Recognise and Reward**

Acknowledge and reward individuals who exemplify the club ethos.

- **Continuous Improvement**

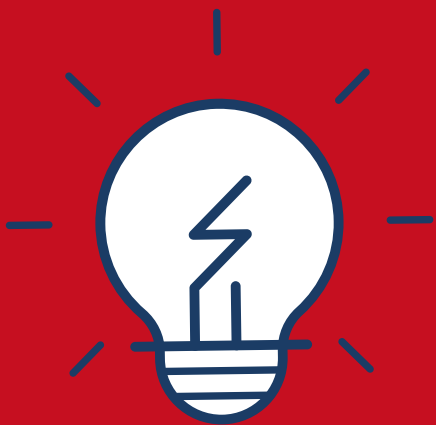
Encourage ongoing dialogue about the club ethos and its relevance.



# WHAT IS SPORTSMANSHIP?

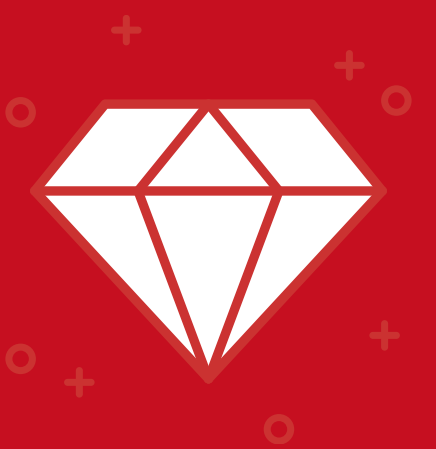
This guide is designed to assist committee members in understanding sportsmanship and how good sportsmanship reflects behaviour. It outlines essential principles and practices to help establish and maintain strong sportsmanship values within your club.

## CORE VALUES OF SPORTSMANSHIP



## SPECIFIC BEHAVIOURS DEMONSTRATING GOOD SPORTSMANSHIP

## BENEFITS OF GOOD SPORTSMANSHIP



## ENCOURAGING GOOD SPORTSMANSHIP

## HANDLING POOR SPORTSMANSHIP



# CORE VALUES OF SPORTSMANSHIP

## Respect

Valuing opponents, teammates, coaches, officials, and the game itself.

## Integrity

Playing honestly and adhering to the rules.

## Fairness

Ensuring equal opportunity and fairness in all aspects of the game.

## Teamwork

Collaborating with teammates and valuing collective success over individual glory.

## Discipline

Maintaining self-control and adhering to the principles and rules of the game.

# SPECIFIC BEHAVIOURS DEMONSTRATING GOOD SPORTSMANSHIP

## On Field

Shaking hands after matches.

Helping an injured opponent.

Accepting the official's decisions  
without argument.

Celebrating wins with humility and  
accepting losses gracefully.

## Off Field

Positive communication and  
encouragement.

Respectful behaviour in training and team  
meetings.

Representation of the team and institution  
positively in the community

Building connections with the opposition  
post-match.

## History

Rugby union has a rich tradition of sportsmanship, and over the years, there have been numerous examples of players and teams demonstrating fairness, respect, and humility both on and off the field. Here are a few notable examples of good sportsmanship in rugby union history:

**1. Richie McCaw's Fair Play (2015 Rugby World Cup Final)**  
In the 2015 Rugby World Cup final, New Zealand captain Richie McCaw, known for his fierce competitiveness, demonstrated tremendous sportsmanship after his team's victory over Australia. Rather than celebrating excessively, McCaw went out of his way to praise Australia's performance, shaking hands and exchanging respectful words with Australian captain Stephen Moore. McCaw's actions reflected humility and respect, reinforcing the values of rugby sportsmanship even in the heat of victory.

**2. Brian O'Driscoll and Tana Umaga (2005)**  
In 2005, during the British and Irish Lions tour of New Zealand, Brian O'Driscoll, the Lions captain, was injured in a controversial tackle by New Zealand captain Tana Umaga and Keven Mealamu in the first test. Despite the media storm and personal disappointment, O'Driscoll refused to make public accusations against Umaga. Later, in 2009, when O'Driscoll was voted Player of the Decade by rugby fans, Umaga, now a coach, sent his congratulations, showing mutual respect despite their past altercation.

# BENEFITS OF GOOD SPORTSMANSHIP

## Personal Development

Good sportsmanship nurtures important life skills and character traits that contribute to an individual's overall growth. Sportsmanship enhances personal development by:

1. Builds Emotional Intelligence
2. Teaches Accountability
3. Fosters Self-Discipline
4. Promotes Humility

## Team Cohesion

Sportsmanship enhances how well individuals work together, creating a unified and effective group. Sportsmanship improves team cohesion by:

1. Builds Trust
2. Promotes Mutual Respect
3. Boosts Morale
4. Encourages Accountability

## Community Building

Sportsmanship fosters relationships, trust, and a sense of belonging both within sports teams and in the broader community. Here's why:

1. Promotes Inclusivity
2. Fosters Positive Role Models
3. Builds a Positive Atmosphere
4. Reduces Conflict

## Professional Opportunities

Good sportsmanship is beneficial for professional opportunities for several reasons, as it fosters qualities and behaviours that are highly valued in the workplace. Here's why:

1. Leadership Skills
2. Resilience and Adaptability
3. Conflict Resolution
4. Workplace Culture Fit



# ENCOURAGING GOOD SPORTSMANSHIP

## Coaches

Coaches play a critical role in encouraging good sportsmanship, as they are influential in shaping athletes' attitudes, behaviours, and values both on and off the field. Here are key aspects of a coach's role in promoting sportsmanship:

1. Setting Expectations and Leading by Example
2. Fostering Respect
3. Teaching Conflict Resolution
4. Reinforcing Positive Behaviour

## Players

Players play a vital role in encouraging good sportsmanship, as their behaviour on and off the field directly influences the culture of respect, fairness, and integrity within the sport. Here are the key ways in which players can promote good sportsmanship:

1. Leading by Example
2. Showing Respect for Opponents and Officials
3. Supporting Teammates
4. Managing Emotions

## Institutions

Institutions play an essential role in encouraging good sportsmanship by shaping the values and behaviours of student-athletes, coaches, and the broader university community. Through their policies, programs, and culture, institutions can foster an environment where sportsmanship is prioritised both on and off the field. Here's how universities contribute to promoting good sportsmanship:

1. Establishing Clear Policies and Codes of Conduct
2. Training and Educating Athletes and Coaches
3. Modelling Sportsmanship through Leadership

# HANDLING POOR SPORTSMANSHIP

Handling poor sportsmanship effectively requires a thoughtful approach that addresses the behaviour, promotes positive change, and fosters a respectful environment. Here are steps and strategies for dealing with poor sportsmanship:

## 1. Address the Behaviour

- Recognise and understand that poor sportsmanship can take many forms.
- Players and coaches can call out the behaviour during a game or practice, focusing on how it affects the team and the spirit of the game. An example of a framework for interrupting behaviour can be found [here](#).
- Stadium or event staff can remind spectators of the code of conduct, or issue warnings if their behaviour is disruptive or unsportsmanlike.

## 2. Stay Calm and Professional

When responding to poor sportsmanship, it's important to remain calm, composed, and professional. Reacting emotionally or aggressively can worsen the situation. Instead, take a measured approach and focus on the specific behaviour, not the individual's character.

## 3. Discuss the Importance of Sportsmanship

Coaches, officials, or teammates should take the opportunity to remind the offending individual or group why sportsmanship is essential. Highlight how sportsmanship promotes respect, fairness, and enjoyment of the game.

## 4. Apply Appropriate Consequences

- Any poor sportsmanship may be reported and further investigations may occur. You can report to BUCS [here](#).
- This could lead to being benched for part of the game, losing a starting position, or even potential disciplinary action.
- Ejection from the venue or a ban from future games may be necessary in extreme cases.
- Fines, forfeiture, or disciplinary action can be enforced by leagues or governing bodies if an entire team is engaging in unsportsmanlike conduct.

## 5. Promote Reflection and Self-Improvement

After addressing poor sportsmanship, it's important to help the individual reflect on their actions and encourage self-improvement.

## 6. Model Good Sportsmanship

Leaders, coaches, and senior players should model the behaviour they want to see. Demonstrating respect for opponents, officials, and teammates can inspire others to follow suit.

## 7. Educate on the Value of Sportsmanship

- Team meetings: Coaches can hold meetings to discuss what sportsmanship looks like and why it matters.
- Workshops and training: Teams can bring in experts to lead workshops on conflict resolution, emotional regulation, and ethical behaviour in sports.

## 8. Encourage Peer Accountability

Teammates and spectators can play a role in correcting unsportsmanlike behaviour. When athletes hold each other accountable, it creates a culture where respect and sportsmanship are prioritised. Encouraging teammates to call out poor behaviour or support positive conduct can be highly effective.

# ADDITIONAL RESOURCE LIBRARY

Rugby Union Behaviour Charter Toolkit 24-25

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## FREE ONLINE COURSES

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### World Rugby Online Courses

- World Rugby '[Rugby Ready](#)': A course focused on player safety, preparation, and training.
- [World Rugby Laws of the Game](#): Understanding the laws and rules of rugby.
- [World Rugby Coaching](#): Various levels of coaching courses from beginner to advanced.

### Ethics and Sportsmanship

- [Sportsmanship](#)
- [Ethics and Ethical Decision Making in Sport](#)
- [Ethics, Behaviour, and Culture](#)

### Spectator Management

- [Mastering Crowd Management](#)
- [Crowd Management for Sport, Concerts, Festivals & Special Events](#)
- [Spectator Behaviour: Combating Hooliganism](#)

### Bystander Training

- [Active Bystander](#)
- [Becoming and Active Bystander](#)

## ARTICLES AND RESEARCH PAPERS

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### Good Sportsmanship

- [Ethics and Sport | British Philosophy of Sport Association](#)
- ["The Investigation of Sportsmanship Behaviors of University Students" - Journal of Sport Psychology](#)
- ["Teaching Sportsmanship and Values" - University of Oregon](#)

### Building a Positive Club Culture

- ["High-Performing Teams Start with a Culture of Shared Values" - Harvard Business Review](#)

- ["Developing a winning sport team culture: organizational culture in theory and practice" – Jason Cole & Andrew J Martin](#)
- ["An evaluation of the transition from an amateur to professional culture within Hong Kong's Elite Rugby Programme" – Andrew J Hall](#)
- ["Building a Winning Culture" – Jason Demas](#)
- ["How to Define 'Club Culture; and Why is it so Important" – The Coaching Manual](#)

### Spectator Behaviour

- ["A study of student spectator behavior at collegiate sporting events: the role of spectator attachment and interaction" – Sanyung Lee & Young Hoon Kim](#)
- ["Contextual factors associated with poor sport spectator behaviour" – Matthew Nicholson & Russell Hoye](#)
- ["Crown Management Practices" – Rob Ammon Jr & Gil Fried JD](#)
- ["Understanding crowd management in sports events: a preliminary study" - Lina Munirah Kamarudin, Nur Azyan Raihan Abd Aziza and Asmahany Rameily](#)

## BOOKS

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### Sportsmanship and Ethics

- "Sportsmanship: Multidimensional Approach to Sport" by Tim Delaney and Tim Madigan
- "Sports Ethics for Sports Management Professionals" by Lawrence S. Ruddell, Patrick K. Thornton, Walter T. Champion Jr.
- "Ethics in Sport" edited by William J. Morgan
- "Sportsmanship: Multidisciplinary Perspectives" by Tim Delaney

### Club Culture and Leadership

- "Legacy: What the All Blacks Can Teach Us About the Business of Life" by James Kerr
- "The Captain Class: The Hidden Force That Creates the World's Greatest Teams" by Sam Walker
- "The Art of Captaincy: What Sport Teaches Us About Leadership" by Mike Brearley

- “Purposeful Leadership for a Total Engagement Culture” by Michael J Pearsall

### **Conflict Resolution and Behaviour**

- "Crucial Conversations: Tools for Talking When Stakes Are High" by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler
- “Positive Behaviour Management in Sport” by Sports Coach UK
- “Organizational Behaviour in Sport, 1<sup>st</sup> Edition! By Bob Stewart and James Skinner

### **BUCS BEHAVIOUR CHARTER WEBINARS**

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#### **Webinar**

- [Link here](#)