



SUOMEN RUGBYLIITTO FINNISH RUGBY FEDERATION

Member of World Rugby
Member of Rugby Europe
Member of Finnish Olympic Committee (NOC)
Member of Suomen liikunta ja urheilu (VALO)

SRL Strategic Plan 2016-2020

Background Analysis

The Suomen Rugbyliitto was established in 1968, but didn't gain IRB and FIRA-AER accreditation until 1999. Since then rugby has spread to fourteen clubs throughout Finland and over 25 teams competing in five competitions. At the international level, Finland is represented by the Senior Men's XV, Senior Women's VIIs.

The SRL filled the position of Technical Director during the previous period's Strategic Plan and with the positions of General Secretary and Treasurer filled by competent persons carrying out Administrative and Financial aspects respectively, the Technical Director has been able to direct the Operational side of the SRL and was certified in 2015.

The SRL between 2011 and 2015 received the bulk of its funding from the International Rugby Board, the Finnish Government (via the Opetus- ja kulttuuriministeriö Grant), subscriptions from the member clubs and some sponsorship. These funds are used to administer the SRL, travel to World Rugby / Rugby Europe training sessions and meetings, Coaching and Match Official Courses throughout the country and training equipment for the clubs.

Vision

To be a self-sustaining Federation with the relevant required structures and having accredited, trained, competent and dedicated personnel in place to continue the growth of Rugby in Finland and promote Finnish Rugby regionally and worldwide within the guidelines of the relevant governing bodies.

Mission

To promote, develop and sustain the game for all stakeholders in Finland including players, officials, coaches, sponsors, supporters and governing bodies.

Values

Discipline	Kuri
Respect	Kunnioitus
Integrity	Rehellisyys
Passion	Intohimo
Solidarity	Solidaarisuus



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Strategic Goals

The Strategic Goals of the Suomen Rugbyliitto (SRL) are to:

- Promote the values, spirit and ethos of Rugby in Finland
- Facilitate and support long-term participation and continued involvement in the game by all stakeholders encouraging cross category migration
- Have a sustainable 10% year on year increase in registered players in all categories.
- Identify, secure and sustain long term sponsors and ensure they realise return on their investment.

Strategic Areas

World Rugby, Rugby Europe & SRL synergy
Women's Rugby
School Rugby Programme (6-17 years old)
Age group rugby (U17, U20)
Men's Rugby
Stakeholder exploitation and value
Administration

Strategic Philosophy

The years of 2011 to 2015 covered by the previous strategic plan saw considerable growth in Finnish Rugby in all areas and were challenging times as the infrastructure, administration and financial resources required to sustain this growth were very immature and at times hindered the progress.

These processes have started to mature and whilst the SRL will continue to expand Rugby in Finland, the core focuses of the 2016 – 2020 strategic plan are of consolidation, control and management. The SRL will continue to develop its talent in all strategic areas to provide a solid, sustainable platform for future growth.



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Key Performance Indicators (KPIs)

World Rugby, Rugby Europe & SRL synergy

Goal 1: Promote the values, spirit and ethos of Rugby

Key Performance Indicators:

- More than 50 % of Finland sports teachers know the sport. This will be achieved through promotion through the school's tag rugby programme. The ultimate goal would be to have a tag rugby programme in 50 % of all schools in Finland
- The values are highlighted at the Federation events through an Award issued on an annual basis. The SRL Board is to decide the nomination criteria and suitable nominations should originate from all levels of Rugby in Finland.
- 100% of the licensed players have completed the World Rugby: Rugby Ready self-assessment programme and all other mandatory World Rugby courses.
- All National team players have completed the World Rugby Laws of Rugby Union self-test exam and all long term National Team players have attended a Level Match Officials course.
- Continuation of the support and development of an active anti-doping regime overseen by the Finnish Anti-doping Agency.

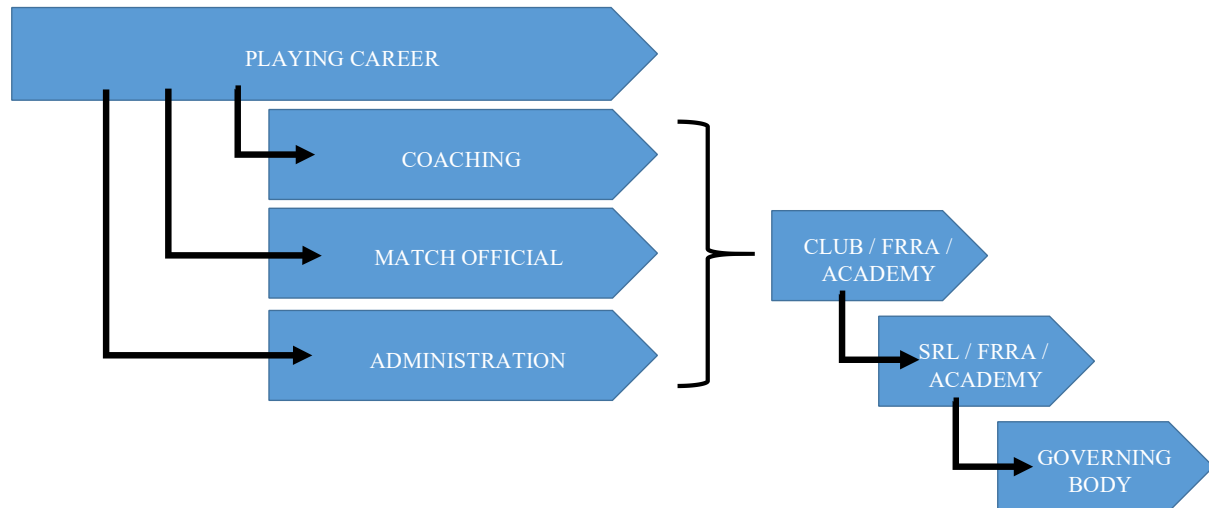
Goal 2: Support long-term participation in rugby

Key Performance Indicators:

- One research project conducted on a rugby based topic each year.
- Retiring players stay among the sport in support, officiating, administrative or executive roles incorporating player pathway.
- Develop a long-term athlete development pathway.
- Make all stakeholders aware of the pathway.



PLAYER LIFECYCLE PATHWAY



Goal 3: Continue, sustain and consolidate the proliferation of teams throughout Finland

Key Performance Indicators:

- Ensure sustainability of the five new clubs formed during the previous strategic plan period.
- Maintain and continuously update the 'club starter pack' that has been developed to support the establishment of these new clubs, particularly with respect to official documents, grant applications, recruitment, facility rental and equipment.
- Encourage a further two clubs with one senior men's team to enter a second 'development' team into the domestic competition by 2018.
- Support clubs with no women's team entered into the domestic competition to recruit and develop a women's team.
- Junior (players under the age of 18) play in a regular tournament with at least four distinct teams by the 2018 season.



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Women's Rugby

Goal 4: Increase participation among women

Key Performance Indicators:

- 10 women are attending a WR level 1 Match Officials or coaching course annually with an intention of converting 4 to Match Officials as part of their player pathway.
- Two women are attending a WR Level 2 Match Officials or Coaching course annually.
- Maintain three active female match officials and exploit Rugby Europe's capability to showcase Finnish women match officials on a European scale.

Goal 5: Enable Finnish Women's Olympic participation in 2016 qualification and beyond

Key Performance Indicators:

- The 7s National team maintains a position within the European Top 15 and maintain GP status. - Finnish Olympic committee provides financial support for the team.
- Maintain the Finnish Domestic 7s championship competition at a minimum of four tournaments annually and expand to a minimum of 6 by 2018.
- Develop Talent Identification/Transfer program – skills testing in sports academies.
- Investigate and support the development of semi-professional players for the 7s National Team.
- Exploit high performance pathways and regional, European opportunities within Rugby Europe.
- Benchmark player development and funding opportunities with other peer European nations.

Goal 6: Enable the reintroduction of the women's XV team to ENC competition

Key Performance Indicators:

- Domestic structure development to support consistent women's XV competition with a full complement of players and substitutes.
- Women's XV team plays two friendly matches against senior women's teams annually by 2018.
- Finland Senior Women's XV team gains admission to the ENC by 2020.



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School Rugby Programme

Goal 7: Integrate Rugby into the National Physical Education curriculum

Key Performance Indicators:

- Continue to deliver Tag Rugby in incremental steps building on existing base.
- Deliver WR Rugby Ready to 50 Finnish PE Teachers annually.
- Continue to have tag rugby player database and player numbers recognised by WR, RE and Finnish authorities.
- Continual updating of tag rugby coach database (PE Teachers, Parents, etc).

Age Group Rugby Programme

Goal 8: Maintain, consolidate and expand the Finnish Academy for high performance players.

Key Performance Indicators:

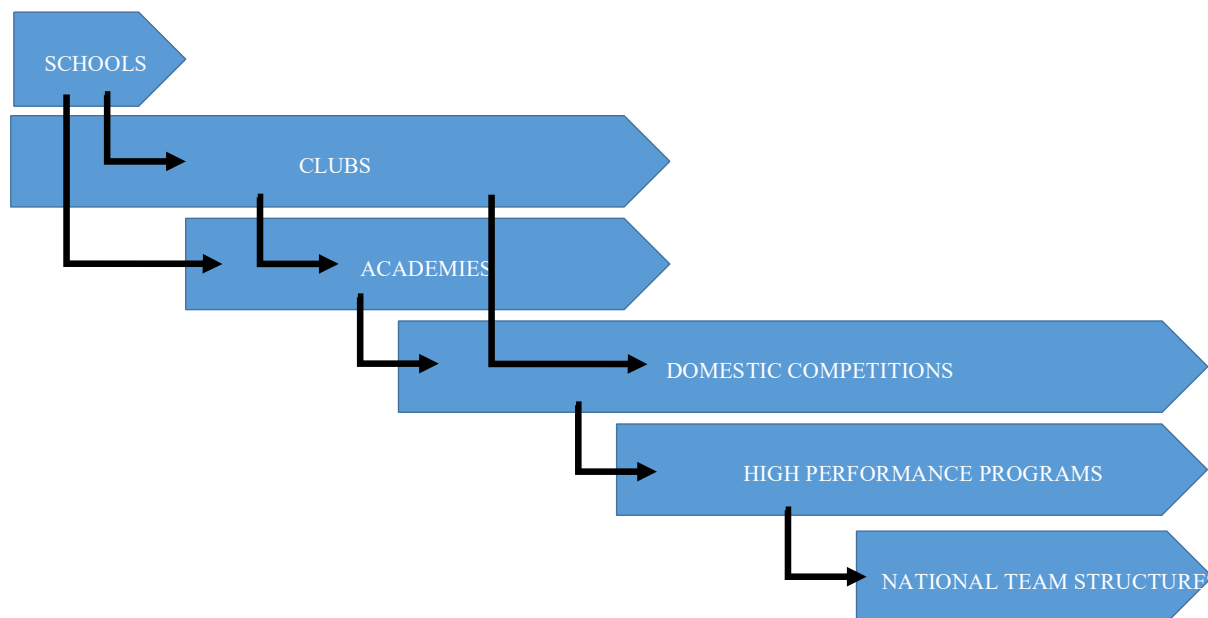
- Continue the principal training centre established at a regional sports institute.
- Continual development of the three-year training programme.
- Coaches for U17 & U20 teams, identified, qualified and continually in place together with a succession plan for appointments.
- Specialist coaching clinics to be held by the SRL at the contracted sports institute (scrum, defence, kicking, etc.)
- Fringe National Team players to be identified every season and skills honed in the academy before deployment to the NT structure.



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PLAYER DEVELOPMENT PATHWAY



Men's Rugby

Goal 9: Continue to support the Senior Men's team to gain promotion to ENC Division 2C

Key Performance Indicators:

- Senior Men's team to be in Division 2C by the end of this strategic plan period (or equivalent division in any new European Structures).
- Training sessions to be held on a regular basis (target is a maximum of six weeks between training sessions and notification to the team)
- Support NT program – camps, scrum machine, video analysis, nutrition, conditioning, etc.
- Develop coaching and management team succession plans to identify required development and training.
- Ensure suitable management team and support structure in place and benchmark this structure with other European peers.



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Goal 10: Enablement of a Men's 7s team to compete at ENC level

Key Performance Indicators:

- Identify and develop required support structure for Men's 7's.
- Selection of a squad of players for 7s annually during the close season domestic 7's tournaments.
- Attend at least two RE 7s tournament annually from 2018 onwards.
- Identify and appoint coaching staff required by the support structure.

Stakeholder Exploitation and Value

Goal 11: Identify, support, develop and ensure compliance of all stakeholders

Key Performance Indicators:

- Continue to support the Finnish Rugby Referees Association.
- Create and maintain demonstrable sponsor value with at least one sponsor case study published in the media annually.
- Ensure all medical, welfare and fitness partners are compliant with all relevant World Rugby guidelines and certification.
- Develop and exploit relationships with the sports council, Olympic committee and ministry of sport for maximum publicity, awareness and funding opportunities.

Goal 12: Create awareness and identify opportunities with local councils for facility development

Key Performance Indicators:

- Continue to develop relationships with local councils and sports authorities to be able to identify opportunities for facility development, especially with regards to artificial playing surfaces.
- Make use of RE, WR resources and contacts to support and influence local council decision making about facility development.



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Administration

Goal 13: Recruit appropriate candidates for administrative positions

Key Performance Indicators:

- Funding sourced for a full time Technical Director during this strategic plan period.
- Ensure suitable selection criteria applied for all administrative positions.
- Develop and continually update job descriptions for all positions.
- Ensure administrative staff are fully vetted and qualifications checked.
- Exploit RE, WR sources for administrative staff development.
- Exploit partners and stakeholders for administrative services and support.
- Benchmark administrative roles and structures against European peers.

Immediate Actions

Technical Director

Core to the achievement of all the strategic goals for this plan is the appointment of a fully funded Technical Director who's focus is to be on the continued development of the sport and the creation, enhancement and maintenance of all necessary structures and relationships to ensure the goal are met.

World Rugby and Rugby Europe have advised the SRL that the Technical Director role should be a full time role as benchmarked with other European peers. The SRL has informed the governing bodies that we will act on this advice and this will need to be in place as soon as possible and at the very latest within the first two years of this strategic plan period.

The governing bodies have also advised that some funding is diverted short term from other World Rugby KPIs to create a sustainable financial model and have agreed to investigate a small increase in funding accordingly.

Sponsors and partners have been and continue to be identified to fund-match any SRL and other body funding for this role.

Official SRL offices

The SRL will take office space in the sports ministry building alongside all other recognised Finnish sports as soon as possible. This will raise the profile of Rugby in Finland and provide access and networking capabilities with other stakeholder bodies to enable the SRL to support the achievement of the strategic goals. A potential donor has been identified to fund this office space for a short term period until this is self-funding.