



SUOMEN RUGBYLIITTO FINNISH RUGBY FEDERATION

Member of World Rugby
Member of Rugby Europe
Member of Finnish Olympic Committee (NOC)

Action Plan 2018

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

Integrity

Respect

Solidarity

Passion

Discipline

Rehellisyys

Kunnioitus

Solidaarisuus

Intohimo

Kuri

Strategic Goals

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

Promote the Values (Observance of the Rugby values as set by World Rugby at all levels of the Finnish Rugby Community)

Improve the Numbers (Numbers of Players, Referees, Coaches, clubs, Games and Juniors),

Collect the Necessary Funds to support the Growth of Rugby in Finland (WR Grants, State sponsored money, Sponsors and appropriate contribution from all members of the community)

Increase the Visibility of our Sport across the Country (Media Presence, communication to official sport instances, to related Ministries and among the general population)

Support the Domestic Rugby and the National Teams (National team support, club's Technical and administrative support)

Follow the lead of the SRL Strategic plan 2016-2020



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Preamble

The action plan is divided in to different areas covering the most important aspects of Finnish Rugby. Each area may have 3 components:

1. The context (current situation and motivation for actions' implementation),
2. The actions' description (concrete activities that the SRL will execute and/or facilitate and/or encourage to support the vision behind the strategic goals).
3. The key performance indicators (KPI¹) which will enable the evaluation of the success of the operation and the budget (amount in Euros) to support this activity.

This approach will provide the transparency expected by the clubs in presenting in advance the concrete actions to be taken and the concrete results by sharing the agreed KPI between the board, the executive team and the clubs.

Some KPI have no expected number related to the data evaluated, if these actions and KPI are deemed relevant by the board and the clubs after one year of exercise, the experience will allow for expected values to be introduced.

Area 1: Administration – to ensure the proper implementation and the follow-up of all activities.

The administrative structure of SRL will be amended. As with most professional organizations the operational aspects will have the key personnel of the SRL at the forefront while the board will have the strategic and visionary aspect of the organization.

An Operational team will be established with the General Secretary, the Technical Director and the Treasurer forming it. The General Secretary will act as a General Manager for the organization, the Technical Director as the Chief Operating Officer and the Treasurer as the Chief Financial Officer.

The Operational team will handle the SRL's operational side to improve the execution of the daily tasks to be taken care within the SRL. The General Secretary will oversee administrative issues, the Technical Director will oversee the technical aspects of Rugby and the Treasurer will be in control of all the financial aspect.

The Technical Director role will continue as a 100% role to keep in line with the club approved 2016-2020 Strategic Plan and to continue the actions already in progress.

¹ A KPI is not a goal, it is a performance indicator, meaning the KPI is not a number or a data we can influence directly (e.g. Number of training session organized vs. Number of participant).



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The General Secretary **and Treasurer** will continue to be a volunteer role but as in previous years efforts will be made to secure funding so that the administration side of the SRL can prosper further.

Both job descriptions of the TD and Gen Sec will be reviewed to ensure that we are maximizing our gains from both positions and that each role is performing tasks specifically suited to that role and to the expertise of the person in that role.

ACTION

Setting up a functioning team to handle all necessary day to day activities at the SRL.

The OT should be formed as soon as possible after the AGM. Should any of the positions within this OT be vacant then the SRL will invite applications at its soonest convenience to ensure that the roles are filled, allowing the OT to begin as soon as possible. The recruitment will be handled by the board with complete transparency towards the clubs. These positions are not exclusive positions but will need to be coordinated with the board as to the length in term of the position so that all positions do not expire at the same time as well as coinciding with board member changes.

Here are the some of the key components expected on each of these positions:

The General Secretary: Fluent Finnish and English and understanding of governmental applications and the criteria involved with them. Passion for details, excellent leader. Will be the primary contact for stakeholders such as Media, Ministry of Education, Sports and Culture as well as the National Olympic Committee. Be the main responsible in building up relations with Partners and with his/her professional skills, will make sure that the documentation and information on any media are up to date. Will also be the primary point of contact for clubs and the SRL members and ensuring that SRL 'guidelines' and deadlines are met

The Technical Director: Fluent English (Finnish considered a plus), Sport and Coaching experience. Advanced knowledge of Rugby, rugby culture and Finnish Rugby. Experience with pedagogical methods. Will be at the fore front of driving Finnish rugby forward and increasing the sport in all capacities.

The Treasurer: Fluent Finnish **or Swedish** and English. Experienced accountant/auditor with a passion for details. Team spirit. Problem solver.

KPI: Mutually approved benchmarking processes which will be available for all stakeholders to see. Milestones not limited to licensed player increases, financial increases, improved administration processes, partnership portfolios



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ACTION

Establishing the mandate of the disciplinary panel and its selection process.

ET will propose a document detailing the process of selection, the area of responsibility, the mandate, the accountability and the processes for disciplinary citations, appeals and sanctions. The document will be approved by the board to enable the setting of a disciplinary committee before the 15's season start. The disciplinary committee should consist of at least 2 persons (a President and a substitute) but ET may propose a different setting matching other countries organizations. The disciplinary committee composition and its rules will be approved by the clubs at the Spring AGM (until then the committee will be considered as acting on behalf of the SRL).



SUOMEN RUGBYLIITTO FINNISH RUGBY FEDERATION

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KPI: Approval percentage among the club.

ACTION

Secure present funding and find additional one.

The ET will secure the renewal of all existing revenue with public and private organization by meeting them early, having a clear understanding of their expectations and motivation and ensuring that these expectations are met during the year.

The ET will re-evaluate with the board the potential room for improvement in the funding and will propose a strategy to increase revenue from private and public sources.

KPI: 70.000,- Euros of funding from private and public sources in 2018.

Area 2: Marketing Media and Sales

Improve overall awareness of Rugby and the National Teams within Finland while creating brand value for sponsors and fans.

- Create a marketable brand around the domestic and International Rugby
- Create a clear identity that is attractive to potential stakeholders
- Examine effectiveness of online access to information on rugby in Finland
- Increase quality and quantity of marketable content
- Improve presence in domestic market
- Seek out cooperation with domestic partners
- Work to create mutual relationship with sponsors
- Introduce attractive packages for potential sponsors in line with National Team branding
- Build and promote opportunities for individual sponsorships and product endorsement
- Improve and maintain the co-operation with Fanseat/Elisa, and/or with other media outlet(s) to promote Finnish Rugby on live and other media.
- Leverage SRL's 50th birthday as a part of the marketing message.

This all comes also from the visibility of Rugby. The clubs and the National Teams commitment is needed to promote themselves, their games and to make the games more than just a game. The clubs, NTs, match officials & SRL will ensure that the games, tournaments and end scores are reported promptly on club, NT and SRL media related media. Player & coaches interviews will be published on the SRL FB pages as often as it is functionally possible. www.rugby.fi and all other media to be updated promptly with correct data. Collectively, we will make sure that the Finnish media are aware of all events associated to our sport. We will also proactively keep the media



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interested in Finnish Rugby by sending out Press releases after every significant event. As a significant improvement from the earlier years, the communication on SRL media will be primarily in Finnish and if possible, also in English.

ACTION: Create the brand.

To create an event related kit for each NT and some selected events such as (an International home Game, Finland Independence Day, Finals Day...) with active collaboration from the team, the partners and creative members of our community. To sell these kits on the events at an attractive price to the fans present and also via social media. To share revenue between the NT involved, the other NT and the partners. These garments will be produced by the partners of the NT or in case they do not wish to participate with other providers with their written approval to the process. The idea is to have good looking, affordable kits. To sell at various time of the season to allow for a revenue stream towards the NT. The GS and the TD will ensure the proper implication of all groups involved.

BUDGET: Some thousands euros needed to create brand new marketing material and for the sale kits.

KPI (A new visual brand and identity for Finnish Rugby created, new partners found and contracted to long-term co-operation, Financial benefits, media presence)

ACTION

Improve the perception of Rugby presence in Finland.

The ET will collect the press article related to Rugby in Finland and will start a “book” to show the presence and brilliance of the rugby in Finland. This “book” may be used by clubs and the SRL for sponsor recruitment or any communication needs.

The General Secretary will ensure that Social Media and the Website are up to date with useful and accurate information and properly maintained. To support this activity, the General Secretary will recruit among the board or within the community a volunteer with relevant experience. It could be also proposed in communication schools as an internship.

This person will also have a responsibility for the good relationship with our media partners and all communication activity connected to all significant events during the year. Communication will be in Finnish.

KPI (numbers of press article, numbers of games broadcasted, time on National Television)



SUOMEN RUGBYLIITTO FINNISH RUGBY FEDERATION

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Area 3: International Rugby

Following the establishment of Men's 7's NT and the re-introduction of Women's 15's NT, the National Teams are becoming an even more important part of Finnish Rugby. The National Teams are the pinnacle of Finnish Rugby for the players, the coaches and the people who are playing a vital part in the supporting roles.

The SRL is to take more hands-on approach in distributing information between and amongst the national teams and the clubs. This also means that the National Teams are acting as role models to the whole Rugby community. The NTs will produce reports before games and/or tournaments and comprehensive reports after every game and/or tournament to be distributed amongst the media and Rugby community for better visibility.

The Technical Director is a major contributor to this collaboration and with his/her experience and positive cooperative skills is able to distribute the best initiatives to the High Performance matrix and find the best ideas from within the group of stakeholders.

The General Secretary will be supporting in the project with his/her administrative traits and the Treasurer to support and follow the development of financial aspects.

For international Rugby a board member will take a sub-committee role to support the short, mid and long-term development. The NT administration and the players with enthusiasm to marketing will take a bigger part in the co-operation with the SRL's Executive team in Recruitment of Sponsors to facilitate better the continuous growth of the National Teams.

ACTION

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

Maintain the good relationship with the regional sports institute Eerikkilä and keep it as our principal training center.

Continual development of the three-year training programme.

Specialist coaching clinics to be supported by the SRL with the clubs. Technical Director and the coaches (NT and Clubs) to define the priorities and to schedule at the beginning of the year the forecasted clinic and the hosting club.

Fringe National Team players to be identified every season and skills honed in the academy before deployment to the NT structure.

ACTION

Enable Finnish Women's 7's Olympic participation in 2020 qualification and beyond.

The 7s National team maintains a position within the European Top 15 and push to regain GP status. Finnish Olympic committee provides support for the team.

Maintain the Finnish Domestic 7s championship competition at a good level. Restructure the domestic 7's competition for it to support the National team as much as possible.

Develop Talent Identification/Transfer program – skills testing in sports academies.

Benchmark player development and funding opportunities with other peer European nations.



SUOMEN RUGBYLIITTO FINNISH RUGBY FEDERATION

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ACTION

Support of the Senior Men's 15's team to gain promotion to Rugby Europe Conference 1 North
Senior Men's team to be in Rugby Europe Conference 1 North by the end of this strategic plan period (2020).

Training sessions to be held on a regular basis. Target is to hold a selection camp in the first month after the International games have been played, from this camp the core set of players will be selected and then invited to further camps to be held monthly until the international window opens again, usually in April. March is determined to be a time to find a friendly game where an extended squad can prepare for the Rugby Europe games, squad to consist of the potential National Team and a development 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.

ACTION

Continue to support the Women's 15's team to build up for International Competitions.

Women's 15's team to have good beginning for their new rise to the international competition.

Training sessions to be held on a regular basis

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.

ACTION

Continue to support the men's 7's team to build up for International Competitions.

Men's 7's team to have good beginning for their new campaign in the Conference 1 competition.

Training sessions to be held on a regular basis

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.

Input from the SRL: Technical Director to have the main responsibility of the technical aspects and co-operation with the NTs. General Secretary to offer the administrative support. Committee member + the SRL Chairman to support. Treasurer to work in co-operation to understand the financial aspect of the item.

Output: NT's have all needed administrative and technical tools needed to work functionally, visibility, better players



SUOMEN RUGBYLIITTO FINNISH RUGBY FEDERATION

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How to measure: Standings, finances, welfare of the administrative staff + players with quarterly questionnaires.

KPI: The welfare and overall satisfaction of the NT management and players. Solid working groups in every NT with a good overall understanding in daily tasks, budgeting, reporting

Area 4: Domestic Rugby

SRL to assist to establish new clubs and to help out the newly established clubs to maintain a positive way forward by helping out in administrative and technical aspects as much as possible.

SRL will maintain the 7 official competitions throughout 2018 as per their description in the competition manager's document (ANNEX). The competitions are Mens' 15 Championship, Womens' 15 Championship, Mens' 15 1st Division, Womens' 15 1st Division, Mens' 15 2nd Division, Mens' 7's Competition and Womens' 7's Competition.

100% of the licensed players have completed the World Rugby: Rugby Ready self-assessment programme and all other mandatory World Rugby courses.

7's Rugby

7's Rugby starting during the winter time and continuing as per tournament schedules agreed by the SRL and the clubs.

Ville Siiskonen to coordinate the men's 7's and Miina Porkka to coordinate the women's 7's domestic competition.

7's Rugby's scheduling to be re-thought during 2018 to guarantee a working relationship with the National teams and also to find the most optimal way for 7's Rugby to be played as much as possible without clashing with the 15's Rugby in 2019.

The SRL to attend the SM-Viikko during the summer of 2018 and the structure of the 7's tournaments to support the event to be decided as soon as possible

15's Rugby

Men's 15's Rugby

Championship (6 clubs)

1st division (6 clubs)

2nd division in two leagues (7-8 clubs)



SUOMEN RUGBYLIITTO FINNISH RUGBY FEDERATION

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15's Rugby to be played with same structure as in 2017. Structure of the domestic competition to be re-visited to optimize the schedules to work with 7's rugby and also with the 15's national team. 2018 will also see the latest division structure set for 2017 in practise for the second year and SRL and the clubs to evaluate how the structure has worked and should it be amended for 2019.

Women's 15's Rugby

To be played as per 2017.

Championship(5 clubs)

1st division (2-3 clubs) Will 1st division see three clubs?

Miina Porkka working as the coordinator.

Input from the SRL: Technical Director to have the main responsibility of the technical aspects and co-operation with the clubs. General Secretary to offer the administrative support. Committee member + the SRL Chairman to support. Treasurer to work in co-operation to understand the financial aspect of the item.

Output: Domestic competitions are working, visibility of the domestic rugby, competitive games.

How to measure: Competitions, finances, welfare of the clubs with quarterly questionnaires.

Junior Rugby / Get Into Rugby

SRL and the clubs to agree on common working ground for U18 rugby. SRL to organize a competition structure for the future years and clubs to start working with the "Yläaste, Lukio, Ammattikoulu, etc..." age group.

GIR

Get into Rugby and the school visits are still an important part of the SRL activities. The main responsibility is at the club level and SRL will drive to make the GiR events as fund as possible. This will be a committee item and a member of the SRL board will have a major responsibility to find out the pros and cons of the GiR events and will communicate with the clubs to make GiR events more achievable for everyone. The Technical Director will assist by adding his/her technical know-how

GIR Tournaments

The SRL to assist in any GiR related tournaments the clubs are to arrange. The SRL will co-operate with a club in arranging the tournament and will do its utmost to have administrative force and also match officials to participate in the event.

Teachers' courses

100 sports teachers in Finland know the sport. This will be achieved through promotion through the school's rugby programme. The ultimate goal would be to have a rugby programme in at least 4 schools in the cities where clubs are. The clubs to promote the sport in schools and the SRL to support in arranging the teacher's courses.



SUOMEN RUGBYLIITTO FINNISH RUGBY FEDERATION

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Input from the SRL: Technical Director to have the main responsibility of the structure and build-up of Junior Rugby. General Secretary to offer the administrative support. Treasurer to work in co-operation to understand the financial aspect of the item.

Output: A number of new junior player in the clubs. A possibility to begin the implementation of an U20 NT for both genders. New interests from the stake holders towards Rugby. New possibilities to improve the relationships with NOC and OKM.

KPI: Successful competitions, at least one larger GiR tournament, number of teachers that have participated and passed a Rugby course, Reported GiR events and participants are ascending.

ACTION:

Promote the values, spirit and ethos of Rugby

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. Coach of the year, Referee of the year, Male + Female player of the year and also as a new addition the "Rugby act of the year". A nomination which is something that a person, club or a stakeholder can be awarded with. The rugby act of the year can be a great picture, video, a huge step forwards for rugby, an extraordinary act on behalf of Rugby, etc... Continuation of the support and development of an active anti-doping regime overseen by the Finnish Anti-doping Agency.

ACTION

Involving our older players, to create an Old Girl and Boy team

ET to advertise across the community the initiative of a OG&B Rugby Team for fun, social and support of the Finnish Rugby Community, provided the interest and commitment of at least 20 OG&B, a team captain, a team manager and an etiquette officer should be named and/or volunteered. The status, rules and etiquette should be discussed within the OG&B and proposed for approbation to the board.

A database of all former rugby players over 35 should be established and maintain at the SRL level according to local regulations.

KPI: Numbers of players involved.



SUOMEN RUGBYLIITTO FINNISH RUGBY FEDERATION

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ACTION

Facilitating the recruitment of female players across Finland.

ET will support specific recruitment initiative towards female players. The support could materialize in financial support, transport cost support for NT players to present their sport and all the positive aspects of it, transport cost for NT coaches or other clubs coaches to help on the day. These recruitment/training sessions should be encouraged for every clubs with very limited amounts of female players and could be repeated shortly before the 15's season starts.

KPI: Number of female rookies in the competitions

ACTION

Improving the coaching level, supporting the clubs' coaches.

ET will organize 1 training sessions for the coaches with WR level 1 within the 1st quarter of 2018 and a second one within the 2nd quarter (if possible before the start of the season). The purpose of the first training will be to improve the level of coaching and provide practical exercises adapted to the restriction due to the winter. It should also take into consideration the 7's competition preparation (or have a separate session for the 7's preparation). The second training will focus on the necessary modifications to accommodate a team in competition. Both training will insist on the prevention of injuries.

The SRL will cover part of the travel and accommodation of the coaches. The remaining amount should be covered by the clubs and/or the coaches themselves. An administrative coaching kit(documentation) will be designed and approved by the ET and will be distributed to all participant. New clubs and clubs struggling with their training organization may apply to the ET for 1 to 3 sessions of training with the active participation of NT coaches or other clubs coaches. These sessions could act as canvas for future training sessions and as an accelerator for the recruitment.

KPI: low level of preventable injuries, number of active coaches



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ACTION

Improving specific aspects of the game.

The SRL to take responsibility to facilitate and co-finance "Clinic" training dedicated to specific aspects of the game. The SRL will work in close relation with capable coaches, senior players and game officials to offer much needed set-pieces clinics and strength and conditioning as per the needs and interest.

The financial participation will be evaluated by the board after communication of the date, the thematic, the place and the budget for the anticipated training. Should an important discrepancy occur between the forecasted event and the reality of it, the SRL may reduce its financing.

The Technical Director will support the hosting club in facilitating the contacts with competent coaches to the thematic and with the logistic for necessary accessories to the training when and if necessary. The General Secretary and the Treasurer may provide support for the administrative tasks at hand at the club level.

KPI: Numbers of participant, % per clubs

Club Co-operation

ACTION

Helping the clubs in their recruitment effort.

The ET will establish a database of the clubs including the following information at least: Clubs Board members name, role and contact details, since, next election date. Coaches and referees attached to the clubs with name, role and contact details. Recruitments event forecasted with dates, training period and forecasted timing. Exceptional events, forecasted date, person in charge with contact details, forecasted budget. Number of members / players / rookies (less than 1 year of rugby experience) / foreign trained players (could be Finnish players with years of practice in other countries) / new players (numbers in January – May – September) /. Media information (FB page, twitter account, website...).

This database will allow for the anticipation of the events occurring in Finland. The ET will follow up on these events providing support and advices to the club to maximize their success. ET may help in the design and the media usage to advertise the event, may provide a coach and/or NT players to assist in the animation and exercises on the day if the clubs is short on experienced players, may connect the club with other clubs having a great experience with successful events in the past... ET will consider any initiative possible within the budget and with support and approval of the organizing club to ensure the success of the event.

KPI: recruitment numbers



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ACTION

Ensuring the success of clubs' events

Based on the agenda set by the clubs announcing their exceptional events, ET will (in agreement and coordination with the club) establish a retro planning and will propose support and advice to ensure the success of the event. The idea is to take benefit of the implication and time of the ET to ensure that all necessary tasks are initiated on time and with the proper means. Some events may require more support than other; it is for the club and the ET to define together how the best support should be applied.

BUDGET (?)

KPI: Should be established according to the Club expectations

Input from the SRL: General Secretary to have the main responsibility of the data base. GS to liaise with the clubs to gather the information and build the documentation. The technical Director to help out with the daily routines and challenges that the clubs might have, the GS to help out with the media and possible grants that could be applied from the city, municipal, state, etc...

Output: Numbers of participants