

SRL Strategic Plan 2011-2015

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 eleven clubs throughout Finland and 21 teams competing in four competitions. At the international level, Finland is represented by the Senior Men's XV, Senior Women's VIIIs, Men's Under 20 XV and participation in FIRA-AER's Under 17 camp.

The SRL aims to fill the position of Technical Director before this Strategic Plan comes into force. With the positions of General Secretary and Treasurer filled by competent persons carrying out Administrative and Financial aspects respectively, the Technical Director will be able to direct the Operational side of the SRL.

The SRL in 2010 receives the bulk of its funding from the International Rugby Board, the Finnish Government (via the Opetus- ja kulttuuriministeriö Grant) and subscriptions from the member clubs. These funds are used to administer the SRL, travel to IRB/ FIRA-AER trainings and meetings, Coaching and Match Official Courses throughout the country and training equipment for the clubs.

Vision

To be a self-sustaining Federation with structures in place to continue growing the game in Finland

Mission

To promote, develop and sustain the game for men, women, boys and girls in Finland.

Values

Respect
Enjoyment
Sisu

Teamwork
Sportsmanship
Discipline

Strategic Goals

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

- Promote the values, spirit and ethos of Rugby in Finland
- Support long-term participation in the game
- Have 0,1% of the population registered as playing Rugby in Finland (in 2010 this would equate to approximately 5,300 players)

Key Performance Indicators (KPIs)

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

Key Performance Indicators:

- More than 50 % of the sports teachers know the sport. This will be achieved through promotion through the schools 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 IRB Rugby Ready self-assessment programme
- All National team players have completed the IRB Laws of Rugby Union self-test exam
- An active doping regime with zero positive results as overseen by the Finnish Antidoping 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 (this comes back to the pathway for players right up until they die)
- Develop a long-term athlete development pathway
- Make all stakeholders aware of the pathway

Goal 3: Increase participation among women

Key Performance Indicators:

- 10 women are attending an IRB level 1 Match Officials or coaching course annually
- Two women are attending an IRB Level 2 Match Officials or Coaching course annually
- Three active female referees by 2015

Goal 4: Enable Finnish Women's Olympic participation in 2016 and beyond

Key Performance Indicators:

- The 7's National team maintains a position within the European Top 5
- Finnish Olympic committee provides financial support for the team
- Participate in WRWC Sevens 2013
- Finnish Domestic 7's championship competition is comprised of four tournaments by 2011
- Players compete to be selected to Women's Rugby Academy
- Develop Talent ID/Transfer program – skills testing in sports academies

Goal 5: Reintroduce the women's XV team to ENC competition

Key Performance Indicators:

- Women's XV team plays two friendly matches against senior women's teams in 2011

- Finland Senior Women's XV team gains admission to the ENC by 2013

Goal 6: Integrate Rugby into the National Physical Education curriculum

Key Performance Indicators:

- Deliver Tag Rugby in incremental steps:
 - o 2011 delivered to two schools in Helsinki (approx 500-750 students)
 - o By 2012 deliver to schools in Turku, Tampere & Jyväskylä (>2000 students)
 - o By 2013 deliver to schools in Oulu, Vaasa, Lahti, Rovaniemi (>3000 students)
- Presentation delivered to National PE Teachers conference in February 2011
- Deliver IRB Rugby Ready to 50 Finnish PE Teachers by 2013
- Have tag rugby player database and player numbers recognised by IRB, FIRA and Finnish authorities
- Tag rugby coach database (PE Teachers, Parents, etc)
- Introduce RuggedBugs into 2 schools by 2012 (kids aged 18 months to 6 years)

Goal 7: Establish an Academy for high performance players to feed into Senior Teams

Key Performance Indicators:

- Principal training centre established at a sports institute by mid 2011
- Training programme established for a three year period completed by 1Q2011
- Coaches for U17 & U20 teams, identified, qualified and in place by 1Q2011
- Specialist coaching clinics to be held by the SRL at the contracted sports institute (scrum, defence, kicking, etc.)

Goal 8: Introduce Rugby to the Finnish Military to expand the player pool during Compulsory Military Service

Key Performance Indicators:

- All conscripts that are selected for National Representation are released by the Military
- 15 Physical Training Instructors are trained in IRB Level 1 Coaching and IRB Rugby Ready by 2012
- Finnish Army has one team entered into the domestic competition by 2015
- Friendly fixture with another military team from overseas
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Goal 9: Maintain the proliferation of teams throughout Finland

Key Performance Indicators:

- Establishment of one new club in 2012 & 2014. Target cities are Kuopio, Joensuu, Pori, Vantaa, Espoo, Kajaani
- A 'club starter pack' is developed for clubs to support the establishment of these new clubs, particularly with respect to official documents, grant applications, recruitment, facility rental and equipment and delivered to all clubs by end of 2011.
- Encourage two clubs with one senior men's team to enter a second 'development' team into the domestic competition by 2013
- Support clubs with no women's team entered into the domestic competition to be able to increase women's teams in Finland to two by 2014 and three by 2015

- Junior (players under the age of 18) play in a regular tournament with at least four distinct teams by the 2014 season

Goal 10: Senior Men to gain promotion to ENC Division 2C

Key Performance Indicators:

- Senior Men's team to be in Division 2C for 2012/2014 season.
- This will require beating all teams in ENC Division 2D (specifically, Greece, Luxembourg, Cyprus and Bulgaria)
- Training sessions to be held on a regular basis (target is a maximum of six weeks between trainings and notification to the team)
Support NT program – camps, scrum machine, video analysis, nutrition, conditioning, etc.
Ask Lee and team what they need

Goal 11: Establish a Men's 7s team to compete at ENC level

Key Performance Indicators:

- Selection of a squad of players for 7s by early 2012 In the initial stages this may have to contain a number of players who are also 15s players.
- Attend at least two FIRA-AER 7s tournament in 2012 (the cost of registering a 7s team has just gone up by quite a bit therefore making 2012 more realistic financially), and at least five in 2015
- Coaching staff is separate from 15s coaching staff by 2013
- A 7s invitational team/club side to be established, to get the ball rolling – it wouldn't be funded by SRL but endorsed by SRL. Take part in two 7s tournaments overseas. This would also allow the use of non-Finns in to get the level up.

Goal 12: The SRL to support the Finnish Rugby Referees Association

Key Performance Indicators:

- In 2015, the FRRRA will have 22 active members nationally
- By 2015 at least 6 active referees to be based in the north
- By 2015 at least 3 active referees to be women

Goal 13: Recruit appropriate candidates for administrative positions

Key Performance Indicators:

- Funding sourced for a full time Development Officer for 2012-2014
- For 2011 season and beyond, a League Coordinator is appointed for Men, Women and Juniors

Goal 14: Identify pitches in Finland that comply with IRB Regulation 22

Key Performance Indicators:

- In 2012, three suitable sites are to be submitted for IRB approval

Strategic Areas

Administration

Womens' Rugby
School Rugby Programme (8-14 years old)
Age group rugby (U17, U20)
Mens' Rugby
Referees

Strategies

Goal: Promote the values, spirit and ethos of Rugby

Strategic Area: Administration

- Strategies:**
- 100% participation by all licensed players in IRB Rugby Ready
 - All NT Representatives to hold a Level 1 Coaching or Officiating qualification
 - Comply with IRB and IOC anti doping regulations
 - Encourage inclusive and fair play policies within the SRL

Goal: Ensure sufficient funding for all SRL Operations

Strategic Area: Administration

- Strategies:**
- Ensure use of standard partnership package is used by all national teams in Finland, schools program to be overseen centrally by SRL
 - National Teams require no personal player contributions by 2014

Goal: Support long-term participation in rugby

Strategic Area: Administration

- Strategies:**
- Recruit players experienced in Finnish Rugby to key administrative and technical positions
 - Work with KIHU and other High Performance sports centres to further research into rugby in Finland and globally

Goal: Increase participation among women

Strategic Area: Women's Rugby

- Strategies:**
- Support established clubs that don't have a women's team, to enter one
 - Create opportunities for senior representation for women
 - Encourage women to carry out IRB Match Official and/ or Coach Training
 - Identify suitable women for IRB Educator training

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

Strategic Area: Women's Rugby

- Strategies:**
- Maintain the Women's Academy in its current structure
 - Promote the Academy as a high performance unit within the NOC structure

Goal: Reintroduce the women's XV team to ENC competition

Strategic Area: Women's Rugby

- Strategies:**
- Play at least two friendly internationals per year
 - Seek suitable sponsors to fund the team fully
 - Identify qualified talent both domestically and abroad

Goal: Integrate Rugby into the National Physical Education curriculum

Strategic Area: Schools Rugby

- Strategies:**
- Deliver IRB Rugby Ready to PE teachers
 - Deliver seminars in Rugby at national PE conferences
 - Work with Ministry of Culture and Education to promote rugby as an inclusive sport

Goal: Establish an Academy for high performance players to feed into Senior Teams

Strategic Area: Age group rugby

- Strategies:**
- Benchmark Women's Academy and adjust to Men's requirements
 - Appoint an Academy manager
 - Maintain relationships with a specific sports institute that meets SRL aims
 - Identify and nurture young rugby players with Senior Representational potential

Goal: Introduce Rugby to the Finnish Military to expand the player pool during Compulsory Military Service

Strategic Area: Coaches

- Strategies:**
- Strengthen contacts within Military Sports Departments
 - Deliver IRB Level 1 coaching to Physical Training Instructors within the Finnish Defence Forces
 - Annual military fixture or challenge against a military team

Goal: Maintain the proliferation of teams throughout Finland

Strategic Area: Administration

- Strategies:**
- Develop a starter package to assist new clubs in legal establishment
 - Work with SRL Kit supplier to provide a 'training equipment' package
 - Each club is delivered a 'schools tag rugby package' to allow them to deliver a standard programme, with standard equipment to ensure all clubs are delivering the same package in multiple cities. Schools in each town then start competing against each other under the local club's supervision, developing into inter city, and then national schools competitions.

Goal: Senior Men to gain promotion to ENC Division 2C

Strategic Area: Men's Rugby

- Strategies:**
- Gain promotion to 2012 promotion to ENC Division 2C
 - Establish a squad of up to 50 potential players (drawing from the Academy where appropriate – meeting regularly of underage coaches and national team coaches – we need to identify key areas where we are positionally weak to develop next generation of players – this is the carrot for youth coaches – produce a national team hooker, etc.
 - Mens team to train at a minimum of once every 6 weeks – conditioning program for men, Scrum clinic, Lineout clinic, Skills clinic.
 - Seek sufficient sponsorship to reduce player financial contributions to zero

Goal: Establish a Men's 7s team to compete at ENC level

Strategic Area: Men's Rugby

- Strategies:**
- Establish a domestic 7s circuit during the winter time of up to four legs
 - Selection of top 24 players for invitational training
 - Enter the teams into appropriate 'social' tournaments to increase depth of knowledge – e.g. Amsterdam, Kinsale, Bournemouth or Spain
 - Enter into the ENC 7s competition in 2014
 - Men's 7s team to be coached by a holder of a 7s coaching qualification

Goal: The SRL to support the Finnish Rugby Referees Association

Strategic Area: Referees

- Strategies:**
- Provide two Level 1 Officiating courses per year
 - Discuss with neighbouring unions the chance to run Level 2 courses bi annually
 - Supply one candidate per Level 3 Match Officials course
 - Promote refereeing as a way to remain active in the Rugby Family

Goal: Recruit appropriate candidates for administrative positions

Strategic Area: Administration

- Strategies:**
- Ensure all personnel recruited are fairly compensated for true & actual expenses
 - Provide appropriate training for key positions in the SRL
 - Fund one position for developmental objectives by 2012
 - Develop relationships with colleges, universities, etc. to ensure quality candidates for work experience or internship type positions

Goal: Identify pitches in Finland that comply with IRB Regulation 22

Strategic Area: Administration

- Strategies:**
- Identify pitches for winter training and games
 - Seek specific guidance from FIRA-AER/ IRB for certification

What we will do (actions)

Goal	Promote the values, spirit and ethos of Rugby
Strategic Area:	Administration
Strategy	100% participation by all licensed players in IRB Rugby Ready
We will do this by	Requiring all licensed players to hold a valid IRB Rugby Ready certificate, in addition to their insurance
Who will do this?	Competition & League Manager

Goal	Promote the values, spirit and ethos of Rugby
Strategic Area:	Administration
Strategy	All NT representatives will have completed the IRB Rugby Ready program by the time of the next international fixture for that corresponding team. All NT Representatives to hold a Level 1 Coaching or Officiating qualification by 2013
We will do this by	NT Representatives will be given the opportunity to attend a Level 1 course delivered by an IRB educator within six months of initial selection
Who will do this?	NT Team Managers/ IRB Educators

Goal	Promote the values, spirit and ethos of Rugby
Strategic Area:	Administration
Strategy	Comply with IRB and IOC anti doping regulations
We will do this by	Meet and attend NOC & ADT anti doping meetings Discuss methods of introducing anti doping methodology into the domestic programme Educate all players in the anti doping regulations, using NOC resources. Target being ZERO POSITIVE RESULTS for the duration of this strategic plant how do I word this effectively? Host an information evening with coaches and players on the use of TUEs – make the information available online
Who will do this?	NOC Representative, NT Coaches and Development Officer

Goal	Promote the values, spirit and ethos of Rugby
Strategic Area:	Administration
Strategy	Encourage inclusive and fair play policies within the SRL
We will do this by	This is to be implemented as soon as possible. Fair play is a key area of what Rugby is based on. Promotion of the IRB Charter Annual award of the SRL Fair Play Trophy, to be awarded to any individual, group of individuals or a club for exceptional displays of Fair Play. Trophy to first awarded before 2012 All youth programs to understand that players shake hands at the end of a game and form a tunnel for the teams – this might not exist in other sports in Finland
Who will do this?	SRL Board to develop and implement via the SRL General Secretary, National Teams, FRRRA and Club Chairmen

Goal	Ensure sufficient funding for SRL Operations
Strategic Area:	Administration
Strategy	Ensure use of standard partnership package is used
We will do this by	Clearly define point of contact for potential partners (Development Manager) Create and distribute partnership standardised partnership packages across all National Teams Enforce the use of the Development Manager as the single point of contact for the SRL
Who will do this?	SRL Board & Commercial Development Manager

Goal	Ensure sufficient funding for SRL Operations
Strategic Area:	Administration
Strategy	National Teams require no personal player contributions by 2014
We will do this by	National Team operational budgets submitted end of Q3 of each year to the Commercial Development Manager CDM to seek sufficient partnership arrangements to balance operational budgets for all teams
Who will do this?	Commercial Development Manager

Goal	Support long- term participation in rugby by creating a long term athlete development pathway for Finnish Rugby
Strategic Area:	Administration
Strategy	Recruit players experienced in Finnish Rugby to key administrative and technical positions.
We will do this by	Provide a template for club structures so we know what positions we need to fill. This should be part of the player pathway. This is an ongoing task, the older generation of players within Finnish rugby are
Who will do this?	Technical Director

Goal	Support long- term participation in rugby
Strategic Area:	Administration
Strategy	Work with High Performance sports centres (eg KIHU, JYU, Metropolia) to further research into rugby in Finland and globally
We will do this by	Regular attendance at NOC & SLU meetings, in addition to releasing the coaching staff to attend SLU specific coaching conferences. Upon Rugby being transferred to Olympic Status after the London Games, regular meetings with the NOC Sports Director and ensure continued support (logistical, financially and otherwise).
Who will do this?	Technical Director

Goal	Recruit appropriate candidates for administrative positions
Strategic Area:	Administration
Strategy	Ensure all personnel recruited are fairly compensated for true & actual expenses
We will do this by	Establish a robust expense claims process Comply with IRB budgeting guidelines All reimbursements able to be audited with appropriate documentation and claims forms for every year of this strategic plan
Who will do this?	SRL Treasurer

Goal	Recruit appropriate candidates for administrative positions
Strategic Area:	Administration
Strategy	Provide appropriate training for key positions in the SRL
We will do this by	Communicating with SLU & NOC and ensuring all SRL staff members have one training per year of the strategic plan. Annual SRL brainstorm and training
Who will do this?	SRL Chairman

Goal	Recruit appropriate candidates for administrative positions
Strategic Area:	Administration
Strategy	Fund one position for developmental objectives by 2012
We will do this by	Applying for OKM / SLU funding for the position for 2012-2014 Applying for IRB Trust Grant & OKM Funding for 2011 specifically for the position CIMO Funding to be sourced to fund Schools Programme coordinator in 2011 Commercial partnership arrangements to be established by 2013
Who will do this?	SRL Board

Goal	Identify pitches in Finland that comply with IRB Regulation 22
Strategic Area:	Administration
Strategy	Identify pitches for winter training and games
We will do this by	Compiling a list of all potential artificial surfaces in rugby-cities and approach them with solid proposals that highlight the benefits to them of regulation 22 compliance
Who will do this?	League and Competitions Manager

Goal	Identify pitches in Finland that comply with IRB Regulation 22
Strategic Area:	Administration
Strategy	Seek specific guidance from FIRA-AER/ IRB for certification
We will do this by	Once potential pitches have been identified and deemed interested in certification, contact the IRB to request the most expedient/effective method to complete the process
Who will do this?	League and Competitions Manager

Goal	Maintain the proliferation of teams throughout Finland
Strategic Area:	Administration

Strategy	Develop a starter package to assist new clubs in legal establishment
We will do this by	As soon as possible Club structure template Get the message to clubs that SRL has a development pathway for players, coaches and clubs and get them to buy into it Support clubs activity with local schools
Who will do this?	Initially this would be an SRL and DO effort but with vested input from the clubs, both fully established clubs and new clubs. The newer clubs will have recently gone through the legal and clerical requirements whereas the older clubs will know of the day to day / year to year clerical issues. Main points of the package should be creation of the club, papers required for P&H, Liikuntaviirasto papers, grant applications, state and city. Training place applications.

Goal	Maintain the proliferation of teams throughout Finland
Strategic Area:	Administration
Strategy	Work with SRL Kit supplier to provide a 'training equipment' package
We will do this by	As soon as possible
Who will do this?	This will be carried out by the DO, SRL and the equipment liaison officer in conjunction with Samurai Sports

Goal	Increase participation among women
Strategic Area:	Women's Rugby
Strategy	Support established clubs that don't have a women's team, to enter one
We will do this by	Running a two part women's beginners camp and promoting throughout the
Who will do this?	Liaison with Local clubs in association with the Development Officer

Goal	Increase participation among women
Strategic Area:	Women's Rugby
Strategy	Create opportunities for senior representation for women
We will do this by	We will do this by setting up women's 7s winter league played inside on an artificial grass. This is an opportunity to increase the amount of games. And games we need to develop. Especially hard and competitive games. The Finnish winter is too long without games and this would also support international 7s as they are played in spring or early summer.
Who will do this?	SRL Women's Coordinator under direction of Competitions Manager

Goal	Increase participation among women
Strategic Area:	Women's Rugby
Strategy	Encourage women to carry out IRB Match Official and/ or Coach Training
We will do this by	Identify and target women players that wish to remain involved in a non playing capacity and support them to matching the training programme for individual personnel. Coaching training for the all Academy Players will be required. Also all

	<p>older players or some who forced to quit due to injury should be encouraged or even invited to coaching and match official courses.</p> <p>Providing a crech facility where children can be left during camps, training sessions etc. This also provides the basis to introducing Ruggerbugs</p>
Who will do this?	Development Officer, IRB Educators, Womens Academy Head

Goal	Enable Finnish Women's Olympic participation in 2016 and beyond
Strategic Area:	Women's Rugby
Strategy	Create opportunities for senior representation for women
We will do this by	<p>We will do this by identifying young/potential players to step up to the 7s national team. These players will be provided with a pipeline/ training package to be able to develop their skills and fitness to achieve selection for the 7s National Team</p> <p>Talent transfer/ID programs</p> <p>Develop this with NOC</p> <p>Partner up with sports academies</p>
Who will do this?	Womens Academy Head

Goal	Enable Finnish Women's Olympic participation in 2016 and beyond
Strategic Area:	Women's Rugby
Strategy	Maintain the Women's Academy in its current structure
We will do this by	
Who will do this?	

Goal	Enable Finnish Women's Olympic participation in 2016 and beyond
Strategic Area:	Women's Rugby
Strategy	Promote the Academy as a high performance unit within the NOC structure
We will do this by	Regular attendance at NOC & SLU meetings, in addition to releasing the coaching staff to attend SLU specific coaching conferences. Upon Rugby being transferred to Olympic Status after the London Games, regular meetings with the NOC Sports Director and ensure continued support (logistical, financially and otherwise).
Who will do this?	Women's Academy Head & General Secretary

Goal	Reintroduce the women's XV team to ENC competition
Strategic Area:	Women's Rugby
Strategy	Play at least two friendly internationals per year
We will do this by	Establishing contacts with other countries and be active in order to arrange games. The games will show the level we can play on. In addition, a Team Manager will be appointed to establish the links and ensure open channels are available.
Who will do this?	SRL Board & Women's XV Team Manager

Goal	Reintroduce the women's XV team to ENC competition
Strategic Area:	Women's Rugby

Strategy	Identify qualified talent both domestically and abroad
We will do this by	Establish contacts with National Unions' Club liaison officers by 2012 Use the contacts to identify women that are qualified, or could qualify for Finland National Representation
Who will do this?	Women's XV Coach & Team Manager and Technical Director

Goal	Integrate Rugby into the National Physical Education curriculum
Strategic Area:	Schools Rugby
Strategy	Deliver IRB Rugby Ready to PE teachers
We will do this by	Attending National PE teacher conferences and establishing contacts in Helsinki, Espoo, Vantaa, Turku, Tampere, Jyväskylä and Oulu PE sections Deliver IRB Rugby Ready to at least 10 teachers in each city per year Host courses in the school
Who will do this?	Schools Rugby Coordinator under Technical Director Supervision

Goal	Integrate Rugby into the National Physical Education curriculum
Strategic Area:	Schools Rugby
Strategy	Deliver seminars in Rugby at national PE conferences
We will do this by	Maintaining active and dynamic dialogue with PE teachers within the schools programme Integrate the RugbyReady programme within the PE Teacher's university in Jyväskylä
Who will do this?	Technical Director / Development Officer

Goal	Integrate Rugby into the National Physical Education curriculum
Strategic Area:	Schools Rugby
Strategy	Work with Ministry of Education & Culture to promote rugby as an inclusive sport
We will do this by	Make the TD and/ or the Development Officer available to represent the SRL and Schools Rugby programme at the OKM
Who will do this?	Technical Director / Development Officer

Goal	Establish an Academy for male high performance players to feed into Senior Teams
Strategic Area:	Age Group Rugby
Strategy	Benchmark Women's Academy and adjust to Men's requirements
We will do this by	Establishing the processes within the Women's Academy Adjust to fit the Men's NT requirements for both the 15s and 7s games Coordinate with the Sporting Institute on availability and programmes suitable for male high performance
Who will do this?	Academy Manager and Technical Director

Goal	Establish an Academy for male high performance players to feed into Senior Teams
Strategic Area:	Age Group Rugby
Strategy	Appoint an Academy manager
We will do this by	Issuing the Job description and selection of suitable candidate by 2012
Who will do this?	Technical Director

Goal	Establish an Academy for male high performance players to feed into Senior Teams
Strategic Area:	Age Group Rugby
Strategy	Maintain relationships with a specific sports institute that meets SRL aims
We will do this by	Signing an agreement to formalise the relationship Creating an environment where regular fitness testing is undertaken – get a Finnish conditioner on a rugby conditioning course in Ireland (IRFU support) Providing the sports institute with appropriate rugby training equipment Offer an IRB Strength and Conditioning course to Finnish conditioners
Who will do this?	Technical Director / Academy Manager under the SRL Board

Goal	Establish an Academy for male high performance players to feed into Senior Teams
Strategic Area:	Age Group Rugby
Strategy	Identify and nurture young rugby players with Senior Representational potential
We will do this by	High performance camps at the SRL's Sports Institute Adopt benchmarking process of an established rugby academy Regular fitness monitoring Utilising the TES where appropriate to deliver targeted higher level coaching Full participation in FIRA U20 and U17 competitions and camps (full participation to mean all player allocations assigned by FIRA to be used by the SRL)
Who will do this?	Academy Manager, U17 & U20 Coaches under supervision of the Technical Director

Goal	Introduce Rugby to the Finnish Military to expand the player pool during Compulsory Military Service
Strategic Area:	Age Group Rugby
Strategy	Strengthen contacts within Military Sports Departments: Having at least one contact person in each garrison who is familiar with the game and RugbyReady Having at least one Military-based team playing the domestic Championship/ Cup by 2015
We will do this by	-Organising training sessions for both Military personnel and conscripts -Offering all the necessary help to start rugby teams within the garrisons -Creating solid long-term personal relations with Military personnel
Who will do this?	Local clubs in co-operation with the Development Officer, under supervision of the SRL Board

Goal	Introduce Rugby to the Finnish Military to expand the player pool during Compulsory Military Service
Strategic Area:	Age Group Rugby
Strategy	Deliver IRB Rugby Ready and Strength and Conditioning course to Physical Training Instructors within the Finnish Defence Forces
We will do this by	<ul style="list-style-type: none"> - Organising training sessions for Military personnel - Offering all the necessary mentoring for the personnel who are interested in the game and Rugby Ready - Creating Solid long-term personal relations with the Military personnel
Who will do this?	Local clubs in co-operation with the Development Officer, under supervision of the SRL Board

Goal	Senior Men to gain promotion to ENC Division 2A
Strategic Area:	Men's Rugby
Strategy	Gain promotion to 2012 promotion to ENC Division 2C
We will do this by	2012
Who will do this?	<p>In an effort by the team in terms of on pitch performance, by the back room staff to ensure the team have the necessary tools to do the job on the pitch, and from the SRL in providing the back room staff and the team the necessary equipment and facilities to carry out the task</p> <p>The SRL board is to specify to the NT coach, specific targets, milestones and measurement criteria in written form.</p> <p>I really think that the Men's NT has to sit down as a group and plan the way forward. I also think that the board should be agreeing performance goals with NT coaches to ensure that results are deliverable and that if not, changes can be made.</p>

Goal	Senior Men to gain promotion to ENC Division 2A
Strategic Area:	Men's Rugby
Strategy	Establish a squad of up to 50 potential players (drawing from the Academy where appropriate)
We will do this by	April 2011
Who will do this?	This task will be constantly monitored by the team manager, his assistant and the coach, they will in turn be in constant contact with club chairmen, club coaches and NT players in identifying new potential players, be it those rising in skill from within clubs and those who gain eligibility (foreigners) to represent Finland.

Goal	Senior Men to gain promotion to ENC Division 2A
Strategic Area:	Men's Rugby
Strategy	Team to train at a minimum of once every six weeks
We will do this by	The time frame for this is literally as soon as possible, with the next series of games already scheduled and dates set, the time to begin completion of the above goal is now. Difficulties to encounter are those of 'available opportunities'. With the

	Finnish season being planned so that it utilises every weekend so as to maximize rugby, this leaves few weekends for the NT to get together, unless it is organized on a game weekend, and subsequently clubs release their NT players to attend, at a possible knock on effect with club performance through missing their better players. A common ground needs to be sought between club and country if training times cannot be found that don't interfere with the league infrastructure
Who will do this?	This will be carried out by the management team in coordination with the designated training place, as well as the squad to ensure appropriate dates are set to maintain maximum numbers at each training camp.

Goal	Establish a Senior Men's 7s team to compete at ENC level
Strategic Area:	Men's Rugby
Strategy	Establish a domestic 7s circuit during the winter time of up to four legs
We will do this by	Work has already started on this and the aim would be to have 4 legs set up by the end of 2012. Ideally 2 of the 7's legs would be held in the northern area of Finland, and the southern legs arranged by those teams who do not already arrange a tournament, which for the south currently leaves us with Rauma, Eagles, Lahti and Tampere
Who will do this?	This will be in an effort from the club chairman and boards with full cooperation and assistance from SRL and FRRA

Goal	Establish a Senior Men's 7s team to compete at ENC level
Strategic Area:	Men's Rugby
Strategy	Selection of top 24 players for invitational training
We will do this by	Ongoing but already 24 can be selected by September 2010
Who will do this?	This is by the 7's coach along with his management team

Goal	Establish a Senior Men's 7s team to compete at ENC level
Strategic Area:	Men's Rugby
Strategy	Enter the team into appropriate 'social' tournaments to increase depth of knowledge
We will do this by	With 2010 already halfway through, a 7's team entering into 'social' tournaments should be readied by late 2010 so as to take advantage of the social 2011 season. By playing as many social tournament as possible this will set the team up for their entrance to ENC 7's
Who will do this?	The coach, management team along with team input and the full support of the SRL

Goal	Establish a Senior Men's 7s team to compete at ENC level
Strategic Area:	Men's Rugby
Strategy	Enter into the ENC 7s competition in 2014
We will do this by	2014 latest
Who will do this?	This will be on the recommendation of the 7's team management and coaches with the compliance of the SRL

Goal	The SRL to support the Finnish Rugby Referees Association
Strategic Area:	Referees
Strategy	Provide two Level 1 Officiating courses per year
We will do this by	Ensuring that we have sufficient iRB-accredited educators to fulfil this pledge and supporting the events through financing and promotion
Who will do this?	Referee Co-ordinator in conjunction with the FRRRA

Goal	The SRL to support the Finnish Rugby Referees Association
Strategic Area:	Referees
Strategy	Discuss with neighbouring unions the chance to run Level 2 courses bi annually
We will do this by	Keeping good relations with our neighbours a priority and running successful joint-participation courses in all areas
Who will do this?	Referee Co-ordinator in conjunction with the FRRRA

Goal	The SRL to support the Finnish Rugby Referees Association
Strategic Area:	Referees
Strategy	Supply one candidate per Level 3 Match Officials course
We will do this by	Targeting specific 'elite' referees and emphasising the benefits of such education to both the individual and the Federation
Who will do this?	Referee Co-ordinator in conjunction with the FRRRA

Goal	The SRL to support the Finnish Rugby Referees Association
Strategic Area:	Referees
Strategy	Provide two Level 1 Officiating courses per year
We will do this by	Transporting the IRB Match Official Educator to the required venues Advising clubs before the start of the domestic season of the dates and venues This should enable the recruitment of at least three more active referees per year joining the FRRRA
Who will do this?	Referee Co-ordinator, Women's Co-ordinator

Goal	The SRL to support the Finnish Rugby Referees Association
Strategic Area:	Referees
Strategy	Promote refereeing as a way to remain active in the Rugby Family
We will do this by	Emphasis the benefits of home-grown referees to the clubs and reward clubs that provide referees so that the clubs themselves are the driving force in recruiting injured/retired players
Who will do this?	Referee Co-ordinator in conjunction with the FRRRA and Chairman