



**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)

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## Annual Operational Plan 2017

### 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



rehellisyys kunnioitus solidaarisuus intohimo kuri

### 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.



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### Strategic Areas

World Rugby, Rugby Europe & SRL synergy  
Women's Rugby  
School Rugby Programme (8-14 years old)  
Age group rugby (U17, U20)  
Men's Rugby  
Stakeholder exploitation and value  
Administration

### KPI 1

#### Funding from Governing bodies and through Partnership deals

- Secure funding from OKM with 20.000€ or more.
- Secure funding from World Rugby with 23.150€ or more.
- Secure funding from Rugby Europe with 7.270€ or more.
- Secure funding from Partnership deals with amount of 22.500€ or more.
- Have at least one of the domestic competitions name sold to a Partner.

### KPI 2

#### Technical Director

Core to the achievement of all the strategic goals for this plan is the continued appointment of a fully funded Technical Director whose 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 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. This position will be evaluated quarterly.



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## KPI 3

### Promote the values, spirit and ethos of Rugby

- 100 sports teachers in Finland 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 at least 4 schools in the cities where clubs are.
- 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 and Male + Female player of the year have been in operation for the last 2 years
- 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 to 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.



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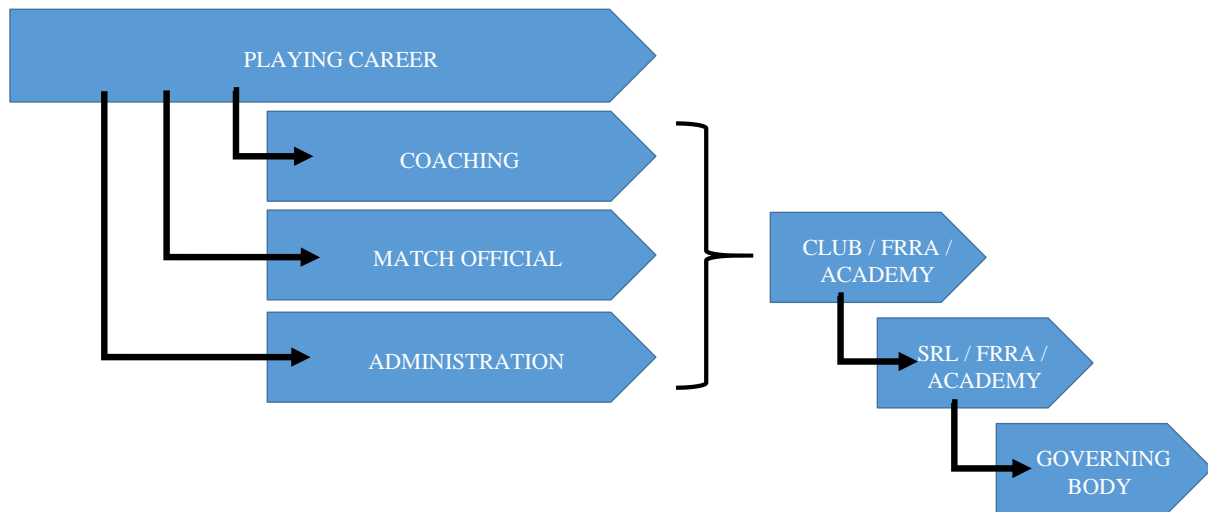
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### KPI 4

#### Support long-term participation in rugby

- Research ways to make the SRL and its various sub sections more appealing and marketable to outside entities, ensure that board members each take an area to investigate and compile a report in order to collate and entire project. Enlist help of business marketing students who may be looking to finish their studies and need thesis material.
- 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





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## KPI 5

### Continue, sustain and consolidate the proliferation of teams throughout Finland

- Ensure continued sustainability of the five new clubs formed during the previous strategic plan period and the 2 new clubs created in 2016.
- 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.

## KPI 6

### Increase participation among women

- 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.

## KPI 7

### Enable Finnish Women'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 minimum of four tournaments annually and expand to a minimum of 6 by 2018.
- Develop Talent Identification/Transfer program – skills testing in sports academies.
- Benchmark player development and funding opportunities with other peer European nations.



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## KPI 8

### Enable the reintroduction of the women's XV team to ENC competition

- Domestic structure development to support consistent women's XV competition with a full complement of players and substitutes.
- Team to play 1 friendly in 2017 at home or abroad but against competitors that are on a similar level.

## KPI 9

### Integrate Rugby into the National Physical Education curriculum

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

## KPI 10

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

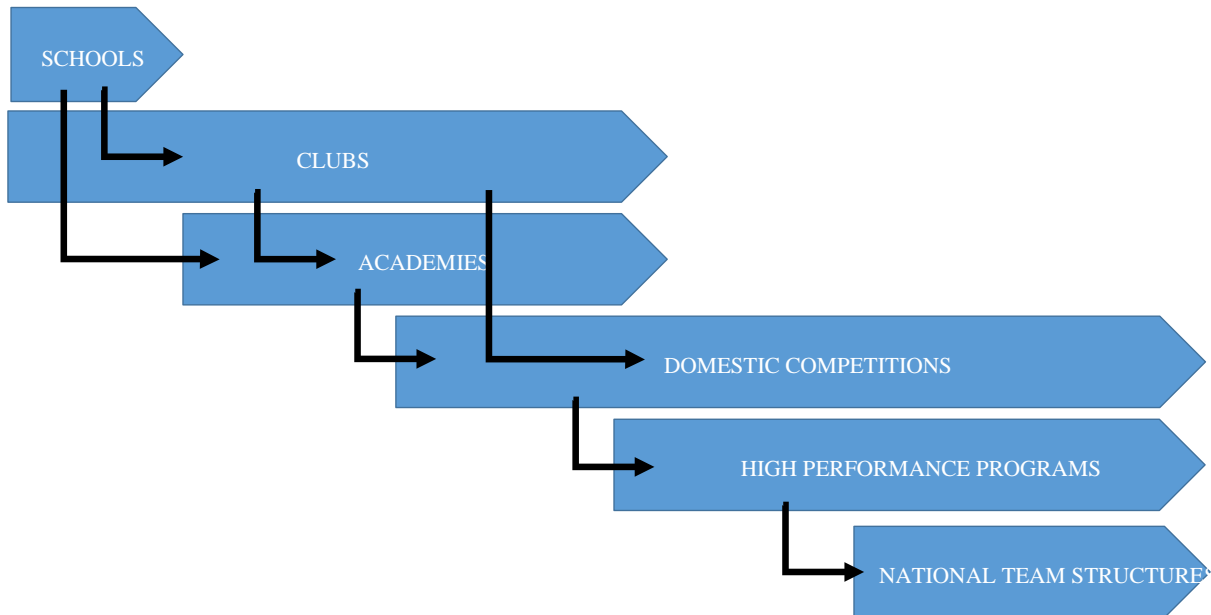
- Continue the principal training centre established at the regional sports institute, Eerikkilä.
- Continual development of the three-year training programme.
- Specialist coaching clinics to be held by the SRL at the clubs (scrum, defence, kicking, etc.)
- Fringe National Team players to be identified every season and skills honed in the academy before deployment to the NT structure.



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### PLAYER DEVELOPMENT PATHWAY



#### KPI 11

Continue to support the Senior Men's team to gain promotion to Rugby Europe Conference 2 North

- Senior Men's team to be in Rugby Europe Conference 1 North by the end of this strategic plan period.
- 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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## KPI 12

**Enablement of a Men's 7s team to compete at a Rugby Europe tournament.**

- Identify and develop required support structure for Men's 7's.
- Identify player pool to be considered for National representation.
- Participate in the Rugby Europe tournament held in Estonia. Use the tournament to gauge our level and commitment to an RE 7's team.

## KPI 13

**Identify, support, develop and ensure compliance of all stakeholders**

- Continue to support the Finnish Rugby Referees Association.
- Ensure all stakeholders related to the game are invited to events such as finals day, NT games and other relevant spectacles.
- Ensure all medical, welfare and fitness partners are compliant with all relevant World Rugby guidelines and certification.
- Develop and utilise relationships with the sports council, Olympic committee and ministry of sport for maximum publicity, awareness and funding opportunities.

## KPI 14

**Create awareness and identify opportunities with local councils for facility development**

- 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.
- Create a case study on the implications and requirements of creating a playing arena that is primarily dedicated to rugby. Land, permissions, construction, maintenance, incomes and viability for future development.
- Make use of Rugby Europe & World Rugby resources and contacts to support and influence local council decision making about facility development.





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## KPI 15

### Recruit appropriate candidates for administrative positions

- Ensure suitable selection criteria applied for all administrative positions.
- Continue to support a treasurer with accounting background, competent in VAT workings and able to carry out the Treasury role using the Holvi book keeping tool in its entirety.
- Develop and continually update job descriptions for all positions.
- Ensure administrative staff are fully vetted, qualified for the role and suitable for the applied role.
- Utilise Rugby Europe & World Rugby sources for administrative staff development.
- Utilise partners and stakeholders for administrative services and support.
- Benchmark administrative roles and structures against European peers.