

**Government of India
Ministry of Youth Affairs & Sports
Department of Sports**

**TOUR REPORT OF SHRI INJETI SRINIVAS, IAS, SECRETARY (SPORTS)-CUM-DG SAI ON THE
VISIT TO UNITED KINGDOM FROM 12-17 JULY, 2017**

I made an official visit to the United Kingdom (UK) from 12-17 July, 2017. Shri M.S Varughese, Deputy Director, Sports Authority of India (SAI) and Shri C.M. Sathyaraj, Assistant Director (SAI) accompanied me during the visit.

1. 13.07.2017 (Thursday) from 10.00 AM – 1.00 PM: Visit to Loughborough University:

1.1 Introduction

- (i) Loughborough University is a premier institution of Sports in the UK. It is spread over 440 acres of which around 70 acres are dedicated to playing fields and other sports infrastructure. It has been rated as 'Sport champion' of British Universities and colleges for the past 36 years.
- (ii) Loughborough was also awarded the prestigious 'University of the Year' title in Sport in recognition of its contribution to the performance of the British Olympic and Paralympic teams at the Rio Olympics/ Paralympics 2016 by securing 22 medals. At the 2014 CWG, Glasgow, Loughborough university athletes won a total of 35 medals.
- (iii) At the London 2012 Olympic and Paralympic Games, 90 athletes with Loughborough connections competed and won a total of 13 medals. Over 400 high performance student athletes are currently studying and training at the University.
- (iv) It is the first university to start a degree course in Sports technology.

1.1.2 Purpose of the Visit: -

- (i) To further the dialogue initiated in October 2015

- (ii) To forge a mutually beneficial partnership with their 'High Performance Institute of Athletics', a state-of-the-art indoor athletic facility, for developing similar facility in India for elite and development-level athletes. This facility was developed around 15 years ago and has been functioning as the national training centre for British athletics. The indoor training centre includes a 130-meter indoor track and facilities for jumps and throws. It also has gym and strength and conditioning facility. It cost around 6 million sterling pounds when it was set up and today it may cost more than 15 million sterling pounds. We need at least one such facility in India, as outdoor facilities are generally difficult to train or hold competitions during peak summer and monsoons. The indoor facility is complemented with outdoor track and throws area. The proposed project can also serve as a competition venue for indoor athletics competition events.
- (iii) Seek academic partnership in setting up a Sports Technology department in the proposed National Sports University (NSU), especially in the areas of curriculum and content development and student and faculty exchange for undergraduate and post graduate courses, research, etc.
- (iv) Collaboration in developing quality control standards for sports goods in India in conjunction with Bureau of Indian Standards (BIS).
- (v) Facilitate high-end research collaboration between Loughborough University and IITs in the area of sport technology.

1.1.3 Meeting with Mr John Steele, Executive Director of Sports and Mr Richard Wheeter, Performance Director (Athletics):

- (i) Mr Steele and Mr Wheeter showed us the facilities and explained about its management and utilization. Apart from elite athletes, the facility is also used by university students as well as development level athletes funded under TASS (Talented Athlete Scholarship Scheme).

1.1.4 Outcome of the Discussion: -

- (i) The University agreed in principle to share the expertise in establishing a similar indoor facility in India.
- (ii) University was also willing to provide training and related facilities for Indian athletes on cost recovery basis.

- (iii) The next step would be to enter into a MoU with Loughborough University for which a formal proposal shall be sent to them.

1.2 Visit to Sports Technology Institute (STI): Meeting with Dr Andy Harland , Director of STI:

- (i) The institute possesses an extensive range of state-of-the-art facilities to support the design, prototype development, testing, analysis and optimization of technology applications in sports products and surfaces. STI is actively associated with the UK sport industry and the UK National Governing Bodies in different sport disciplines; and bulk of the research is industry driven.
- (ii) It was pointed out during the discussion that Singapore Economic Development Board had entered into collaboration with STI to establish an Institute of Sports Research, which caters largely to research side of the sports technology development. It was agreed in principle that similar collaboration may be explored with India both for research and academic courses in sport technology. It was noted that sport technology covers different streams such as material sciences, robotics, aerodynamics, etc.
- (iii) We were informed that similar sports technology courses were being offered in other British universities such as the University of Sheffield and the University of Birmingham in the UK.
- (iv) Thereafter, we visited the material testing laboratory, biomechanics lab, prototype lab, etc. STI is doing work with International Cricket Council on helmet safety and with FIFA on football development. They have also developed tailor-made equipment for meeting special requirements of para-athletes suffering from different disabilities.
- (v) It was observed that development of new sports goods and products requires in-depth understanding of human biomechanics, physiology and psychology, combined with product design, manufacturing skills, science and technology. Hence, sports technology requires convergence between engineering science, measurement and analysis, material science and sports science in order to relate to playfield, equipment, coaching methodology, rehabilitation, etc. A core team of specialists in the abovementioned streams would be required to start UG/PG course in sports technology. This could be sourced from the IITs in the Indian

context. Further, it was recognized that sport technology can effectively address the following: -

- Creation and development of Cost effective state of art sports facilities
 - Sport gear and technical fabrics
 - Performance enduring equipment- surfaces, building material, sports kits and goods
 - Cost effective maintenance methodology for sports complex
- (vi) Therefore, it is highly desirable to initiate a dialogue with sports goods industry, national sports federations, coaches, BIS, IITs to move forward with the proposal.

1.2.1 Outcome of the interaction: -

- (i) STI agreed in principle to explore the possibility partnering with National Sports University (NSU) to establish a sports technology department (UG/PG courses) in the NSU including development of curriculum and faculty exchange.
- (ii) Promoting research in sports technology in association with higher technical institutions like the IITs and the Indian Institute of Science, Bengaluru.
- (iii) Partner with SAI and Bureau of Indian Standards (BIS) to set up quality control standards for sports goods/equipment in India.
- (iv) Director STI has suggested G to G enabling framework to pursue the abovementioned activities.
- (v) We may propose an MoU framework for this purpose.

2. 13.07.2017 from 4.00 PM to 5.30 PM

2.1 Visit to University of Birmingham:

2.1.1 Introduction

- (i) The University of Birmingham (UoB) is among the frontrunners among British Universities in the field of Sport education and training. During my previous visit in October, 2015, I had elaborate discussions with the Head of Sport Sciences and

faculty members, which resulted in tailor made courses in the areas of sport sciences and strength and conditioning. Three batches of 25 each have since trained in the UoB. With a view to furthering the ongoing collaboration, I had a meeting with the Pro Vice Chancellor (International Development), Prof. Mason, Prof. Janice Thompson, Head of School of Sport, Exercise and Rehabilitation Sciences, Prof. Peter Krafti, International Lead, Ms. Zena Wooldridge, Director of UoB Sport, Prof. Alex Taylor, Performance Lead, Dr. Martin Toms, Dept. of Sports, Exercise and Rehabilitation Sciences and Dr Allan McKinley, International Development Officer, UoB.

(ii) During the interaction, I gave an overview of sports in India, including recent developments such as, in-principle decision to make physical education & sports a compulsory subject in School curriculum; proposal to shift sports subject from State List to Concurrent List; launch of a National Sports Talent Hunt portal; and the flagship 'Khelo India' programme (a national programme for development of sports). I also highlighted the following potential areas of cooperation:

- Capacity development of support staff, such as, physiotherapists, masseurs, psychologist, nutritionist, etc.
- Genetics based research for talent identification;
- Short-duration training courses for coaches and scientists;
- Strengthening of the sports sciences component in NIS diploma courses;
- Research & development in high performance centres;
- Curriculum and content development for Sports Science degree courses;
- Inclusion of mentoring component in the existing training programmes for coaches and sport scientists;
- Evaluation of existing coaches who had undergone training programme at UoB;
- Preparation of an annual calendar for training programme of Indian coaches;
- Development of high performance coaches;
- Community Coach development.

(iii) While responding to the above issues, Prof. Mason mentioned about the programme called MOOC (Massive Open On-Line Courses) for the coaches, support staff, administrative staff, etc., and expressed his willingness to associate with SAI in this programme. Prof. Zina highlighted about continuous professional development programme (CPD) for coaches. Prof. Taylor informed that there are two models of international collaboration in the University, such as, Distance Learning courses and joint programme in Facility Management. Prof. Thompson

suggested that for the evaluation of coaches, we may assign a project /impact study with respect to those coaches who undergo training in UoB and monitor their progress. All the faculty members agreed to develop a 3-year comprehensive action plan, for which, the advance calendar of events will be prepared in consultation with Sports Authority of India (SAI). They also expressed interest in joint research in the areas of talent identification, maturation and performance.

2.1.2 Thereafter, Dr. Martin Toms and Ms Zena, Director, UoB Sports took us on a facility tour of the new state-of-the-art indoor sports complex and high performance centre in the university campus, which has been constructed at a cost of 50 million sterling pounds. The indoor sports complex was of the size of 3 football fields with 4-stories.

(i) It has the following facilities: -

- **Lower Ground Floor:** Swimming pool (25-M and 50-M), Sauna & Steam, Change rooms, Office room.
- **Ground Floor:** Reception, cafeteria, Sports Halls, Cycling & Ergo studios, Costa, Change rooms, Toilets and First Aid
- **First Floor:** Gym, 6-squash courts, Climbing Wall, multipurpose arenas, Meeting Rooms and Toilets
- **Second Floor:** multipurpose areanas, Performance/ Assesement Centre, Sports performance Gym and Laboratory.

(ii) The complex offers membership to students, staff and general public. There are provisions for separate membership for squash courts, swimming pool, techno-gym, junior activities and class-room programmes.

(iii) The junior activities consists of yoga, motor exercises, Junior JITSU Club, strength and conditioning, cycling, sport climbing, etc. The age category for Junior membership is upto 4 years, 5-7 years, 8-12 years and 13-17 years. Children between 0-13 must always be accompanied by some adult. The classroom activities with a range of classes in Cardio toning, holistic (yoga), dance, aqua. The university provides smart card basis access to every facilities of Sport & Fitness centre.

2.1.3 Based on the discussions held, the following broad areas of collaboration were identified: -

- Training to the coaches and scientist at the UoB and at the NIS India.
- Study on the impact of previous training, conducting workshop and impact study

- Joint research to provide inputs for the policy makers especially in areas such as empowerment of girls and women, and under-privileged; sport, peace and development; sport and education as dual pathway
- Sociological study on Indian athletes considering the fact that the majority of the sportspersons come from remote areas and poor families.
- Professionalism in facility planning, facility management and high performance centre management.
- Developing India-specific norms to implement National Physical Fitness Programme and to set bench for fitness standards for school going children
- Knowledge sharing and Expertise sharing with the proposed NSU in the stream of sports sciences and sports medicine (degree courses).
- Value added courses for support staff such as physiotherapist and masseur, etc.
- Assessment and evaluation of existing diploma courses at NIS Patiala.
- A 3-year calendar of training programmes to be conducted at UoB and NIS Patiala.
- Support in introduction of MOOC (Massive Open Online Course) which can be a level-1 course especially to volunteer Coach, in association with SAI.

2.1.4 It was agreed that both sides would work together to prepare a 3-year programme of activities within next 3 months.

2.2 Attended Chancellor's Dinner (7.00 to 8.30 pm): it provided a good opportunity to interact with leading persons associated with the UoB. After that we returned to London by the dedicated car provided by the Indian High Commission.

3. 14.07.2017

3.1 Meeting with Mr Neil Levett, Portfolio Head, Hemming Group

- (i) At the outset, Mr Neil Levett gave an overview about their publication titled 'PanStadia & Arena Management'. The magazine is being published since 1997. He informed that the magazine brings out information about revenue-based design of stadia, sustainable sports venues, energy efficient sports complex models, legacy planning etc., The magazine also gives information about some of the most prominent companies working in sports sector, besides architects, engineers, project managers, etc. He informed that the Hemming Group facilitates in Infrastructure audit of sports venues and organizes sport conferences such as 'Stadia & Arena Asia Pacific 2017'. They are planning a worldwide sports venue design/ build, operations and technology conference

and exhibition in Tokyo in September, 2017, which will provide an international platform to network to connect with leading architects and solution providers.

(ii) The conference would include: -

- Case studies, roundtables and presentations from over 50 industry leading speakers
- A host of networking events with key industry decision makers
- Upcoming project plans in Japan and around the world
- Exclusive behind the scenes venue tours to Makuhari Messe, Fukuda Denshi Arena and ZOZO Marine Stadium

(iii) Headline speakers at the conference would include representatives from the Japan Sports Agency, Japan Basketball Association, Alliance of Japan Top Leagues, Eden Park, Rugby World Cup Organizing Committee, Yokohama Stadium, Live Nation Asia, Vbase and many more. He has requested India to share best practice and lessons learned on all aspects of sports venue design/build, operations and technology.

3.1.1 Based on the discussion held the following potential areas of collaboration were identified: -

- (i) Projects ideas to make SAI Stadia sustainable and environment friendly. Emphasis may be put on energy saving, multi-use strategies for revenue generation, technological support for enrolment and utilization.
- (ii) Transfer of knowledge in LEED (Leadership in Energy and Environmental Design) of Stadia and setting up benchmark standard for playfield.
- (iii) Technology enabled facility management system
- (iv) Possibility of having a National Seminar on Sports Technology and Sports Infrastructure management.
- (v) Infrastructure audit of sports facilities in India.

3.1.2 Hemming Group were asked to submit a proposal on infrastructure audit and another proposal on conducting a national seminar on sports sciences, sports technology and sports infrastructure. It would be useful to depute a delegation from the Ministry, SAI and state governments to the Tokyo Conference in September 2017. FICCI/ CII can work on this.

3.2 Meeting with Mr Tim Vine, Director of International Relations, Premier League

- (i) At the outset, I complimented the Premier League and the British Council for the successful conduct of the Premier Skills programme in India, a grassroots football development programme, which was launched in November 2014. SAI has been closely associated with the programme, which consists of Coach Education and Referee Development. Under this initiative, coaches and referees receive training from qualified Premier Skills trainers to help them initiate their own community football projects and also promote self development as coaches, referees and coach educators. The Phase I and Phase II training were conducted in LNCPE Trivandrum in November 2014 and 2015. AIFF has recognized Phase I Premier Skills training as equivalent to 'D' Licence certification. Premier Skills have also entered into partnership with ISL and AIFF. So far over 400 coaches have been trained, who, in turn, have reached out to thousands of children; and some of them also function as coach educators. The programme, which initially started in Kolkata, Goa and Trivandrum has now reached 16 states and is also being introduced in the North East, which is the sporting powerhouse of the country. The programme is running in 29 countries across Asia, Africa and the Americas and since inception in 2007 over 7,600 grassroots coaches and referees have been trained. I emphasized on efforts to be made to upscale the skill development programme into a national programme. Mr Tim Vine informed that next batches of programme are scheduled in SAI, Bengaluru in October 2017 and in Guwahati in early 2018.
- (ii) I gave an overview about the Mission-11-Million, a school outreach programme covering around 15,000 schools throughout the country in the run up to FIFA U17 Football World Cup-2017 to be held in six cities (Delhi, Mumbai, Kolkata, Guwahati, Goa and Kochi) in India. The programme has the three components: -
- Football workshops to create awareness among coaches, parents and teachers
 - School outreach activities
 - Football festivals and identification of talent
- (iv) After a detailed discussion, it was proposed that a basic skill development programme for the Community Coaches may be devised which will be applicable to all grassroots level PETs (Physical Education Teachers)/ coaches irrespective of the disciplines. This programme to be linked up with the Olympic movement. Possibility of linking the same with CSR may be also worked out. SAI and LNIPE Coaches as well as state government coaches, volunteers, community coaches may be allowed to undergo this programme. For this, Lakshmibai National Institute of Physical Education (LNIPE) is nominated as nodal organization. I have invited Premier League officials to India to hold discussions on project design,

cost, etc., and possible roll out this mass programme under Khelo India at the earliest. In this regard, Premier League was requested to send a detailed proposal along with financial implications.

- (v) The possibility of having Premier League matches in India also needs to be explored, especially in the light of international class facilities developed in the host cities of FIFA U17 World Cup Football 2017. A number of states have shown keen interest in hosting Premier League matches.

3.3 Meeting with World Academy of Sports:

- (i) World Academy of Sports (WAOs) delivers learning solutions for sports and sport event participants such as athletes, managers, administrators, officials and coaches through a series of education programmes tailored to their needs and time commitments and constraints through sports experts, business and academics. WAOs provides industry-accredited programmes. Mr. Michael Cary, Director, AFEC; Mr. Simon Jones, Director Training & Education; and Mr. Chris Solley, Director were present on behalf of the company.

- (ii) It was informed that WAOs has entered into a MoU with the Government of Thailand for conducting various certificate programmes that are widely recognized by the international federations concerned. WAOs gave a presentation about their structure and functions, which covered the following: -

- Event Learning partner with IOC/IPC
- Training on Olympic Games Knowledge System
- Tailored programme for sports administrators, coaches, managers and officials

- (iii) They also provide their training on the following lines:-

- Executive Education programmes
- Train the trainers programmes
- Online certificate courses
- Data analysis, case studies and research
- Sports education programme, event learning
- Accreditation & Certification (Specialized courses on Paralympics disciplines of athletics, swimming & weightlifting).

- (iv) It was informed to them that Government of India is planning to organize National School Games and University Games in 2017/2018 wherein technical conduct of

the Games will be managed by the Federations and financial and administrative support will be provided by the Government of India. Event Learning Strategy for these Games was identified as one of the possible areas of collaboration with WAOs subject to competitive bidding process.

3.3.1 After discussion, the following areas were identified wherein business opportunities exist with WAOs subject to competitive bidding process:-

- Training with respect to talent identification, financial management and management of elite athletes
- Training with respect to management of infrastructure facilities and event management
- Specialized programme for support staff such as physiotherapist, Nutritionist, Psychologist and masseurs
- Certification course for the foundation coaches
- SAI to become a knowledge hub in the area of management of facilities and mega sports events.
- Technical support to the proposed Centre of Excellence for Paralympics is being planned at Ahmadabad, Gujarat.

3.4 Meeting with Mr Asani Takano, Portas Consulting: -

- (i) Protas is working with the Sports Authority of Saudi Arabia in the conceptualization and implementation of a nation wide Physical Fitness project. The agency's main roles are Strategic planning and capacity development of National Sports Governing Bodies.
- (ii) I briefed him about the National Physical Fitness Programme (NPFP) under 'Khelo India', which will cover 200 million school children in the age group of 10 to 18 years. This requires technical support for data collection, data analysis, data management and maintaining of dashboard. This programme is very important, as it can address the issues related to physical literacy and lifestyle diseases such as diabetes, cardiovascular problems, depression, etc.
- (iii) After detailed interaction, it is suggested that the expertise of Portas could be utilized in the following area subject to competitive bidding:-
 - Capacity development and performance measurement of National Sports Federations (NSFs)
 - Technical Support to NPFP
 - Post retirement pathways for elite athletes

- (iv) Protas Consulting was requested to send a proposal for possible collaboration in the abovementioned areas.

3.5 Meeting with Ms Lisa O'Keefe, Director of Insight and Mr Andrew Lewis, Head of Public Affairs, Sport England:

- (i) Sport England is primarily focused on mass participation, community coaching and creation and maintenance of community sports infrastructure. It also supports talented athletes through the National Governing Bodies (NGBs). Sports England, which works under the administrative control of the Department of Culture, Media and Sport, Government of the UK, assists in the following areas: -

- Increase the number of people in England taking part in sport and activity
- Focus on young people (11-18) to being active
- Plan public facilities in a manner that they are used fully
- Increase the number of children who are physically literate – i.e. confident and competent in sport and activity
- Support to talented athletes – work through the NGBs on talent pathways
- Increase investment in sport from sources outside the public sector
- Increase the number of people volunteering in sport
- Make sure volunteers are from a wider range of backgrounds and lifestyles to ensure this group represents society as a whole

- (ii) The Director, Insight highlighted a mass campaign programme for gender equality in sport titled "This Girl Can", which got wide ranging acceptance from girls/ women in the age-group of 14–40 years. The campaign is believed to have caught the attention of over 13 million girls/ women from the target group.

- (iii) Director of Insight, Sport England made a presentation on the new approach of the organization, which is as follows:-

- Being in-sight
- Behavior change
- Customer focus
- Understanding people might drop in and out of sport
- Focus on under-represented groups
- Wider partnerships

(iv) Sport England plays an important role in broadening the talent pool and increasing diversity and coaching framework. The talent investment includes the following: -

- Backing the Best: (GBP 6,000 per talented child per year-expenditure on training)
- Sports Aid (identifying the potential partners)
- TASS (Talented Athlete Scholarship Scheme – support through educational institutions)
- NGB Talent pathways (support to talented athletes through National Governing Bodies)

(v) Sport England provides strategic planning advice, design guidance and funding; Facilities planning model; Active design guidance developed in partnership with Public Health England to promote principles of how layout of towns, buildings, and parks can promote sport and active lifestyles. It also manages strategic facilities fund and community asset fund.

3.5.1 Based on the discussions held the following areas of cooperation were identified with Sport England: -

- (i) Sport England in partnership with UK Sport delivered a coach support programme called “Project Connect”, which provided a ground-breaking combination of residential learning, video feedback, virtual one-to-one mentoring, webinars and online discussion groups to 52 Talent Development coaches selected from 8 sports. The project was experimental as 80% of the learning took place remotely using a range of digital communications platforms. A similar project could be considered for developing Community Coach Educators in India.
- (ii) Support in “The Coaching Apprentice”- Development of curriculum framework for volunteer coach programme.
- (iii) Joint research in mapping disability: Improving choice and opportunities for disabled people to take part in sports. Technical support in organization of grassroots community sport for disabled people under ‘Khelo India’.
- (iv) Empowerment of girls and women on the lines of “This Girl Can” Campaign of Sport England.
- (v) Community sport facility planning.

- (vi) On immediate basis, a national conference to be organized in New Delhi involving various stakeholders such as Central Ministries, State Governments, SAI, Universities, Schools, etc., on broad basing of sports, gender equality, Good Governance in Sports, case studies, sharing of experience, etc.

3.6 Meeting with Ms. Anna Scott-Marshall, Director of Communications, British Paralympic Association (BPA):

- (i) BPA is the National Paralympic Committee for the UK. Its major role is selecting and managing the British team in para games with added role in creating a direct and meaningful links between endeavor of athletes and societal attitudes to disability. She also explained about BPA's strategic plan called "Maximizing Momentum".
- (ii) BPA is currently funded by a mix of commercial sponsorship and private donation, together with some specific performance focused investment by the National Lottery through the UK Sport. BPA also conduct fund raising campaign.
- (iii) We discussed about Tokyo 2020 Business Planning model. I briefed them about the 'sport for differently abled' component of 'Khelo India'.
- (iii) It would be useful to have collaboration between the Paralympic Committee of India (PCI) and BPA

4. 15.07.2017 (Saturday)

- 4.1** I visited the **World Para-Athletics Championship 2017**, which was being held at the Queen's Olympic Park (which was the main athletic venue during London Olympics 2012). I attended the second day of the championship. Shri Sundar Gujjar of India won the Gold medal in Javelin (F-46 category; disability with single arm amputee) on the opening day and I attended the medal ceremony on the 15th. Shri Rao Inderjeet, President PCI, Shri Gurusharan, Secretary General and others, including some coaches and athletes were present at the medal ceremony.

- 4.1.1** After witnessing the medal ceremony, I visited the competition venue and saw various facilities that were temporarily set up for the event, including storage place for wheelchairs, prosthetic leg (running Blade) centre, gym, etc. I also met some of our athletes such as Ms Deepa Malik, Shri Sandeep and others. India has secured 5 medals in the event so far with 1 Gold, 2 Silver and 2 bronze. The championship has been attracting a lot of interest and thousands of spectators were seen at the stadium.

5. 16.07.2017 (Sunday)

- 5.1** I watched the Wimbledon Men's Finals as guest of Shri Anil Khanna, Vice President of International Tennis Federation (ITF). This gave me an opportunity to visit the various facilities in the Wimbledon Complex and discuss about tennis governance architecture. The Wimbledon is hosted by the All England Lawn Tennis Club (AELTC) which is a wholly owned subsidiary of the All England Lawn Tennis and Croquet Club, which was set up in 1868. The Wimbledon tournament started in 1877 and is part of the Grand Slam tournaments. The complex has 18 grass courts (including centre court and court number 1), 8 American clay courts and 5 indoor courts. It also has 22 grass courts and 2 green acrylic courts for practice before and during the championships. The facilities are spread over 42 acres.
- 5.1.1** There are five categories of members, viz., full members, life members, honorary members (past singles champions and eminent tennis players, benefactors and others who may have rendered special service to Lawn Tennis), temporary members & junior temporary members (elected year to year and generally are active players).
- 5.1.2** AELTC has a unique way of funding its capital projects through issuance of debentures. For each debenture the debenture holders receive one seat in the centre court stand for every day of the Championships. The debentures are issued once every 5 years. 2,500 debentures were issued for 2016-'20 @ 50,000 sterling pounds for the 5-year period. Similarly, debentures are also issued for Court number 1, which guarantee 1 seat everyday in court number 1 during the first 10 days of the Championships. 1,000 debentures were issued for the 5-year period 2016-'20 @ 13,700 per debenture.
- 5.1.3** The tickets issued to debenture holders are freely transferable and can be sold on the open market. Similarly, debentures are also freely transferable on the stock market.
- 5.1.4** The International Tennis Federation (ITF), Association of Tennis Professionals (ATP) and Women's Tennis Association manage world tennis. ITF organizes ITF Men's circuit (Futures), Davis Cup, Hopman Cup and Tennis at Olympics. ATP is responsible for ATP World tour Finals, Masters 1000 series, 500 series, 250 series and ATP Challenger Tour Finals. At the top lie the 4 Grand Slams are supervised by the ITF (2,000 points) – Australian Open, French Open, Wimbledon and US Open. Similarly, WTA has tournaments exclusively for women.

- 5.1.4** All India Tennis Association (AITA) with the help of its state units organizes around 30 to 40 ITF Futures events, which helps young tennis players in the country to access international circuit competitions, expose themselves to international competition and accumulate ranking points. It is desirable to promote as many ITF Futures events as possible and even a few Masters and Challenger events in the country for which partial funding can be made available under ACTC (Annual Calendar of Training and Competitions) junior development programme. At present there is only one 250 series Masters tournament in India, which is Chennai Open (now Pune Open).
- 5.1.5** With a view to supporting talented athletes, a SAI-AITA National Tennis Training Centre (NTTC) has been envisaged to be established in DLTA premises with 10 earmarked courts and office space, which AITA has agreed in principle to provide free of cost. The hiring of high performance coaches and support staff will be done under joint funding under ACTC and Khelo India; and athlete scholarships will be made available under Khelo India. If necessary, additional funding can be made available from NSDF.
- 5.1.6** Shri. Anil Khanna has agreed to provide all possible technical support to the NTTC from ITF in strategic planning, player development, coaching development and development of technical officials.

6. 17.07.2017(Monday):

6.1 Meeting with TASS National Director, Mr. Guy Taylor

- (i) The Talented Athlete Scholarship Scheme (TASS) is funded through Sport England. A small unit of domain experts manages the programme. The talented athletes are nominated by the National Governing Bodies and training and other services are provided to them through empaneled universities. The Scheme helps athletes aged 16+ years to get the very best from their sporting and academic careers without having to choose between the two. TASS supports more than 400 athletes annually in 30-plus Sports Disciplines. So far over 6,000 talented sportspersons have benefitted from the scheme. The Scheme provides important support services via a national network of experienced practitioners based at the TASS Delivery Sites in select universities throughout England. Around 20 universities are empaneled for this purpose. TASS is dedicated to retain and encourage dual career student-athletes. And a commitment to the continuous professional development of support staff is ensured. TASS supports

student-athletes through annual individual awards or sport-specific projects for every Academic year.

- (ii) It was also informed by Mr. Taylor that 6,000 Sterling Pounds are being spent on each Athlete per annum and so far the scheme has achieved more than 180 medals in Olympics/ Paralympics in various disciplines. Bulk of this assistance is in kind. Only 500 sterling pound is given in cash for equipment support.
- (iii) Around 180 TASS funded athletes have won medals at Olympics/ Paralympics.

6.1.1 The TASS model can be replicated/ adapted to the Talent Identification and Development Scheme under 'Khelo India'. Under the scheme every year 1,000 talented athletes will be assisted with a scholarship of Rs. 5 lakh per annum for an 8-year period.

- (i) The USP of TASS is that the talent identification responsibility is that of the NGBs and is not duplicated by the TASS programme unit. This approach should be adopted in SAI where at present the National Sports Federations are not at all involved in selection of talent under SAI schemes.
- (ii) Every Athlete selected under TASS is entitled with a financial assistance of 6,000 Pounds per annum, out of which majority will go to the University in terms of the services provided like good Field of Play, food supplements, Scientific support, Strength & conditioning, fitness centre, rehabilitation & recovery centre and a partial amount will go to athlete as a scholarship.

6.1.2 It was decided to conduct a workshop in Delhi, utilizing the expertise and experience of TASS team in the 2nd week of August or the 1st week of September. The participants of the workshop may be restricted to 50, with SAI, National Observers, and representatives from State Governments, prominent Universities and NSFs. During the workshop, it is expected have an in-depth exchange of knowledge of TASS and possibility to remodel the same to suit our requirement.

6.2 Meeting with Mr. Darren Whitehouse, SGSA (Sports Ground Safety Authority)

- (i) **The Sports Grounds Safety Authority (SGSA)** is the UK Government's expert body on safety at sports grounds. SGSA have framed guidelines (Guide to Safety

at Sports Grounds - the "Green Guide") prescribing a range of statutory requirements in relation to football in England and Wales and advisory functions in relation to other sports.

- (ii) The core statutory functions are set out in the Football Spectators Act 1989 and the Sports Ground Safety Authority Act 2011. The important statutory responsibility of SGSA is to regulate local authorities in their oversight of safety at 92 football clubs in the Premier League and the Football League at various Stadiums.
- (iv) SGSA also issues licenses to stadia to enforce the Government's all-seater policy. Since 2011 SGSA shares expertise and supports not only with football in England and Wales, but also other sports, including international consultancy on cost recovery basis. The aim is to share the expertise as widely as possible.
- (v) SGSA's objective is to ensure all spectators enjoy watching sport in safety, which is achieved by sharing knowledge, and tendering advice and guidance on safety design and management and by working in partnership to educate and influence.
- (vi) SGSA visited India recently to provide expert opinion on the stadia chosen as competition venues for FIFA under-17 World cup 2017.
- (vii) SGSA pursue five strategic goals viz. Regulate, Educate, Advise, Promote and Outcome.

6.2.1 Considering the fact that SAI manages 5 stadia in Delhi and majority of the stadia in the country are owned by Governments/ Government agencies/ Universities, it is highly recommended to have a certification system to ensure the safety of stadia, especially for managing the crowd during major events. Typically, the stadiums are constructed with a specific plan approved by the Local Government. Hence, as practiced in the UK, it would be desirable to set up a specialized body that could work with them to enforce a uniform and mandatory safety framework.

6.2.2 SAI, being an apex body, can enter into a technical partnership with SGSA, to promote and enforce stadia safety in India. An informal dialogue may be initiated with a view to creating a system so that all stakeholders (owners of the stadium), viz. SAI, State Government, Universities, Federations, Academies, Local bodies can be sensitized to have a framework for the construction of the stadium.

6.2.3 Outcome of the interaction:

- (i) The Sports Authority of India (SAI) may enter into a technical partnership with Sports Grounds Safety Authority (SGSA) to enforce safety of sport grounds in India.
- (ii) SGSA may organize 'Safety Sensitization' workshops in India to promote safety of sports grounds. All stakeholders, including SAI, State Governments, state sports authorities, national sports federations, Town Planning Authorities, Local bodies, etc. may attend these workshops.
- (iii) SGSA could be considered to undertake an audit of SAI stadia on a cost-recovery basis.

6.3 Meeting with the International Council for Coaching Excellence:

- (i) We had a meeting with International Council for Coaching Excellence (ICCE) wherein Mr. John Bales, President ICCE and Dr. Ladislav Petrovic, Secretary General, participated through teleconference, and Mr Sergio Lara-Bercial, Manager Strategy & Development, ICCE attended in person. During my previous visit to the UK in October 2015, a detailed discussion was held with ICCE officials. As a result, India has become the member of ICCE from January 2016. Subsequently, during April 2016, a 5-day scoping study of ICCE was conducted at NIS Patiala on developing a Coaching Development Framework for India. Based on the initial proposal generated by ICCE, a committee under the chairmanship of Sh. P Gopichand, Dronacharya Awardee and Chief National Coach (Badminton) has been constituted for development of a comprehensive coaching Development Framework for India, which is in progress.
- (iii) The ICCE mandate includes:
 - To promote sport coaching as a profession.
 - To promote international relationships, social and cultural, with those who are engaged in coaching education.
 - To promote sport and sport-values.
 - To promote and utilize research in the field of training and competition.
 - To exchange knowledge in the field of coaching.
 - To disseminate information about curricula, qualifying standards etc. amongst member countries.
 - To co-ordinate coach education courses and resources across member countries.
 - To promote a moral code in coaching.

- To improve relationships among Coach – Management – Athlete.
- To publish a professional publication in the field of coaching education.
- To encourage and to assist countries, in the field of coach education

6.3.1 I gave an overview of sports policy in India and briefed them about the flagship programme “Khelo India- National Programme for Development of Sports”. I also mentioned to them about the recent policy decision of the Government to make Sports and Physical Education a compulsory subject in School curriculum from the next Academic year (2018). To begin with, the subject will be introduced in Class I, which will subsequently progress through to Class 12 (over a 12-year period), adding the next class each year.

6.3.2 Outcome of the interaction:

- (i) One of the major challenges will be to make available a coach at every school. ICCE was requested to develop a massive online course for Community coaches with proper certification.
- (ii) ICCE is successfully in association with Nippon Sports Science University (Japan) is successfully running a Coach Developer programme, which can be replicated in India with a capacity to produce 100 coach developers every year.
- (iii) Design and development of a special training programme for an athlete to become a coach.
- (iv) ICCE to support on establishment of National Institute of Coaching in Patiala, which can start undergraduate and postgraduate course in Sports Coaching.

6.4 Meeting with the UK Sport:

- (i) Discussion with Ms. Liz Nicholl, CEO and Mr. Robert Morini, Head of International Relations, UK Sport was mainly on the implementation of their Code for Sports Governance. The Code is applicable to all non-governmental sports organizations receiving public funding within the UK.
- (ii) The code has prescribed the following principles for grantee organisations:

- **Structure:** The organization shall have a clear and appropriate Governance structure led by a board, which is collectively responsible for the long-term success of the organization and exclusively vested with the power to lead it. The Board shall be properly constituted and shall be operated effectively.
 - **People:** The organization shall recruit and engage people with appropriate diversity, independence, skills, experience, and knowledge to take effective decisions that further organization's goal.
 - **Communication:** Organizations shall be transparent and accountable, engaging effectively with stakeholders and nurturing internal democracy.
 - **Standards and conduct:** Organizations shall uphold high standard of integrity and engage in regular and effective evaluation to drive continuous improvement
 - **Policies and processes:** Organizations shall comply with all applicable laws and relations undertake responsible financial strategic planning and have appropriate controls and risk management procedure.
 - Tiered approach and performance based funding to Sports Federations.
- (iii) While highlighting about the salient features of the Code, the CEO UK Sport stated that regular compliance audit, 25% of women on the Board, Independent Chair, professional management, etc., were some of the important features of the Code. She informed that 10% of the funding could be used for hiring professional staff. She also underlined that to receive public money was not a matter of right and National Governing Bodies have to be fully compliant with the Code to be eligible to receive public funding. Further, the level of obligations is dependent upon the level of funding and those receiving greater funding are required to comply with more requirements than those receiving lesser funding.
- (iv) On enquiring about the applicability of the Code to commercial sports organisations, the CEO UK Sport clarified that the Code does not apply to organisations because they do not receive public funding, but the Government does not support them if they are found deficient in governance.
- (v) While sharing their experience with Football Premier League, it was mentioned that the Premier League clubs reinvest a certain percentage of the broadcasting revenue for community sport development.

6.5 The following areas were identified for cooperation with the UK Sport: -

- Experience sharing with respect to setting up of Governance cell in the UK Sport.
- Performance appraisal of National Governing Bodies.
- A MoU may be entered into between the UK Sport and SAI.

7. Meeting with Mr Nick Tofiluk, Gambling Commission of UK

- (i) The Gambling Commission regulates all Gambling in the UK with an aim to making Gambling fair, safe, non-exploitative and transparent. Children and other vulnerable groups are protected. Excluding the National Lottery, the gambling industry employs over 100,000 staff. The gambling turnover in the UK is around 80 billion sterling pounds and the gross gambling yield is around 14 billion sterling pounds. The gambling activities cover Betting, Casino and National Lottery. Gambling is widely prevalent in the UK with around 50% of adults having participated in at least one form of gambling.
- (ii) It is observed that when the Gambling is illegal, the criminality element is significant. On legalizing there exists a channel for consumer shifting from illegal to legal and finally to ensure the consumer protection in addition to the tax benefit to the Government. In the UK 15% tax is levied on gross profit on sport betting and it is one of big regulatory markets in the world. While Commission does not take any responsibility to promote gambling, it regulates the market.
- (iii) The Gambling Commission is multi-disciplinary consisting of representatives from police, licensing, accounts, intelligence, legal, sports administrators, tax, investigation, prosecution, etc. Commission has 311 persons. The Commission discharges multi-dimensional roles such as, intelligence gathering, licensing, compliance audit, investigation and policy advice. However, they do not resolve consumer complaints
- (iv) As a result, risk with illegal gambling is reduced and consumers are being attracted to legal market.

7.1 Outcome of the interaction:

- (i) It was proposed to have a dialogue on the challenges faced, framework adopted, experience and outcome.
- (ii) Study applicability to Indian conditions.

7.2 Meeting with Mr. Ollie Holt, Sport Coach UK (presently UK Coaching):

- (i) I explained about the demographic dividend and the status of sports and physical education in India.
- (ii) We discussed about training of community coaches along with certification. Since the scale is very high, a technology driven online education system would be ideal. Independent assessment and certification at different levels such 1, 2, 3 was also discussed.
- (iii) The licensing of volunteer coach may be co-branded between SAI and UK Coaching. UK Coaching may also share its expertise with respect to safety of children, especially girl child. The other area of collaboration could be devising coaching development pathways.
- (v) A massive online programme may be introduced with a view to train Physical Education Teachers as community coaches. Approximately 5, 00,000 Physical Education teachers are there all over the country.
- (vi) Curriculum framework for development of master trainers under revamped Khelo India.

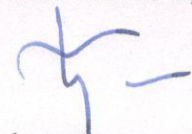
7.3 After a detailed discussion, the following areas were identified for cooperation with UK Coaching:-

- (i) Enter into a MoU for cooperation in the areas of volunteer coaches, safety of children, community coaches and Coach Developer.
- (ii) Introduce certificate courses for 'Coach Developer'.
- (iii) Introduction of online courses for community coaches with co-branding of SAI and UK Coaching.
- (iv) LNIPE to become nodal agency in India for training of Physical Education Teachers/ Instructors in community coaching.
- (v) Devising a course curriculum for Fitness Trainer

- (vi) A scoping visit of resource persons of UK Coaching to India.

7.4 Meeting with Hitesh Patel, Head of Department for Digital, Media, Culture and Sports, Government of United Kingdom

- (i) The draft MoU proposed by the Indian side to be signed between Government of the UK and Government of India was discussed in detail. It was proposed that both the Governments could sign the MoU in the last week of September 2017 or second week of November 2017. The UK side would share the modified MoU as discussed shortly.
- (ii) A steering committee shall be constituted to monitor the implementation of the MoU. The committee shall meet at least once in a year which will be hosted by the two Governments alternatively.



(Injeti Srinivas)

**Secretary, Department of Sports &
DG, Sports Authority of India**

25.07.2017



Loughborough University

Professor Andy Harland BEng DIS PhD FHEA

Associate Dean for Enterprise
Director, Sports Technology Institute

T: +44 (0)1509 564802
E: A.R.Harland@lboro.ac.uk
W: sports-technology.com
lboro.ac.uk/departments/meme

Sports Technology Institute
Wolfson School of
Mechanical, Electrical and
Manufacturing Engineering
Loughborough University



John Sheehan
Editor

t +44 (0)1403 782198
m +44 (0)7872 038 249
e john.s@aladltd.co.uk
www.psam.uk.com
www.saevents.uk.com

**PAN STADIA
& ARENA MANAGEMENT**

**Stadia & Arena
EVENTS LTD**



ICCE
International Council for
Coaching Excellence

www.icce.ws

phone: +44 7780 493 018
skype: sergiovic13
e-mail: S.Lara-Bercial@icce.ws

Sergio Lara-Bercial

Senior Research Fellow
Manager Strategy &
Development

ICCE Global Coaching Office, Leeds Beckett University
109 Cavendish Hall, Headingley Campus, Leeds, LS6 3QS, UK



**UNIVERSITY OF
BIRMINGHAM**

Zena Wooldridge OBE
Director of Sport

University of Birmingham,
Edgbaston, Birmingham
B15 2TT
United Kingdom

t: +44 (0)121 414 3598
m: +44 (0)7768 156 218
e: z.j.wooldridge@bham.ac.uk
w: www.sport.bham.ac.uk

**UNIVERSITY OF
BIRMINGHAM SPORT**

Tim Vine

Director of International Relations

+44 (0) 7899 901947
+44 (0) 20 7864 9179
tvine@premierleague.com

30 Gloucester Place
London W1U 8PL

+44 (0) 20 7864 9000
premierleague.com

Premier League

Robert Morini

Head of International Relations

+44 (0) 20 7211 5127
+44 (0) 7770 640 126

robert.morini@uksport.gov.uk
www.uksport.gov.uk

uk-sport
@uk_sport
/uksport



Awarding funds from
THE NATIONAL LOTTERY®

uk sport
inspire the nation



Anna Scott - Marshall
Director of Communications

60 Charlotte Street London W1T 2NU
M 07920 656 073
T 020 7842 5806
F 020 7842 5777

SGSA

Sports Grounds Safety Authority

Darren Whitehouse MA
Director of Sport and
International Projects

East Wing, 1st Floor
Fleetbank House, 2-6 Salisbury Square
London EC4Y 8JX

Neil Levett
Portfolio Head

Transport Network
Stadia & Arena
T. +44 (0)1732 448713
M. +44 (0)7774 290522
E. n.levett@hgluk.com

Sevenoaks Office

6 Wealden Place,
Bradbourne Vale Road,
Sevenoaks, Kent TN13 3QQ
www.hgluk.com





Lisa O' Keefe
Director of Insight

T 020 7273 1902
M 07799 348206
E Lisa.Keefe@sportengland.org



Andrew Lewis
Head of Public Affairs

T 0207 2731866
M 07747761431
E Andrew.Lewis@sportengland.org



Chris Solly

Director

Direct Telephone: +44 161 639 0936
Mobile: +44 7770 640 922
Email: csolly@worldacademysport.com

All correspondence to UK office:
World Academy of Sport
Stanlo House
52 Granby Row
Manchester M1 7AY
United Kingdom
Telephone: +44 161 639 0950

www.worldacademysport.com @WAoSport World Academy of Sport



Simon Jones M.Ed.
Director, Training and Education

Direct Telephone: +44 161 639 0951
Mobile: +44 7961 883 149
Email: sjones@worldacademysport.com

All correspondence to UK office:
World Academy of Sport
Stanlo House
52 Granby Row
Manchester M1 7AY
United Kingdom
Telephone: +44 161 639 0950

www.worldacademysport.com @WAoSport World Academy of Sport



Michael Cary
Director, AFEC and Brand

Direct Telephone: +44 (0)161 639 0935
Mobile: +44 7770 640 904
Email: mcary@worldacademysport.com

All correspondence to UK office:
World Academy of Sport
Stanlo House
52 Granby Row
Manchester M1 7AY
United Kingdom
Telephone: +44 161 639 0950

www.worldacademysport.com @WAoSport World Academy of Sport



TASS
College House
Northumbria University
Newcastle upon Tyne
NE1 8ST

Guy Taylor
National Director

T: 0191 6078270
M: 07966 510436
E: guy.taylor@tass.gov.uk



Department for
International Trade

Andrew Bacchus
Head,
The Sports Economy

1 Victoria Street
London, SW1H 0ET, UK
T: +44 (0)20 7215 4003
E: andrew.bacchus
@trade.gsi.gov.uk
gov.uk/dit



Department for
International Trade

Jason Goddard
Account Manager
The Sports Economy

3 Whitehall Place
London, SW1A 2AW, UK
T: +44 (0)20 7215 4394
E: jason.goddard@trade.gsi.gov.uk
gov.uk/dit



British Deputy
High Commission
Mumbai

Shivangi Ambani
Senior Sector Manager -
Consumer & Creative, India



Department for
International Trade

Naman Chambers, C - 32, G - Block
Bandra Kurla Complex, Bandra East
Mumbai 400 051
T : + 91 22 6650 2237
E : Shivangi.Ambani@fco.gov.uk

gov.uk/dit

GAMBLING COMMISSION

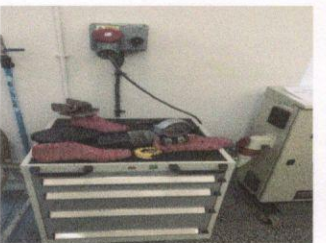
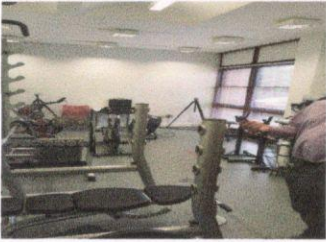
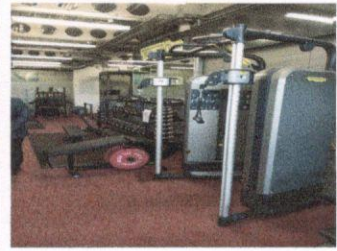
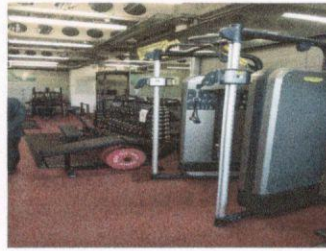
Nick Tofiluk
Director, Regulatory Operations

Fourth Floor, Victoria Square House,
Victoria Square, Birmingham, B2 4BP

T 0121 230 6505
M 07908 479854

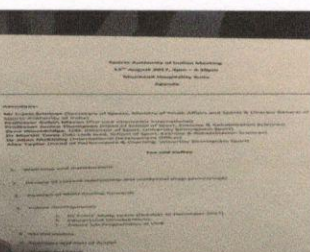
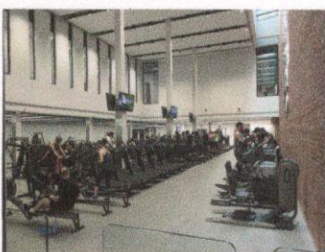
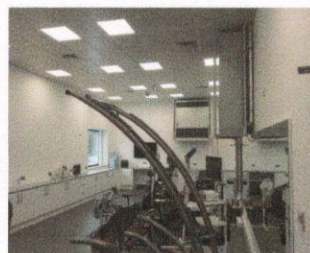
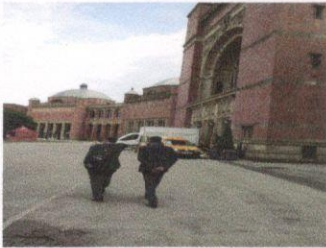
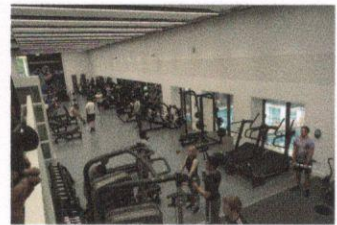
ntofiluk@gamblingcommission.gov.uk
www.gamblingcommission.gov.uk

13th July 2017-(Forenoon)
Study Visit to Sports facilities at University of Loughborough





13th July 2017-(Afternoon)
Study Visit to Sports facilities at University of Birmingham



14th July 2017
Meeting with Hemming Group-Pan Stadia & Arena Management



14th July 2017
Meeting with Portas Consultancy



14th July 2017
Meeting with Sport England



14th July 2017
Meeting with Premier League



14th July 2017
Meeting with WAoS



17th July 2017

Meeting with Mr. Hitesh Patel, Head of International Sports Department of Culture, Media, Sports & IT-UK



17th July 2017

Meeting with DIT Sports Team-UK



17th July 2017

Meeting with Gambling Commission-UK



17th July 2017

Meeting with ICCE



17th July 2017

Meeting with SGSA



17th July 2017
Meeting with Director- TASS



17th July 2017
Meeting with CEO, UK Sport



17th July 2017
Meeting with Sports Coach UK- (UK Coaching)

