

**Injeti Srinivas, Director General, Sports Authority of India's Tour
Report on visit to the United Kingdom from 19-24 October 2015**

19 October (Monday): LONDON

10:00 to 10:30

Meeting with Mr. Robert Morini, Head of International Relations, UK Sport

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1. Mr Morini gave an overview of the sports governance and sports development architecture in the United Kingdom, the salient features of which are as follows:-

(i) **The Department of Culture, Media and Sports (DCMS)** is responsible for developing the national sports policy and strategy; providing budgetary support to the UK Sport (including its subsidiary the English Institute of Sport), the Sport England (and the Sport Scotland, the Sport Wales and the Sport Northern Ireland) and the National Governing Bodies (NGBs); anti-doping policy; prevention of match fixing and gambling in sport; supporting mega (International)sporting events; and international cooperation (International Inspiration programme was launched in the run up to London Olympics 2012, which was mainly aimed at mass participation in sport, school sport, and using sport as a tool for peace and development).

(ii) **British Olympic Association and NGBs** are responsible for the Olympic movement and governance of individual sport disciplines in the UK, respectively.

(iii) **UK Sport**, which is promoted by the UK Government, is responsible for promoting excellence in sport by way of supporting Podium and Podium Potential Athletes through direct financial support to the

athletes themselves as well as budgetary support to the NGBs concerned for training and participation of elite athletes. Besides, it also plays a nodal role in stakeholder consultations and sporting excellence strategy.

- (iv) **English Institute of Sport (EIS)** is a wholly owned subsidiary of UK Sport, which, with the help of a number of high performance centres, is responsible for providing sports science, sports medicine, sports technology and sports engineering support to elite British athletes.
- (v) **Sport England** along with Sport Scotland, Sport Wales and Sport Northern Ireland are primarily responsible for promoting community sports by supporting the creation of community sports infrastructure and providing community coaching through volunteer coaches.
- (vi) **Schools, Colleges and Universities** play an active role in sport promotion and development among children and youth. Many specialist sport colleges and universities exist in the UK, which make talent identification and development very effective.
- (vii) **Youth Sport Trust (YST)** is dedicated to promoting school sport and youth leadership through sport.
- (viii) **Local sports clubs** provide a strong institutional framework for competitive sports and athlete development.
- (ix) **Sports Coach UK (SCUK)** is a Non-Governmental Organisation (NGO) responsible for training volunteer coaches; development pathways of coaches; and developing a coaching development framework for the UK.
- (x) **Lottery funding** is a major source for funding sports in the UK, both for elite sportspersons and community sports.

1.1 As may be seen, the UK Sports model is well developed with highly specialized agencies looking after specific tasks. Hence, it is more focused and result oriented as compared to the Indian system, which is very different as explained below: -

- (i) First of all, sports is a State Subject and the primary responsibility for sport lies with the State Governments – both for mass participation and competitive sport. But barring a few states, most others place sports on very low priority, which is one of the main limitations in promoting sport in an effective manner in a large country like ours despite huge advantages in the form of ethnic diversity and a wide range of geographical and climatic conditions.
- (ii) Notwithstanding sport being a state subject, the Central Government has undertaken the initiative of supporting mass participation in sport and talent identification and nurturing through two flagship programmes, namely, Panchayat Yuva Krida Aur Khel Abhiyan (PYKKA) [now restructured and renamed as Rajiv Gandhi Khel Abhiyan (RGKA)]; and National Talent Search Scheme (NTSS) respectively. However, the implementation of these programmes has been below expectations due to the absence of a suitable overarching sport development structure as well as a nodal implementing agency.
- (iii) The Central Government's primary responsibility is to support elite national athletes who represent the country at the international level. In order to do that, it extends financial and technical support to the National Sports Federations (NSFs) through the Sports Authority of India (SAI), which acts as the funding, technical and field arm of the Government. Hence, professionalization of SAI is of key importance. Recently, the Government has started a new scheme called TOPS (Target Olympic Podium Scheme) to support Podium and Podium Prospect athletes directly, but here too, there are issues related to

athlete management and performance management that need to be sorted out.

- (iv) Unlike in India, the NGBs in the UK are relatively very professionalized in their organizational structure, capacity, processes and delivery. The poor capacity of most of the NSFs in India (with a very few exceptions) negatively impacts the quality of talent identification and development, training of elite athletes, coaching development, competition exposure, etc. Hence, professionalization of NSFs is a necessary pre-requisite for sustainable improvement in the sporting performance of the country.

- (v) Contrary to the well-developed sport structure (including competitive sport) in schools, colleges and universities duly supported by an active community sport structure and amateur competitive sport structure, besides sport clubs and professional leagues in the UK, which, together provide robust foundation for sport development in that country, sport in India is very marginalized and does not form an integral part of school curriculum. Even though the Right To Education Act makes it mandatory for all schools to have access to playfields and engage part-time physical instructors, the reality is quite different at the ground level since sport ranks very low in the priorities of parents and the society at large. Since it is essential to identify and nurture talent at young age, strengthening sport (including competitive sport) at school, college and university level is a necessary pre-requisite for high sporting performance at the national level. And for realizing that objective, it is necessary to make sport and physical education an integral part of school curriculum. Besides, university sport and amateur competitive sport also need to be strengthened.

- (vi) The dramatic improvement in UK's performance at the Olympics from 1996 (where it won only one Gold medal) to Beijing 2008 (where it won 49 medals) and London 2012 (where it won 65 medals) can be

partly attributed to the massive support extended to school sport development through YST since the late 90s. Similarly, we cannot expect any dramatic change in our sporting fortune on a sustainable basis unless and until we address the existing gaps at the earliest.

10:30 to 12:00

Meeting with Mr. Hitesh Patel, Head of International Sport, Major Sporting Events and Anti-Doping

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2. At the outset, I explained the sport set-up in India and the tasks performed by SAI, namely, providing technical and logistic support for training and preparation of elite athletes, and their participation in international competitions; talent identification and development through a number of age group schemes (both residential and day boarding); management of stadia owned by the Ministry of Youth Affairs & Sports (including legacy planning); and coaching education, physical education and sport science.

2.1 I also mentioned about the collaboration with UK Sport, British Council and Youth Sport Trust in implementing the International Inspiration project in India, which was mainly focused on school sport development; and collaboration between National Dope Testing Laboratory and King's College, London. I explained that the main objective of the current visit was to develop ties between SAI and UK institutions working for sports development in the areas of coaching development, talent identification and development pathways, sports science, and training of elite athletes.

2.2 Mr. Patel explained the DCMS was currently engaged in stakeholder consultations for developing a new sports strategy. He stated that the DCMS was working towards making the UK a major sporting power. He stated that the

funding of sports was being done through budgetary allocation as well as lottery funding. He informed that the Government was actively involved in the movement against match fixing and gambling initiated by the Council of Europe (comprising 46 countries). He wanted to know about India's stand on this matter. I informed him that India too was committed to fight against corruption in sport and a Prevention of Sporting fraud Bill has been drafted to check illegal betting, match fixing and corruption in sport. The Bill provides for imprisonment up to 5 years and a fine of Rs 10 lakh or five times the economic benefit derived, whichever is greater. We also discussed on the issue of good governance in sport. I briefed him about the National Sports Code and Sports Development Bill. I also mentioned about the resolution on good governance in sport passed at the Commonwealth Sport Ministers meeting held in Delhi in 2010.

2.3 Both felt that it may be desirable to explore the possibility of entering into an MoU in areas of mutual interest and benefit and the same could be timed for the upcoming visit of the Indian Prime Minister to the UK. I informed that we would be happy to take it up with the Ministry of Youth Affairs & Sports. Of course, it was noted that the matter would have to be consulted with the Foreign Office/ External Affairs Ministry by both sides before proceeding further in this regard. I volunteered to mail a model draft in this regard on my return.

2.4 Overall, the meeting was quite fruitful, as it furthered the desire of both sides to cooperate in area of sports development and related matters. We may share our Prevention of Sport Fraud Bill and model bilateral MoU with DCMS with UK Sport.

12:30 to 14:00

Meeting with International Council of Coaching Excellence (ICCE)

Dr Ladislav Petrovic, Secretary General, ICCE

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Mr Sergio Lara-Bercial, Senior Research Fellow Leeds Beckett University

Manager Strategy & Development, ICCE

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3. Mr Petrovic made a brief presentation about ICCE. It is a not-for-profit global organization founded in 1997. It is registered in the UK and headquartered at Leeds Beckett University. UK Sport is a lead partner; and IOC recognizes ICCE. The ICCE works in a number of countries, including USA, Canada, Australia, China, Japan, Malaysia, Phillipines, etc. Its members include International Federations, Coaches Associations, National Coaching Bodies, Education Institutions and Individual members. Organisations responsible for coaching development are A-category members and others are B-category members. Some of the important members include US Olympic Committee, Australian Sport Commission, UK Sport, All China Sports Federation, Coaching Association of Canada, etc. The partner organisations include Leeds Beckett University, UK; ENSSEE (European Network of Sport Science, Education and Employment; ASOIF (Association of Summer Olympics International Federations); ICSSPE (International Council of Sport Science and Physical Education); Human Kinetics (a leading Sport Education body); Dart Fish (a leading Sport Solutions body – sport technology, performance analysis, talent ID, etc); ASPC (Association of Sport Performance Centres). The main activities of ICCE include the following:-

(i) International Sports Coaching Framework (ISCF): it is intended to create a broad convergence across countries with respect to coaching education, development and employment. The framework has been developed in dialogue with Association of Summer Olympic International Federations (ASOIF).

Similarly, they have also developed an International Coach Developer Framework.

(ii) Global Coach Conference: is held every two years. It brings together coaches, Coach educators, researchers, sports scientists, technical directors and sports administrators for dialogue and resolution of coaching related matters.

(iii) International Coach Developer Framework (ICDF): serves as a useful reference document to develop coaching pathways.

(iv) Innovation Group of Leading Agencies: is a network of coaching organisations for developing robust templates and toolkits for coaching development.

(v) Networking with Universities across the world for research in the area of sports coaching.

(vi) Consultancy services offered in the areas of coaching systems; review and evaluation of coaching systems, frameworks and qualifications; and organizing coaching conferences.

3.1 Given its vast experience and impressive networking with the IOC, International Federations and National Coaching bodies, it is felt desirable for SAI to become a member of ICCE (represented by Executive Director, National Institute of Sports, Patiala). During discussions, it was learnt that funding may be available from Olympic Solidarity Fund through the National Olympic Committee for conduct of a diagnostic study and holding of a National Coaching Workshop/ Roundtable to create a common understanding and common goals between stakeholders for strengthening coaching development in the country. Alternatively, SAI can seek funding assistance from the Ministry under the Scheme for HRD in Sports.

3.2 The Coaching development system in India requires a total revamp, as it is very outdated and lacks incomprehensiveness. Although NIS, Patiala has been in existence since early sixties, its weaknesses include outdated syllabi; course content and teaching resources require to be made more contemporary; greater emphasis needed on sports science, medicine, and technology; greater practical orientation required; integration with certifications provided by International Federations required; etc. Some universities and institutions also offer coaching diplomas, but their quality and utility is neither proven nor tested. Hence, it is necessary to have a coaching development framework in the country, which can serve as a reference point for quality assurance. Some efforts have been made in this regard. The SAI constituted a committee under DG, SAI with concerned officers and experts. The committee made several recommendations, which was approved by the Governing body in 2015. The recommendations include revised APAR for coaches; International Federation certification framework for SAI coaches; database; evaluation framework; professional development; etc. However, much more works needs to be done in this area.

3.3 By becoming a member of ICCE and holding a national roundtable on coaching and coach developers, we would be triggering the process to improve the coaching system and coaching qualification and development framework in the country. In view of the above, we may take immediate steps to become a member of ICCE. The Secretary SAI in consultation with ED Academics may initiate this exercise.

14:30 to 16:00

Meeting with National Director, English Institute of Sport (EIS)

Mr Nigel Walker, National Director, EIS

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4. Mr. Walker gave a comprehensive presentation on the role and responsibilities of EIS. He stated that EIS is a sport science, medicine, technology and engineering arm of UK Sport. EIS mainly concentrates on performance

pathways of elite British sportspersons belonging to podium or podium potential category. It also looks at the performance foundation athletes with 8-year talent development pathway. Earlier, it was restricted to 4-year performance pathway; now they are considering 12-year development/ performance pathway as well. EIS is well connected and sufficiently aligned with the performance strategies of the NGBs concerned.

4.1 The EIS was set up in 1997 and has grown incrementally since then with the staff strength going up from just 30 in 2001 to around 300 in 2008 and around 350 in 2012. Today bulk of its staff are physiotherapists (80-100, including contractual staff) and strength & conditioning experts (50); Doctors (20, including part-time); Physiologists (18); Psychologists (18); Biomechanics experts (6); and Lifestyle & Performance Advisors (20). The entire focus is on applied research and extending practical support to elite athletes. EIS has 3 Human Performance Labs (Loughborough; Manchester; and Bisham Abbey). They have around 15 high performance training centres, which are usually hired facilities belonging to universities, city councils, etc. There is a competency framework for grading the scientific staff (Level 1 to Level 5) and promotions are determined by competency and not seniority alone. The annual budget of EIS is GBP 25 million, out of which GBP 16 million comes from UK Sport and 8 million from services hired by NGBs. At present, EIS supports around 1300 to 1400 world-class British athletes, besides another 400 odd athletes under TASS (Talented Athletes Scholarship Scheme; GBP 3,500 annual assistance is given to each athlete, out of which GBP 500 is given as cash assistance; and balance as services; it is usually implemented through universities). The TASS appears to be losing relevance with EIS looking at 8-12 year pathway

4.2 EIS, as a policy, do not enter into formal international collaborations, but is open to strategic and sport-specific mutually beneficial partnerships through the NGBs. The lessons to learn from EIS include their highly professional approach; targeted and result-oriented activities; focus on application of sport science and technology; competency framework; close working relations with

the NGBs (the UK Sport funds the NGBs and the NGBs, in turn hire the services of EIS; in other words, EIS has to generate business through qualitative services).

4.3 The role of lifestyle and performance advisors is very important, as they handle the athlete management and performance evaluation tasks. It is important to develop similar expertise and focused approach in the TEAMS division in SAI. We also need to have much closer and seamless working relations with the NSFs. It would be worthwhile to explore the possibility of sport-to-sport partnership between the UK and India in selected sports through respective national sports federations.

16:00 to 17:00

Meeting with Ms Liz Nicholl, CEO, UK Sport
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5. Ms Liz Nicholl gave an excellent overview of the priorities and approach of the UK Sport, highlights of which are summarized below: -

(i) The UK Sport is totally focused on medal prospects whereas talent development is looked after by Sport England and its equivalent in Scotland, Wales and Northern Ireland. Initially, it was only looking after Podium level athletes, but encouraged by its success in enhancing British medal tally over the years (post 1996) it has extended its coverage to Podium Potential athletes as well. Typically they would have a 4 to 8 year performance pathway.

(ii) Performance Foundation athletes are looked after under the TASS, which is implemented through a network of educational institutions, which support talented athletes who are generally students continuing their education.

- (iii) The Podium and Podium Potential athletes are supported through Athlete Performance Award (which is an annual grant mainly to support the athlete's living expenses and procurement of personal sport consumables); and grant to the NGBs to implement a world-class training programme. The athletes have a contract with the NGB for their performance. The support is dependent upon performance.
- (iv) The APA varies depending upon the level of performance. The maximum is GBP 28,000 per annum. The average is around GBP 18,000 per annum. The average funding support received through the NGB (which, in turn, receives funding from UK Sport) per athlete is around GBP 50,000 per annum. Around 1300 to 1400 elite athletes are covered under this programme.
- (v) The personal or direct funding to athletes is need-based. In other words, professional athletes having adequate resources (prize money, sponsorships) are not funded by the UK Sport. Athletes are required to declare funding support received from other sources.
- (vi) No cash award is given to athletes.
- (vii) The NGBs get funded subject to meeting certain conditions such as professional management, performance management, athlete-centric approach, submission of performance reports, submission of accounts, etc. The NGBs are subjected to performance review at regular interval (earlier quarterly; now twice a year). The funds are released on monthly basis. Among other things, the NGB has to clearly spell out the medal potential for major events; the athletes who are strong medal prospects; strategy; and cost (to implement the agreed programme of athletes). These are also required to state their plans for coaching development; talent identification and development; Public funding, including lottery funding is the mainstay of NGBs.

- (viii) UK Sport generally does not support creation of sports infrastructure. This is typically supported by Sport England and its equivalents in their respective home countries.
- (ix) National camps are the responsibility of the NGB and typically they engage EIS for this purpose. EIS hires sports infrastructure (from universities and other organisations) for running specialized National Training Centres.
- (x) The NGBs are typically structured as follows: -
 - a. Board of Directors (non-executive)
 - b. Chair (typically an independent person; selected and not elected)
 - c. Chief Executive Officer (a highly experienced professional)
 - d. Functional Directors for National Development, Performance, Finance and HRD

5.1 As we can see, the systems and processes followed by the UK Sport are highly effective. The roles and responsibilities are clearly defined. The NGBs are required to run professionally and meet the agreed targets and milestones. The funding is subject to meeting the conditions laid down by the UK Sport such as appointment of chair by selection and not election; tenure restrictions; delivery of results; bi-annual reviews; etc. The CEO of the UK Sport is part of the selection committee. The athletes too are accountable for their performance. Funding athletes is also subject to strict performance parameters.

5.2 Unlike the UK Sport, SAI is an monolithic organization tasked with multiple functions, namely, training and participation of elite athletes; talent identification and development (in the UK, there is virtually no residential scheme; educational institutions provide support to student athletes through TASS); coaching development; and stadia management. While there is no harm in having a large mandate, it is critical to segregate the functions by creating

strategic delivery units with professional management and accountability to agreed outcomes. Restructuring of SAI on these lines is highly desirable.

20 October (Tuesday): LEEDS & BRADFORD

10:30 to 12:30 Hrs

Meeting with Sports Coach UK (Leeds)

Mr Steve McQuaid, Head of Coach Education

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Mr Andy Grant, Senior Coach Education Advisor

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6. Mr Steve McQuaid and Mr Andy Grant gave a brief overview of the establishment and growth of Sports Coach UK (a not-for-profit organization), which was set up in the eighties. Sports Coach UK (SCUK) has a business arm called Coach Wise, which publishes course materials, conducts certificate courses and awards certificates (different levels) on behalf of various NGBs. The funding of Sports Coach UK comes from Sports England (60%), UK Sport (20%) and commercial activities (20%). They follow UKSCC standards (sports coach certification) for coach certification.

6.1 UK has a large number of elite or high performance coaches, grassroots level coaches and volunteer/ community coaches. University system provides for basic degree and post-graduate degrees in coaching. Besides, the International Federations provide proficiency level certifications. There are a number of programmes such as Elite Coach Apprentice Programme, Athlete to Coach programme and High Performance Coach programme, which support professional coach development. These are managed by UK Sport, but outsourced to specialized agencies. SCUK handles Level 4 & 5 certification courses. There are also certification programmes for community coaches.

6.2 Sports Coach UK (SUCK) is a specialized professional organization with expertise spanning from community coaching through to high performance coaching; coach planning, recruitment and deployment; performance evaluation framework; professional coach development; eLearning resources for coaching; and coaching framework. Based on the MoU executed in January 2014 and further discussions, SCUK would be certainly a valuable partner in supporting SAI in coach education and coaching development, including community coaching. The following activities are identified as the immediate priorities: -

- (i) Reviewing SAI's coach education and coaching development systems and making recommendations for its improvement;
- (ii) Developing a Coaching Framework for SAI (assessment; growth pathways; deployment), which can also serve as a generic template and management tool;
- (iii) Co-branded eLearning resources for coaching;
- (iv) Safeguarding and protecting children in sport; and
- (v) Coaching workshops and seminars.

6.3 SCUK agreed to enter into a fresh MoU with SAI for this purpose by way of exchange of the signed document by Email (the earlier MoU expired in January 2015). SCUK were also very much willing to kick start the proposed partnership at an early date. NIS Patiala shall serve as the nodal agency from SAI's side. A steering committee shall be constituted under DG, SAI with President Hockey India, President AFI, Smt. P. T. Usha, Shri P. Gopichand, Chief National Coach (Badminton), ED (Academics), ED (Operations), Director (P&C) as members and DD (Coaching) as member convener.

3:00 to 4:00 Hrs

Meeting with Christopher Spargo
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7. The primary purpose of the visit to Bradford University was to assess their Boxing facilities as a training venue for our athletes. This is a newly created facility that was set up as a training venue before London 2012. The Indian Men's national boxing team had utilized this facility for training and acclimatization before London 2012. While it is not a very large facility, the advantages are that it has a strong backup for sports science support (physiotherapy, recovery and rehabilitation) and they can arrange for good sparring partners, especially in the lower weight categories. I requested Mr Spargo to send a proposal along with costs for use of the facility by Indian athletes, which he readily accepted.

7.1 The ED TEAMS and the AIBA Adhoc Committee may assess the proposal for the ACTC for next year. They may also examine if it would be beneficial for the purpose of Olympic qualification. It would be desirable to approach though the UK Boxing Association and consider bilateral test series at Bradford and Sheffield (which serves as the National Training Centre for Boxing; managed by EIS).

21 October (Wednesday)

11:30 to 2:30 Hrs: BATH SPA

Separate meetings with: -

Mr Stephen Baddeley, Director of Sport

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Mr Greg Sharp, Deputy Director, Sport

Dr Sean Cummin, Senior Lecturer, Exercise Psychology & Maturation Specialist

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Dr Aki I. T. Salo

Senior Lecturer, Sport Biomechanics

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8. Mr Baddeley took us on a tour around the Sports Training Village. It is a state-of-the-art indoor sports facilities with indoor Lawn Tennis (8 courts); Badminton; Swimming (a relocated prefabricated pool that was used as a training pool for London Olympics 2012; state-of-the-art with underwater cameras); Modern Pentathlon; and Athletics. It also has an elaborate fitness and conditioning gym and sports science back up. The centre was set up with Lottery funding (GBP 23 million) and a GBP 2 million contribution from the British Tennis Association. The annual O&M cost is around GBP 6 million. The centre is able to mobilize around GBP 5 million annually and the deficit is met by the university. The revenue generation sources include hiring of facilities to EIS/ NGBs; Tennis Academy; membership fee; etc. Bath is rated among top 3 British Universities for Sports (following Loughborough and Birmingham). The university has a number of TASS athletes. I discussed about the

possibility of facilities (including sports science and rehabilitation & recovery) being hired by national teams from India. Mr Baddeley promised to send the tariff structure applicable to foreign teams. But he did indicate that these were negotiable based on mutual benefit. For example, he stated that he would be delighted to have the Indian National Badminton team and would be happy to put forth a very attractive proposal. University accommodation is normally available during student vacation period, but plenty of private rented accommodation is available. I feel it would be worthwhile to considering using the facilities as training facilities, especially as part of acclimatization with respect to major events held in the UK, Europe etc.

9. Dr Sean Cummin explained the maturation studies he has been doing since many years. He is an expert in maturation. It involves studies examining early maturation and late maturation and how it can be used in talent identification strategies and designing training schedules and training loads for young players, besides injury avoidance, especially during growth spurts. He shared some useful findings from his work with the English Premier League. He also explained how biological age, skeletal age and chronological age can differ, and how these could be related to psychology. I discussed with him about the possibility to work with SAI around its talent identification model and also in preventing age manipulation in age group competitions. Dr Cummin expressed his willingness to take up research project with SAI (NIS). He explained that medical tests, including TW3 test, are not necessarily accurate indicators of chronological age, as early maturing children are bound to measure much older than they are. He informed that they have developed a simple method for determining the level of maturity with relation to physical age and the extent of growth left, besides the psychological dimension. This is done with the help of the athlete's height, weight, date of birth and the age, height and weight of his/ her biological parents. I am very keen to work out a research project in this regard. ED Academics may develop a research proposal in this regard, which can be taken up with Dr Cummin.

10. Dr Aki Salo is a Sport Biomechanics specialist with a lot of experience in athletics. He is an Advisor with English Institute of Sport. I was quite impressed with his depth of knowledge in Applied Sport Biomechanics, especially in the areas of technique perfection and injury prevention. As in the case with Dr Cummin, I see immense benefit in utilizing the expertise of Dr Aki Salo in a short-term project to share expertise with our Sport Scientists. ED Academics may prepare a project proposal in this regard in consultation with specialists, which can be taken up with Dr Aki Salo.

19:00 to 20:30 Hrs: LONDON

Meeting with Commonwealth Games Federation and Sport Scotland Chief

Ms Lousie Martin CBE, President, CGF and Chair of Sport Scotland

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Mr David Grevemberg, CEO

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11. We discussed about furthering the objectives of CWG, including sport legacy planning. Discussions were also held around developing a strong partnership between Sport Scotland and SAI. Some of the areas of common interest that were identified are as follows: -

(i) Use of CWG facilities created in host countries for athlete exchange programmes;

(ii) Execution of an MoU between Sport Scotland and SAI for cooperation in mutually beneficial activities; and

(iii) Visit of CEO Sport Scotland to India to initiate dialogue for bilateral cooperation in areas of common interest.

11.1 Secretary, SAI should develop an exchange programme for athletes of Commonwealth countries in consultation with divisional and regional heads concerned. Apart from creating opportunities of revenue generation, it would also facilitate mutually beneficial cooperation among interested nations.

11.2 SAI to extend formal invitation for the proposed visit of CEO of Sport Scotland.

22 October (Thursday)

10:30 to 13:00 Hrs: BIRMINGHAM

Meeting with Head of Sport Exercise & Rehabilitation Sciences (SportxR) and the Director of Sport, University of Birmingham

Ms Kathleen Armour, Head of Sport Exercise & Rehabilitation Sciences

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(Prof. Joan Duda, Dr Gareth Wallis and Dr Nicola Heneghan were also present at the meeting)

Ms Zena Wooldridge, Director of Sport

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(Mr Hugh Sproston, Scholarships Manager and Mr Darran Fowler, Head of Strength & Conditioning were also present; Ms Alexandra Taylor, Head of Performance & Coaching was on leave)

Dr. Allan McKinley, International Development Officer

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Dr. Peter Lund

Reader, Molecular Microbiology and Co-chair of India partnership

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12. At the outset, we went on a short tour of SportxR – physiotherapy, rehabilitation, and nutrition. I found a high degree of applied research at the centre. It was very interesting to see a DEXA scanner (Dual Energy X-ray Absorptiometry), which measures bone mineral density, fat and muscle. This is being used to measure the body composition of athletes (bone, fat and muscle mass). Nutrition-specific metabolism rates are then worked out to help the athlete achieve ideal body composition. I feel we must procure this equipment in case it is not already available with us.

12.1 The SportxR offers under graduate degree courses in Physiotherapy; Sports Exercise & Rehabilitation (SER); and Sport, Physical Education and Coaching Sciences (SPECS). It may be desirable to examine the possibility of introducing a Diploma course in SER at NIS, Patiala; and converting the BPed course in LNCPE, Trivandrum to SPECS.

12.2 We visited various sports facilities in the university, which included Football, Rugby, Hockey fields. A mega indoor facility is under construction at a cost of GBP 55 million, which will be the largest of such facilities in the UK upon completion (2016). It is of the size of 3 Football fields with 4 stories. They plan to have over 10,000 memberships from the public to generate revenue for meeting operations and maintenance costs. The present facility is over 50 years old. It has facilities for high performance training such as strength & conditioning gym, rehabilitation gym, physiotherapy, squash courts, etc. The Rehab Gym was very interesting, particularly the Anti-Gravity Treadmill, which can be used for quick recovery from sport injuries. We must procure this for our main sport performance centres. These are quite expensive and a good quality anti-gravity treadmill may cost around Rs 45 lakh.

12.3 The university has a strong sport orientation. It offers UB Sport Scholarship scheme. Three types of scholarships are offered, namely, Gold, Silver and Bronze. Gold is meant for student athletes competing at senior international standard with an annual award up to GBP 6,000 (competition and training

expenses up to GBP 1,500 and services – physiotherapy, psychology, and medical costs covered where required); Silver is meant for student athletes competing at junior international or senior national standard with an annual award up to GBP 5,000 (competition & training expenses up to GBP 999 and other services – physiological testing, psychology, additional strength & conditioning, sport medicine and sport coaching); and Bronze is meant for student athletes competing at national standard or currently representing their county and have been talent identified by the NGB as a potential national standard athlete, with an annual award up to GBP 3,500 (competition & training expenses up to GBP 750 and psychology and nutrition support). In addition to this, the University also has TASS athletes. Overall there are 125 athletes benefitting from the various schemes.

12.4 We agreed that we had a shared interest in finding new and realistic ways to bridge persistent gaps between theory/research and practice; to develop a strategy where 2 cohorts of coaches& sport scientists each study at Birmingham initially, with a view to developing different models of provision in India over time; preferred model is for short, intensive sport science programmes, in collaboration with the university's sport department, to be delivered over a period of 2-4 weeks, with 2 weeks being the preferred length along with follow-up course for research findings and continuous updation; focus would be on the most up to date knowledge in the key disciplines in sport science plus application/pedagogy; two different groups of coaches – participation and performance level – to be deputed; typically coaches would have different backgrounds – science & physical education; the coaches who come to Birmingham would return to India to cascade their learning; the intensive programmes are to be costed in the spirit of academic collaboration rather than a wholly commercial venture; other academic collaborations are possible in the medium term (for example students from India coming to study for undergraduate or postgraduate degrees); and a review of physical education diploma provision; a workshop on empowering coaching initiative to be conducted in India.

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

- (i) Study the feasibility of remodeling LNCPE, Trivandrum's BPed course into a Bachelors degree in SPECS;
- (ii) Study the feasibility of introducing a one-year Diploma in SER at NIS, Patiala;
- (iii) A 2-4 week tailor-made course for cohorts of 25 SAI coaches and Sports Scientists each who will act as the change agents (one batch each of participation coaches and performance coaches); (first batch to be delivered at Birmingham; feasibility of holding subsequent courses in India to be explored);and
- (iv) Selected SAI Sport Science officers to be sent to University of Birmingham for PG and doctoral studies.

Secretary SAI in consultation with ED Academics, Director (Coaching) and Senior Sports Scientists to work on these proposals. We may also prepare an MoU for execution with the University of Birmingham (contact Dr. Peter Lund Reader, Molecular Microbiology and Co-chair of India partnership)

15:30 to 17:00 Hrs: **LONDON**

Meeting with the Chair of UK Sport
Mr. Rod Carr, Chair, UK Sport

13. I had a general discussion with the Chair of UK Sport, Mr Rod Carr. He explained that UK Sport normally did not enter into MoU with its counterparts in other countries barring the declared Olympic host countries. Accordingly, they have entered into MoU with Brazil and Japan (and earlier with China). He also indicated that normally their collaboration covers general areas of collaboration and not those relating to elite preparation and performance. He, however, expressed willingness to have informal interactions with SAI on issues of mutual interest and benefit.

13.1 I identified a few areas for informal support, which are: -

- (i) Talent ID;
- (ii) Performance assessment of National Sports Federations; and
- (iii) Athlete to Coach Development Programme

Mr. Carr agreed to provide whatever support possible in the abovementioned areas.

17:00 to 18:00 Hrs

Meeting on TASS

Mr. Collin Allen, Sport Relationship Lead

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Sport England TASS, Northumbria University, New Castle Upon Tyne NE1 8ST

Mr. Guy Taylor (was not present but communicated through Email)

National Scheme Director

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14. The TASS represents a partnership between education and sport to help talented athletes in England fulfill their potential and balance their sporting development with their academic and vocational development. The programme is funded by Sport England and Lottery funding. Initially the scheme was being handled by Sport Enland. After sometime it was shifted to UK Sport and now it is back with Sport England, as UK Sport only concentrates on the elite athletes at podium, podium potential and performance development level.

14.1 The scheme was started around 10 years back. So far it has benefitted over 6,500 athletes across different sports. It also supports capacity development in partner/ delivery organisations (mainly universities). The scheme is implemented in close working relationship with NGBs. The TASS award is worth and comprises three broad components, namely, the core services (strength & conditioning; physiotherapy; lifestyle support; sport psychology; and sport nutrition); Sport element (equipment, training and

competition cost) and medical support. The TASS is implemented through 25 centres spread across the UK (mainly educational institutions). The USP of the TASS is the Dual Career model wherein the interface of the Athlete with sport and education is balanced. They have an exit plan for the athlete if he/ she is not successful. The TASS team expressed open willingness to share their knowledge and expertise with SAI.

14.2 The TASS is a good scheme, but it may not be possible to replicate the same in India, mainly due to inadequacy of sports facilities, competition, and coaching and other support services at school, college and university level. In the past, we had a scheme called Talent Search and Training Scheme (TSTS), which was targeted at young talent (sub-junior and junior level), but was discontinued and replaced by Scheme of HRD in Sports. Under TSTS medalists at national/international level were considered for support up to Rs 5 lakh per annum (mainly to support coaching, equipment costs and competition costs) for a period of up to 5 years subject to meeting performance targets. The scheme was discontinued on the assumption that young talent can be easily supported under the Scheme of Assistance to National Sports Federations. But this is not true, as the NSF scheme is primarily for training and participation in international competitions and not so much for sport development pathway. Hence, there is a crying need to reintroduce TSTS. SAI can implement this scheme very effectively.

14.3 SAI and many State Governments run talent identification and development schemes, which are essentially Sports Hostel Schemes. These schemes are necessary in our context, as schools/ colleges/ universities hardly cater to the performance development needs of student athletes. Reintroduction of TSTS can be very beneficial to make SAI sports promotional scheme more result oriented by supporting the best SAI trainees and other talented athletes under TSTS. It would be useful to interact with TASS team to gain deeper understanding of systems and processes involved in Talent ID and Development systems.

23 October (Friday)

10:30 to 13:15 Hrs: LOUGHBOROUGH

Meeting with the Director of Sport Development; and the COO, University of Loughborough

Mr. Tim Garfield, Director of Sport Development

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Mr. Andy Harland

Director, Sport Technology Institute

Mr. Peter Stanley, Head of Field & Combined Events, British Athletics

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Mr. Richard Taylor, COO

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15. We started our tour with a visit to the Sport Technology Institute (STI). Mr Andy Harland, who heads STI took us around the institute and showed us the labs where R&D work is undertaken. R&D work is done on materials, surfaces, equipment, consumables, etc. Sport technology covers every aspect of a sport, for example the surface on which it is played, the playing equipment used, sport gear, lighting, sport consumables, timing, scoring & results management, review systems, etc. The STI has been associated with the FIFA in connection with continuous improvement of World Cup Football; similarly, it has also been associated with the English Cricket Board for making the helmet safer. They have developed many equipment/ gadgets that meet the specific requirement of para-athletes suffering from different disabilities. The research is triggered 75% by the industry and 25% by sports bodies, scientists and researchers. The industry R&D mainly pertains to recreational sport whereas the sport bodies, particularly International Federations are primarily concerned with elite competitive sport. The STI has several IPs (industrial patents) to its credit. It also deals with quality

assurance standards though the national quality standards certifying body is British Standards Institute. Sport technology can be leveraged hugely to give advantage to elite athletes. To that extent British athletes seem to have benefitted. Unfortunately, we do not have the equivalent of STI in India. Although some of the IITs and other technology institutes do some research related to sport technology, the absence of a comprehensive institute dealing with sport technology is quite conspicuous.

15.1 STI runs an undergraduate degree course on sports technology. The course contains some common credits pertaining to chemical, mechanical and electrical engineering, which are then applied specifically from sport technology angle. I was told that the STI is having some collaboration with IIT, Delhi.

15.1 We then visited the National Centre for Sport Exercise and Medicine, which has been set up under the National Health Scheme. It has a Gait lab, Rehab Gym, DEXA scanner, etc.

15.2 We also visited the Sports Performance Centre. It has massive facilities for strength & conditioning, Weightlifting, Gymnastics, etc., with self-contained sport science back up. They also have a state-of-the-art swimming pool with underwater cameras and adjustable floor and sides. The university has an extensive indoor facility for Lawn Tennis. Besides, they have a number of outdoor facilities for Football, Hockey, Rugby, etc. We saw different Hockey surfaces – water-based, sun-dressed and sand-filled. We also saw a rubber-crumb football field. It is very long lasting and almost looks and feels like a grass turf. I feel, we should opt for rubber-crumb football turfs, as it is easy to maintain, capable of taking a lot of load and long lasting.

15.3 Visited a High Performance Indoor Athletics Centre, which is one of the most impressive facilities across Europe. It has facilities for field and track events – sprints, hurdles, jumps, and throws. It also has facilities for strength & conditioning and sport science back up. This is one of the main training centres for the British national team. Around 40 athletes are based here on full time

basis. We too need a facility like this in India. It can play a huge role in catapulting the performance of our athletes in athletics. The centre in Loughborough University was set up 10-12 years ago at a cost of about GBP 6 million. Today it may cost around GBP 10-12 million. It is necessary that SAI submits a proposal for the consideration of the Government. The facility may be set up at JNS complex or NIS Patiala.

15.4 Overall, Loughborough University is undoubtedly the best in the UK for sport education. It has a 400-acre sprawling campus with the best sporting facilities. It started 108 years ago as a Physical Education college, but today it is a large university with science, engineering, arts, sport, etc. The USP of the university is that it treats sport as one of the pillars with cross-cutting influence – teaching, research, enterprise and sport.

15.5 Based on the visit and interactions held, the following areas of cooperation between SAI and Loughborough University were identified: -

- (i) Technology and engineering support for establishing a High Performance Indoor Athletic Centre in India. Seek consultancy on non-commercial cost recovery basis;
- (ii) The use of training facilities for Weightlifting and Gymnastics (action to be initiated by the NSFs concerned);
- (iii) The MoU on partnership between STI and IIT Delhi may be made tripartite by including SAI, as SAI in consultation with NSFs can provide inputs related to elite athletes;
- (iv) SAI can depute its administrators, coaches and sport scientists to Loughborough University for short-term and long-term courses; and
- (v) Provide technology inputs for SAI sports facilities.

15.6 Secretary, SAI in consultation with the divisional heads concerned may prepare a draft MoU, which can be shared with the University of Loughborough.

16:00 to 17:00 Hrs: LONDON

Meeting with Director of Sport, Sport England

Mr. Phil Smith, Director of Sport

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Mr.Greg Clements

Strategic Lead Relationships

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16. A detailed presentation was made on Sport England. The salient features are as follows: -

- (i) Sponsored by DCMS, Sport England is a non-departmental public body for community sport;
- (ii) Funded through Exchequer & National Lottery funding;
- (iii) Regulates playing field redevelopment;
- (iv) Supports community sports infrastructure;
- (v) Supports talented athletes at the grassroots level;
- (vi) Sport legacy of mega events by way of mass participation in sports;
- (vii) Only 35.5% of adults (15.5 million) play regularly (at least 30 minutes per week); 6.7% (2.9 million) play irregularly (more than once a month, but less than once a week); and 57.7% (25.2 million) are inactive in sport. High performance athletes are around 2,000 and 60,000 in talent pathway;
- (viii) Average annual investment is GBP 279 million (69% on mass participation; 21% on facilities; and 10% on talent ID and development);
- (ix) Work closely with NGBs (route about 40% of funds);
- (x) Lately much focus is on sport volunteers; they are the backbone of grassroots sport; and
- (xi) Talent programme is based on progression, inclusion and integration.

16.1 The two areas of interest for SAI are Volunteer programme and Talent programme. It would be worthwhile to request Sport England to be knowledge partner in the above-mentioned two areas. Secretary SAI to work out a proposal to be taken up with Sport England.

24 October (Saturday): LONDON

17:00 to 19:00 Hrs

Visit to O2 Arena

Mr Brian Kabatznick, VP, Development (Facilities & Event Programming)

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17. Mr. Brian took me around O2. It was built by the UK Government to celebrate the Millennium year in 2000. The property was taken over by AEG, an American company, in 2005 as a shell (i.e., the dome). AEG spent about GBP 350 million to make the property vibrant throughout the year. This mostly consists the Food and Entertainment business. There is approximately 9 million foot fall annually in the O2. The core area of O2 is the main sport arena, which is used for sport as well as non-sport events. There are nearly 200 events every year, which is very impressive. Broadly, the sport arena occupies about 40% of the total area and the balance consists of logistics area and food and entertainment. The O2 has been taken by AEG on BOT basis.

17.1 AEG have shown deep interest in managing IGIS. SAI is in the process of issuing an RFP inviting bids for outsourcing. They are very much interested in visiting SAI stadia in Delhi and making an assessment of the revenue potential. We may facilitate AEG to make an assessment of SAI stadia from revenue generation potential.

(Injeti Srinivas)
DG, SAI
26.10.2015