



Start Healthy Soccer Impact Report.



Oakland,
California.





Program overview...

- Start Healthy Soccer is a 6-week, fully funded school engagement program.
- Soccer is used as the vehicle to engage children in increased physical activity and learning.
- Supporting schools with Physical Education delivery to engage more children.
- All children have the opportunity to participate on an after-school soccer specific program.
- Includes two Inter-School Festivals where parents have the chance to support their child whilst they represent their school.
- Funded by United States Soccer Federation's 'Innovate to Grow' Grant and Cal North, who chose to offer the program to selected elementary schools in areas where children face numerous barriers to participate in soccer.



Priorities and Success Criteria:

Cal North

- More children experiencing soccer, wishing to continue playing in the future.
- Reducing any prohibitive barriers to playing soccer.
- Improving physical activity levels and the health of kids.

Schools & School district

- Healthier, fitter and more engaged learners.

Premier Education Group (program deliverers)

- To engage children through sport, irrelevant of age, ability, ethnicity etc. – creating a more physically active community.
- Ensure evaluative measures are in place to monitor impact, which can be used to support the sustainability of the program.

Parents

- Fitter, healthy and more engaged children participating in a safe and convenient environment.
- Opportunity for children to learn more about sport.



Executive Summary:

Prior to the commencement of the Start Healthy Soccer School Engagement program, four key objectives were outlined; **engage more children in soccer**, for children to perceive physical education and activity as a **positive experience, improving their cognitive wellbeing**, and for children to **experience an improvement in cardio-respiratory fitness levels**.

Engagement - The Journey...

The first part of the journey involved PEG activity professionals (coaches), delivering invasion game / soccer sessions during physical education (PE) class time in six Oakland Unified School District (OUSD) Elementary schools, engaging (when one's motivation meets the right environment and opportunity) a total of **396 children** during the six weeks. Qualitative data was collected from the children in the form of a survey (Appendix 1) during the final week of the program.

The Start Healthy Soccer concept is to provide a program with minimal barriers to participation. After the child has 'signed up', the after-school element takes place at the school facility with coaches on site as soon as the bell rings. This step of the journey saw us work with **173 children**, averaging 29 children per school. However, due to logistical and timetabling factors, we were only able to work with **154** of the children in both PE and after school. As a result, this means that a total of **38.9%** of children we worked with during PE signed up and began playing outside of curriculum on the after-school club – equating to a **2 in 5** conversion ratio.

This rate is significantly higher than that experienced in Birmingham AL (14.3%), it is felt anecdotally, due to a larger soccer culture within the local area of Oakland. Soccer is an integral part of the Latino culture, of which this ethnicity represents 41.3% of the OUSD school population.

The final stage of the journey involves after-school participants coming together to form a team, representing their school in a soccer festival hosted at a local venue. The festival provides an opportunity to measure the impact and engagement beyond the school gates, where some barriers are present – travel (both cost, distance and logistics), time, logistical issues for families and other commitments. The first festival which took place on week 3 saw 34% of after school participants attend, whilst the second on week 6 saw a 41.5% participation rate.

Survey results also identified that prior to the program beginning, **76%** of the kids on the after-school program had never played soccer outside of school in an affiliated environment. This means only **24%** of participants had done, compared with **50%** having done so following the festival. The significant increase in the percentage of children now having played outside of school could be due to a multitude of factors:

- The children and schools had never had the opportunity to experience a program of this kind
- Children have not had a program brought to them, in a safe, familiar environment
- Children have not worked with the same calibre of external coaches with expertise in engagement and soccer specific technical proficiencies
- Children have not previously experienced a program without any cost implications



Equally as important as the increase in engagement is that **100%** of these children enjoyed the festival, representing and competing for their school, and both playing with and making new friends from other schools. In terms of impact and sustainability, **87%** of the children would now like the opportunity to participate in more school soccer festivals, in addition to **98%** of their parents wishing for them to do so.

The statistics above evidence the appetite for program continuation and the potential of converting these children into a Cal North member. Currently, a large majority of the above are not Cal North members / customers - they are either at clubs or playing in leagues that are not affiliated to Cal North, or not at clubs at all. The Start Healthy Soccer Program can help guide participants into Cal North clubs, as well as generating additional income through a 'school-based' membership.

Impacting Cardio-respiratory fitness / Fitter children...

Student's cardio-respiratory fitness levels were measured using PEG's 'My Personal Best' program - an academically verified measuring tool, which involves completing a 20m shuttle-test to provide a clear insight into the amount of physical activity children can endure. Children run continuously until they cannot keep up with the beep, after which they receive a lap score.

On average, children in the six elementary schools experienced a staggering **+25.8%** increase in lap score (21.7 to 27.3). Consistent with previous research in Alabama and the UK, it was also discovered that children who attended the after-school soccer club experienced more of an improvement in lap score. On average, they improved by **28.2%** compared with their non-attending counterparts at **25.4%**. It was predicted that there would be a larger range in improvement between the two groups. However, it should be noted that the average base level of fitness for those children on the after-school club was considerably higher (24.1 laps) than those that did not attend (20.8 laps) before the program commenced, as well as at the end of the program (30.9 > 26 laps). Subjectively, we can suggest that it is likely to see less of an improvement in those children that already have a higher level of fitness to begin with.

The overall improvements evidence the impact that the program and provision had in a short period of time. Upon analyzing the fitness data, we can conclude that children who have additional provision from PEG programming experience a greater improvement in fitness. Again, consistent with 100% of all other programming delivered in Birmingham AL (U.S.), London, Bolton and Birmingham (U.K.). However anecdotally, we feel the improvements in the lap scores go beyond just the children's cardio-respiratory fitness levels from six weeks of impact. The engagement with children during the program extends to cognitive benefits such as improvements in resilience, determination, confidence, a positive outlook on exercise and the motivation to achieve for themselves and someone they respect - all of which are priority outcomes of PEG delivery.



[Click here to watch PEG's program director bring the data to life...](#)



396

students **engaged**.



39%

PE to after school **conversion**.



41.5%

festival participation conversion.

ASC
30.9
laps



Non-ASC
26
laps

Average **lap score** from the second measurement for those on the **after-school program** compared with those that did not attend

28.3%

Average **fitness** improvement for children on the after-school soccer program



25.8%

Average **fitness** improvement for all children



99%

of children **enjoyed** the program



92%

children would like to **continue playing soccer**



Percentage from After School program to Festival...

- **34% (59)** of children from the after-school program attended the **First** festival at the weekend
- **41.5% (70)** of children from the after-school program attended the **Second** festival at the weekend

Notably, the percentage of children attending the festival is less than that experienced in Birmingham, AL (45.5% and 63%). Contributing factors are not limited to but could include; there was significantly less children on the program in Birmingham; the venue for the festival in Oakland was a larger distance away from all of the schools; a much larger percentage of the children on the Oakland program already play for clubs at weekends; numerous players were invited to try-outs with clubs as a result of this program which took place on the same day as the festival.

Interestingly, 5 participants on the program chose to attend the second festival to represent their school, as opposed to playing for their soccer clubs. Thus, again evidencing the impact of the program, the staff and the appealing opportunity for them to play with their friends from school.

**Please note that moving forward, we will ensure that the festival takes place at a time and day where it will not conflict with club fixtures or training - we want to encourage the pathway, not inhibit it.*

Gender ratios...



The program saw a very respectable split in gender ratio. Aligning with the recommendation of extending the program offerings, introducing different sports and activities such as dance or lacrosse may increase the engagement of girls.



How does this support schools?

Research also suggests that physical activity and fitness levels impact a child's performance in the classroom. Two recently published systematic reviews have investigated the association between academic performance and cardio-respiratory fitness (full references at the end of the document).

Santana et al. (2016) found that there was a strong positive association between cardio-respiratory fitness and academic performance in 27 out of 30 cross-sectional studies and 4 out of 7 longitudinal studies. Likewise, Donnelly et al. (2016) found that there are positive associations between physical activity, fitness, cognition, and academic performance. They also found that increasing children's physical activity or cardio-respiratory fitness did not have a negative effect on their cognition or academic performance. Further research also presents findings to show that cardio-respiratory fitness has positive effects on depression, stress, sleep quality, concentration, and memory – all of which can impact academic performance.

A recent report conducted by the ukactive research institute (<http://researchinstitute.ukactive.com>) in collaboration with Public Health England assessed over 400 activity interventions that are implemented in the UK, aiming to understand how evaluations are being undertaken to inform and support delivery. Programs and providers were ranked against the **Global Innovation Foundation's robust NESTA Standards of Evidence**, outlining which projects are having a positive impact. PEG was graded as 'level 5' (highest rank - 'You have manuals, systems and procedures to ensure consistent replication and positive impact', largely due to the evaluation processes the organization has in place. The My Personal Best fitness evaluation program contributed considerably to being awarded this grade

Health...

From a health perspective, a recent study published in the Journal of the American Heart Association stated that inactivity costs the U.S. economy \$28 billion in medical costs and lost productivity. The report concludes, those who endure 5 x 30-minute bouts of moderate exercise will on average save around \$2,500 per year.

With the Start Healthy Soccer program increasing children's physical activity levels, perception of sport, and understanding of health and wellbeing, the likelihood of meeting the governmental weekly activity guidelines is more probable. Thus, these children and their families could be subject to substantial savings relating to the above figures. In turn, the more the program expands, the more children impacted, the larger the saving this could have on the U.S. economy.





Return on Investment and Sustainability...

The initial seed funding for the Oakland pilot program was primarily subsidized via Cal North and a grant received from United States Soccer Federation's Innovate to Grow fund. It is important to note that Cal North were hoping that their initial investment created a successful and sustainable program in which a 'pebble effect' from the funding would continue to achieve a long-term impact and reach thousands more children.

Following the positive impact of the pilot program, PE coaches and Principals at each school, as well as the OUSD Executive Director of Athletics, Alphonso Powell have confirmed they would like the program to continue in Fall 2018. We anticipate that the program will commence on October 1st 2018 with a start date of October 1st. Mr. Powell has also expressed the desire to expand the program into more OUSD schools, including a transitional program into middle and high schools. OUSD runs 86 schools with a total of 36,668 students enrolled. The plan is to deliver the program across the OUSD network, with each school having at least one team, congregating bi-monthly for a soccer festival, or even to create a recreational school league. We aim to work strategically with the school district to roll the program out effectively to enhance the lives of as many children as possible through sport and soccer, whilst increasing Cal North's membership. Although no specific number can be provided in terms of the number of children this will impact during the next phase of rollout, it is evident that there is an appetite and demand, and all stakeholders will adopt a joined-up approach to accomplish funding and continue the program – subsequently impacting more and more children.

With the socio-economic demographics in the area of Oakland where the schools are located, it has been agreed that the parents will not fund the continuation of this program. Therefore, discussions will continue with OUSD on the funding of the program. Both OUSD, Cal North and PEG have committed to using the subjective and objective impact data from the program to work on attaining funding through grants or commercial entities. The costs to sustain the program will be largely reduced, due to a significant amount of the pilot program cost covered accommodation, travel and expenses for personnel from overseas. Moving forward, the program will be delivered by local coaches who will be trained on the program, systems and processes by PEG.

Start Healthy Soccer has also gained traction in the local area, with two schools contacting Cal North independently to enquire how the program can be available to their school – interestingly, they have proposed to fund the program through their own school budget. Both Cal North and PEG are also in discussions with two soccer clubs in the bay area who wish to operate the program in partnership in other school districts.

The overarching message is the longevity of the program - from the initial investment to fund the pilot with just under 400 children, through engagement and data collection, the program now has the potential to reach over 30,000 children in this school district solely.



Recommendations...

#1. A large percentage of program participants are not playing regularly outside of school due to access and opportunity related obstacles (finances and transportation etc.), of which local soccer clubs are aware of and some attempting to address. Previously, those participants and families that cannot overcome these barriers were somewhat neglected. Cal North's mission is to serve all children providing opportunities to allow them to grow and learn; regardless of race, religion, age, sex and ability – of which the school engagement program does in abundance. The solution is to take the game to the schools and keep it there through school leagues and festivals.

From a State Association perspective, it would evidently be beneficial to convert the Start Healthy Soccer participants into a paying customer where possible. Club players / members are the only form of customer in the current model, whereas through school engagement, every child can become a form of customer. Albeit, as discussed with Cal North's Executive Director, Matt Madeira, this may only be \$5 per play for a 'school-based' membership, but it is better to have more customers paying something than nothing.

This grows the Cal North membership, affiliates the players and school teams, and supplies contact information to assist in guiding these children into the right clubs.

#2. Partner with the right soccer clubs, of whom are working towards the same mission and share common values in order to serve these children through soccer.

#3. Given the evidence demonstrating the improvement in cardio respiratory fitness of participants engaged in the Start Healthy program, it is clear that collaboration between Cal North and other stakeholders, such as OUSD, local soccer / sports clubs, and potentially medical entities would be extremely beneficial to the health and well-being and economy of the local community.

#4. Investigate additional data collection and analysis of participants. This could mean linking physical activity levels and cardio-respiratory fitness to classroom behavior, validated test scores, attendance, to gain a further insight into how this program as well as others can benefit the child, parent and school.

#5. Use the data collected which shows positive impact on the children to market sport and physical activity programs to parents. Evidence of the health benefits of participation and this should be a strong message to support future recruitment of children and parents.

#6. Consider extending the offering to other sports. With 2 in 5 children signing up for the after-school soccer program, aim to engage the 3 in 5 that did not attend through other activities. Additionally, extending the program to additional grades including the younger ages, may further increase participation rates. Children at a younger age are less likely to have 'found their sport', meaning they are more likely to be open to trying new sports, as well as it possibly being easier to influence those that have a negative perception towards sport, physical activity and health.



Difference between PE and after school coaching

PE lessons focus on improving the Physical literacy of all children who are each individually developed through differentiated LEARNING (not sport specific activity). Inspiring for all children and giving them the confidence and basic skills to engage in sport in the future, each child is assessed on EVERY lesson based on professional judgements around lesson outcomes;

- **Competent Learner**
- **Active Learner**
- **Reflective Learner**
- **Engaged Learner**
- **Disciplined Learner**

SPORT ACTIVE after school clubs have a technical focus on a specific sport, this case Soccer, the children have chosen to attend. Participating with friends, they are designed to be engaging and a 'step toward' community sports club involvement.





Program numbers in brief...

School	Participant numbers on After School Club					
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Community United (School 1)	29	33	20 (field trip)	23	30	31
Allendale (School 2)	no club	23	26	19 (field trip)	21	21
Esperanza (School 3)	no club	31	42	41	37	37
Korematsu (School 4)	40	40	35	30	28	30
Grass Valley (School 5)	no club	14	18	16	20	15 (early school finish)
New Highland (School 6)	no club	26	32	27	20	23
Total	69	167	173	156	156	157

- Average attendance of 146 each week
- Average attendance of 161 each week excluding week 1 with 4 out of 6 clubs not running due to unforeseen circumstances
- Attendance each week fluctuated each week due to a variety of factors, including field trips, birthday parties, soccer club try-outs, timetabling changes and testing.



Fitness data...

Children’s cardio-respiratory fitness levels were measured using PEG’s ‘My Personal Best’ program - an academically verified measuring tool, delivered in conjunction with the UK Active Research Institute.

The My Personal Best program incorporates a 20m shuttle-test to provide a clear insight into the amount of physical activity children are enduring. The initiative received International recognition, being launched at the American College of Sports Medicine in Boston, USA. It was more recently launched at the European equivalent.

Overall Improvement:

Average # laps completed		
OUSD	Overall PE	
	1st	2nd
	21.7	27.3
	+25.8%	

An overview of the increase in average lap completion by all children from grades 4 and 5.

Average # laps completed				
OUSD	Non-after school		After school club	
	1st	2nd	1st	2nd
	24.1	30.9	20.8	26
	+28.2%		+25.4%	

An overview of the increase in average lap completion by children from grade 4 and 5, comparing those that attended the after-school program and those that didn't.

It can be seen that PEG’s delivery during PE has contributed to an improvement in children’s fitness levels over the six-week period, of which has been shown to be a consistent outcome of the program following evidence collected in both Birmingham, AL and Bolton, UK. The improvement in fitness would also likely increase further over a more sustained period. (Add in ‘Premier kids are fitter kids’ stamp on the page.

It can also be seen that there is a more elevated increase in cardio-respiratory fitness levels of children that attended the after-school club. These children were exposed to an additional 1.5 hours of physical activity per week, encouraged to practice activities at home as well as being educated around key principles of health and wellbeing.

The average base level of fitness for those children on the after-school club was considerably higher than those that did not attend before we began working with them, as well as at the end of the program. Subjectively, we can suggest that it is likely to see less of an improvement in those children that already have a higher level of fitness to begin with.



Comparative data...



A comparison in the average number of laps completed during the 20m shuttle test between children aged 9-11 in multiple cities from both the U.S. and U.K.

The data has been collected from the same grades, and each city has a sample group of over 200 children. Excluding the children in Birmingham, AL whose data was collected during Fall 2017 Semester, all other data was collected during Summer semesters.

It can be seen that the average cardio-respiratory fitness level of a child in Oakland, CA is significantly higher than in Birmingham, AL. Aligning to the increased engagement level in the sport of soccer, it could be due to multiple factors; better quality teaching and provision in schools; cultural differences; improved access to outdoor spaces; a more conducive climate to be physically active.

The children in Oakland however, fall below the average level compared with UK schools. It should be noted however, that a large percentage of the children from Bolton UK, are receiving PEG provision on a regular basis, year-round – and have the highest average fitness level. The ukactive Research Institute conducted research in the U.K. concluding that children that PEG work with have better levels of cardio-respiratory fitness than those in schools where PEG doesn't provide services.

Fitness improvement of all children attending PE:

Average # laps completed			
Boys		Girls	
1st	2nd	1st	2nd
26.1	33.4	18.5	23.1
+28.2%		+24.9%	

The percentage improvement in laps completed by each gender from all of the children participating in PE classes from the 6 Schools.

The data shows a significant increase in the number of laps completed for both genders. It can also be seen to be extremely positive that the percentage increases for each are not too dissimilar, evidencing the impact of delivery on the engagement levels of all participants. We believe the co-education approach will have contributed strongly towards this.

Further analysis on fitness improvement related to ethnicity differences / socio-economic status / Special Education Needs can be delivered.



Stakeholders feedback / success criteria review...

Children



enjoyed participating.



provided evidence of multiple things **they had learnt** on the program.



feel fitter, healthier and better about **themselves** following the program.



would like to **continue to play soccer.**



enjoyed **representing their school** in the Start Healthy Soccer Festival.



more significantly

of the children that had not participated in soccer before would like to **continue playing**



would like to **participate in festivals** more often in the future



1 in 4
children

play for a **soccer club** outside of school



would like to try out **new sports**



liked their **Premier Sport Coach**



had not played soccer **prior to the program**

however, **98%** of these would now like to **continue playing soccer!**



Parents:



felt that **their child had enjoyed** the Start Healthy Soccer program.



believe their child has **increased their physical activity levels** whilst on the program.



would like the **program to continue.**



would be **keen for their child to try other sports** offered and delivered by PEG.



would be interested in their child **joining a soccer club** outside of school



would like **more sports and activities offered** to their child after school.



5 out of 5 – 95% of the parents rated the overall program a 5 out of 5 (excellent)



*Parent survey can be found in Appendix 2



Teachers:



feel that the program has **been beneficial** to the students.



would like the **program to continue.**



3 out of 5 PE coaches visited the festival to support their students

Every PE coach rated PEG as Good or Excellent in the following areas:

- Attendance and punctuality
- Appearance
- Planning
- Organisation and preparation
- Quality of delivery
- Rapport with children

Conclusion

The quantitative and qualitative data collected demonstrates the positive impact that the program has had on the children, their families, the PE coaches and school district. It provides evidence that when a child is engaged effectively through sport, they are more likely to pursue physical activity outside of school hours, build confidence, resilience and the capacity to become a fitter individual.

The statistic of 98% of children that had not played soccer prior to Start Healthy underlies the real outcomes of the program. It also outlines that these children possibly were not given the opportunity to participate in soccer before, or that they were not engaged correctly / PEG staff have engaged them effectively – or both. Either way, it indicates that the program would be a valuable asset to continue.

Parents are prepared to invest their time, finance where possible and commitment when they see and understand the value in something in for their child. Numerous individuals mentioned that the festivals would be a struggle and attendance would be low due to travel distance and time, the effort of getting them there early on a weekend morning, as well as the cost of getting their child there. To get 41.5% of children attend the festival along with the large majority of their parents and other family members, is a large success.

Data also concludes that the more children engaged in PE at the beginning of the journey, the more will end up playing in a community setting when exposed **to the right journey.**

There is an opportunity for Cal North to create a new form of membership and customer to grow the game of soccer in the state through schools, as well as generating additional revenue.



Testimonials...

What do Cal North say?

"Before we began our Start Healthy Soccer Program with PEG, our goal was to present children with an opportunity to have access to soccer...children who had not had the opportunity in the past. As it turns out, we not only met this goal but also saw the children show a remarkable increase in cardiovascular ratings. The PE Coaches of the Oakland schools where the program was conducted were all very supportive and excited about our results. Finally, children and parents alike expressed that they were very happy with the program and wish for it to continue. It is our hope to impact as many children as possible through soccer by duplicating this great work throughout Northern California."

Matt Madeira, Cal North Executive Director

"I am very excited about Start Healthy Soccer and our program in Oakland. Thanks to Cal North, US Soccer Foundation and PEG, we were able to deliver soccer to nearly 400 children, many of whom had not had the opportunity to play soccer - to see their enthusiasm as they learned about the sport and measure the impact on their fitness levels was outstanding. As an Olympian (1960 - swimming) and past soccer coach, I know the importance of fitness, love of sport and the fun of competition. I want to see this program expanded into many more Oakland schools and beyond. Both parents and teachers were very supportive in asking that the Start Healthy Soccer program continue and expand."

**Anne Warner Cribbs – Olympian, former youth soccer coach,
CEO of the Bay Area Sports Organizing Committee and Cal North Marketing Consultant**

What do Oakland Unified School District say?

"It was a fantastic opportunity for the children of the Oakland Unified School District to have the opportunity to participate in a program which such a professional level of delivery from PEG and Cal North. The program was a simple yet innovative way to encourage our youth to be more active, improve health and fitness levels, whilst having lots of fun!

It was all-inclusive, with some players displaying some fantastic talent who are now on a pathway into local soccer clubs. Equally, if not more important, those at the other end of the spectrum – A large majority of those that had never played soccer before or did not previously enjoy sport now want to continue playing, which really shows the impact of the program. We look forward to continuing to work with PEG and Cal North to create a sustainable program which can impact lots more children within the district."

Alphonso Powell, OUSD Executive Director of Athletics



Where PEG can add value in the future:

- Ongoing fitness measurement, including spring review to determine any negative impact of non-participation
- PE support for teachers
- PE assessment for pupils on automated system (provides comparison opportunities across the city)
- Continue program for already engaged children
- Expand program to more grades
- Add other sport options for further engagement
- Add program opportunity to other schools
- Targeted intervention groups (sporty pupils who underperform academically / non-sporty pupils – the disengaged / identified unfit groups)
- Teacher engagement programs
- Parent fit-trition programs
- Parent / child clubs
- University collaboration to link to academic success





Acknowledgements...

United States Soccer Federation

Cal North successfully sealed the Innovate to Grow Grant from United States Soccer Federation which contributed largely to the funding of the Oakland pilot program. The funding subsidized equipment, resources and gifts for participants, as well as coach expenses. Thank you, United States Soccer Federation.

Cal North

Cal North had been keen to implement more school engagement and recreational programs for some time, so a partnership with PEG to deliver, manage the operations, collect data and report on the program was a seamless fit. Cal North staff also supported the operations of the program and played a vital part in initiating the relationship with Oakland Unified School District and Schools.

A large acknowledgement to Cal North for being the predominant funders of this program, they have successfully impacted a large number of children and provided a better pathway for those who want to engage in soccer.

Bownet

A large appreciation to Bownet for helping to introduce all organizations and initiate a partnership. Bownet funded and subsidized the equipment used throughout the program, which dramatically enhances the child's playing experience compared to other suppliers. Their products can be transported and set up with ease. The program would certainly not be the same or as effective without it.

Bownet's Chief Operating Officer, Mr Mark Botterill is also a great believer and advocate of school sport engagement programs and the health benefits they bring, working tirelessly and voluntarily to grow this and programs alike to impact as many children as possible through sport.

References

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Appendix...

[Appendix 1 - Child survey](#)

[Appendix 2 - Parent survey](#)

[Appendix 3 - PE Coach survey](#)



With 10 million visits on their PE and Physical Activity events annually, Premier have over 1,000 Activity Professionals working in schools daily.

Personal Best is rated as the highest level of standards by the global innovation Foundation, NESTA - and has been highlighted by Public Health England in a recent document highlighting good practice.