



2025-2028 STRATEGIC PLAN

EVER TO EXCEL

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Introduction

Saints Sport are committed to developing the ideal environment for the pursuit of **excellence**; enhancing student **experience** and personal development of students through involvement with sport; and increasing **engagement** in sport and active health both within and beyond the University.

We have a responsibility to make a meaningful contribution towards the strategic priorities of the University and strongly believe in supporting our students and staff to be the best they can be. Our aim is to consolidate our position as one of the leading institutions in the UK for participation in sport and physical activity and seek to provide an environment where students are inspired to maximise opportunities to fulfil their potential and **excel** through a culture of personal responsibility, continued improvement, and pride in achievement.

Our Vision – the Saints Experience

To deliver an **excellent Saints Sport programme** that enables all students to combine a world-leading academic education with a truly **unique and rewarding sporting experience**, supporting them to **develop and realise their potential** as they **strive ever to excel**.

Our Mission

To deliver an **enriching experience** to **encourage and support everyone** in our **Saints Sport community** to be **active, develop, and enjoy the benefits of sport and active health**.

Our Plan - strategic areas of focus

Saints Sport's fundamental goal is to **enrich the unique St Andrews experience**, ensuring that **every student feels included** and can make the most of their time at St Andrews. Whether it is reaching the pinnacle of their sporting career, staying fit and healthy throughout their studies, having fun, meeting new people, or trying a sport for the very first time, we aim to **provide something for everyone**.

The objectives of the Saints Sport Strategy are grouped under four themes – **Performance sport**, **Club sport**, **Active Health**, and **Student development** – and are underpinned by our commitment to **social responsibility** and enhancing the physical and mental **wellbeing** and resilience of our students and staff.

Four strategic enablers – Valuing our people, Investing in our infrastructure, Managing our business resources, Developing our networks and partnerships – provide the key operational frameworks for the delivery of the Saints Sport strategy and are fundamental for achieving our objectives and facilitating our vision.



Our Values

At Saints Sport, we embody a relentless commitment to the pursuit of excellence, encapsulated by our enduring motto, **Ever to Excel**. This ethos serves as the guiding force for both our dedicated staff and passionate sporting community. **Ever to Excel** is not just a motto; it is the heartbeat of our sporting community, driving us to reach new heights together.



Saints Sport Strategy 2025-2028

EVER TO EXCEL

OUR MISSION

To deliver an enriching experience to encourage and support everyone in our Saints Sport community to be active, develop, and enjoy the benefits of sport and physical activity.

PRIMARY THEMES

PERFORMANCE SPORT

As the pinnacle of our sporting provision, we will recognise and celebrate the achievements of our most talented student athletes and teams. We will deliver an advanced performance programme to support and develop our top teams, talented athletes and sports scholars.

CLUB SPORT

We will deliver an excellent sports club programme, sustaining high levels of participation, and catering for all abilities and aspirations across a wide and diverse range of sports.

ACTIVE HEALTH

We will offer a comprehensive range of professional fitness services, exercise classes, and sporting activities, helping to get more people more active by engaging in sport and physical activity, increasing levels of participation, and improving the quality of life at all levels across our whole community.

STUDENT DEVELOPMENT

Using sport as a tool to help foster a range of professional and social skills, we will empower our students in their own personal development, helping the next generation of future leaders to grow, realise their potential, and graduate with experiences that will prepare them for life beyond university.

OUR VISION

To deliver an excellent Saints Sport programme that enables all students to combine a world-leading academic education with a truly unique and rewarding sporting experience,

SOCIAL RESPONSIBILITY WELLBEING

The objectives of the Saints Sport Strategy are underpinned by our commitment to social responsibility and enhancing the physical and mental wellbeing and resilience of our students, staff and community.

supporting them to develop and realise their potential as they strive ever to excel.

STRATEGIC ENABLERS



VALUING OUR PEOPLE

Attract | Develop | Value | Support | Lead



INVESTING IN OUR INFRASTRUCTURE

Facilities | Equipment | Technology | Digital | Data | Policies | Processes



MANAGING OUR BUSINESS

Operations | Entrepreneurial | Income Generation | Sustainability



DEVELOPING OUR NETWORKS AND PARTNERSHIPS

Advocating for sport | Sponsorship | Mutually beneficial alliances

Social responsibility

Sport has the power to unify communities and breakdown barriers. It provides enjoyment, and a place for people to engage and unite, regardless of background or beliefs. Sport provides opportunities both via talent and ability, and by being inclusive. The lessons learnt through participating in sport, such as leadership, teamwork, cooperation, fair play, self-reliance, and continuous improvement stay with us, and can help build confidence and provide a positive influence.

Social responsibility is a long-standing and important part of the Saints Sport culture. With such a close integration of the University and the town of St Andrews we can provide many opportunities for our students to get involved in projects both in the local area, and further afield through our long-standing international volunteering projects in Africa.

In-line with the University's ambition to nurture a culture of civic engagement and volunteering, we will continue to grow initiatives and develop new partnerships that will support our students (and staff) to broaden their global cultural literacy whilst promoting our global brand and developing our engagement both locally and worldwide.

Saints Sport will:

- Continue to use sport as a tool to empower and enrich communities and make a difference to the lives of young people, including our own students.
- Encourage clubs and individuals to take part in volunteering projects and charity work, helping to instil a commitment to social responsibility within Saints Sport culture.
- Facilitate the development of sport within our community, utilising student volunteer coaches from our sports clubs to deliver extra-curricular sporting activity including taster sessions, after school clubs and sport specific training.
- Work in collaboration with key partners such as Fife Council, Active Schools, Active Fife, and local schools and clubs, to develop exciting new community engagement projects for students/clubs to participate in.
- Strengthen our commitment to global citizenship by continuing to support the development of sustainable sports projects in Africa through our long-term partnership with Zambian NGO Sport in Action, other local stakeholders; currently, Duke of Edinburgh Zambia, World Netball, and the collaboration of UK universities as part of the Wallace Group.



Wellbeing

Participation in sport and physical activity is an important part of life, not only for the obvious benefits coming from having an active lifestyle, but also due to the positive effects it has on personal and mental wellbeing, social inclusion, and academic attainment.

We are passionate about the extensive health benefits that participating in sport and physical activity offers, and we want our whole community to enjoy the benefits of an active lifestyle through their engagement with Saints Sport.

With sector leading levels of sports participation, we are delighted to expose such large numbers of students to these benefits.

In-line with the University's objective to take steps to support staff and student physical and mental wellbeing and resilience and to foster a culture of care and compassion, we will continue to offer activity and develop new initiatives that align with the NHS 5 steps to wellbeing (Connect - Be Active - Keep Learning - Give - Take Notice) - 5 ways proven to improve mental health and wellbeing, and make you feel more positive and able to get the most out of life.

Saints Sport will:

- Continue to play an active role in the development and implementation of the University's Mental Health and Wellbeing Strategy through our representation on the Mental Health Taskforce
- Continue to play an active role in the University's Wellbeing Network.
- Work closely with colleagues in Student Services to support our students' mental health, and to signpost them to the best possible support networks.
- Continue to engage with external partners, including the Scottish Association for Mental Health (SAMH) Charter for Physical Activity for Sport (which we are a proud signatory) that aims to break down barriers to engaging, participating, and achieving in physical activity and sport.



Performance sport

As the pinnacle of our sporting provision, we will recognise and celebrate the achievements of our most talented student athletes and teams. We will deliver an advanced performance programme to support and develop our top teams, talented athletes and sports scholars. We will offer an elite level of coaching, invest in support services and facilities, and encourage interdisciplinary collaboration among sport specific directors and support staff.

In addition to the considerable support for club related activity, we will provide enhanced resource to a select number of teams and individuals to reflect their performance behaviours, talent and ambitions. Facilitated directly by a team of sport specific directors, strength and conditioning staff, sports therapist and performance co-ordinator, along with the wider Saints Sport team, and in line with our resources, we will provide the most extensive and appropriate support to enable talented academic athletes to excel at the highest level possible.

Objectives

1. We will enhance our reputation for performance sport by making a purposeful, positive impact to targeted teams and individuals.
2. We will actively recruit high-quality academic student athletes to strengthen our performance programmes.
3. We will provide excellent coaching to enhance the student experience, supporting improvement and development.
4. We will provide education, in areas such as UKAD and other sports science disciplines to compliment sports specific coaching.
5. We will seek sponsorship and philanthropic giving to finance our performance sport programme (particularly workforce and scholarships).
6. We will seek to offer scholarships and awards to attract and support talented student athletes.
7. We will provide facilities that are of performance standard and attractive to elite student athletes.

We will deliver this by:

- Providing enhanced support to specific performance teams and individual athletes who have the potential to compete and succeed at elite level.
- Implementing a set of Performance Sport Criteria to provide a selective and strategically focussed approach to supporting our top teams and athletes and ensuring performance level athletes adhere to athlete agreements.
- Facilitating a culture and commitment to performance and performance behaviours.
- Forming and building relationships with key colleagues in the Principal's Office, Development and Estates.
- Collaborating with Admissions, key partners (e.g. N4A, recruitment agents) and academic schools to identify, attract, convert, retain, and nurture the most promising students from around the world to support strategic University admissions targets.
- Forming and building relationships externally with Governing Bodies; currently, Sport Scotland, Scottish Football Association, Scottish Rugby, Scottish Rowing, British Rowing, The LTA and Tennis Scotland, Netball Scotland, Basketball Scotland, The R&A, Scottish Golf, and Scottish Hockey.
- Building links with external facility providers and partners, currently The St Andrews Links Trust, The Fairmont Hotel, Fife Sport and Leisure Trust, Stuart Barton Physiotherapy, UK Anti-Doping (UKAD).
- Recruiting and retaining excellent sport specific coaching and sport science support.
- Working closely with key academic staff to advocate for appropriate academic flexibility to support academic and athletic achievement and experience.
- Implementing our UKAD plan and educating appropriate individuals.
- Maximising and exploring new opportunities with partners and supporters.

Progress will be indicated by:

- Maintaining the University's annual ranking in the top 20 of the BUCS national league table, whilst increasing the total BUCS points achieved by the University, the percentage of possible BUCS points (performance teams), and the number of BUCS points won per sport and per team.
- Maintaining competition levels within BUCS – increasing the number of performance teams playing at BUCS Premier League level where possible.
- Increased success in National and International events (specifically for Golf, Hockey, Tennis, Basketball, Netball, Rowing).
- Increasing the number of individual student athletes competing at international level (BUCS, governing body pathways).
- Increasing the number and/or quality of converted applicants from a target list of athletes (home, rUK and Overseas Undergraduates, in addition to converted PGT applicants).
- Increasing the number of quality sports scholars recruited annually, primarily within performance teams.
- Maintaining final grades of scholars and students within performance teams.
- Increasing the level of external financial support for performance programmes - philanthropic donations, corporate sponsorship.
- Enhancing the levels of appropriate alumni and parent engagement and the size of the supporter networks across the performance programmes.
- Maintaining the size and quality in workforce (sport specific coaches, support staff).



Club sport

We will deliver an excellent sports club programme, sustaining high levels of participation, and catering for all levels of ability and aspiration across a wide and diverse range of sports.

Sport at St Andrews will play a significant part in student life, opening a wealth of experiences, which afford students some of their fondest memories and the chance to foster some of their closest friendships. Highly qualified and specialist staff will support our clubs and athletes to develop and grow, helping to enhance performance, increase participation and enable our students to maximise their opportunities and potential. We will promote a culture of personal responsibility, continued improvement, and pride in achievement within our student-led clubs and provide opportunities for learning and development that will prepare students for life beyond university.

Objectives

1. We will optimise participation within sports clubs based on available resource and infrastructure.
2. We will support clubs to be safe, well run, inclusive, welcoming, and sustainable.
3. We will facilitate appropriate and ambitious levels of training and competition for teams and individuals.
4. We will foster the best member experience, creating club identity and a lifelong affinity to St Andrews.

We will deliver this by:

- Providing extensive support through a structure of dedicated staff leads, club development meetings, and committee forums.
- Supporting clubs to train, travel, and compete within their sports across all levels of the sporting spectrum.
- Following a comprehensive affiliation process, ensuring adherence to minimum operating standards, and providing expert guidance and support on club governance.
- Delivering incoming committee training to ensure that club committees are knowledgeable, skilled, and confident to run their clubs effectively.
- Working with Student Services and national sporting agencies to ensure that robust safeguarding measures are in place to ensure the wellbeing and safety of our student club members.
- Embedding Saints Sport values across our sports clubs to drive an inclusive culture of tolerance, respect, kindness, and courtesy towards others, creating a sense of belonging and a caring community proud to support one another.
- Positive relationships with governing bodies of sport, SSS, BUCS, **sportscotland**, and other local and national sporting agencies.
- Working with colleagues in planning to monitor club membership data, allowing us to identify underrepresented groups so we can recognise and reduce barriers to participation.
- Monitoring club trends and membership data to assess student demand and allow us to ensure effective allocation and use of resources.
- Investing sustainably in our sports facilities underpinned by student demand, whilst securing access to external facilities to support our specialist sports and maximise resource.

Progress will be indicated by:

- Maintaining the University's annual ranking in the top 20 of the BUCS national league table, whilst increasing the total BUCS points achieved by the University.
- Maintaining existing high levels of club membership and participation.
- The breadth of clubs with a thriving, diverse, and active membership base.
- Maintaining the number of affiliated sports clubs and continue to offer a varied and diverse range of sporting opportunities for students with differing levels of ability, aspiration, and commitment.
- The number of clubs and teams regularly seeing high levels of attendance at weekly training sessions.
- Maintaining the number of teams and athletes regularly competing for the University in BUCS, SSS, and Governing Body competitions.
- Membership surveys and feedback showing positive feelings of inclusion, belonging, friendship, respect and teamship amongst our sports club community.

Active Health

We will offer a comprehensive range of professional fitness services, exercise classes, and sporting activities, to encourage greater participation in sport and physical activity, helping to improve quality of life, and make a positive impact at all levels across our community.

Through our Saints Fitness programme, Children's Services, and recreational activities, we will provide the infrastructure, motivation, and opportunities, to encourage more people to be active, helping to build resilience and support the health and wellbeing of our students, staff, and community. We will deliver a popular, year-round programme, tailored to suit all levels and abilities, and that provides the very best experience for our customers.

Objectives

1. We will offer a varied and cost-effective programme of fitness, recreational, and children's activities that helps to widen participation and support our community to be happier, healthier, and enjoy the benefits of an active lifestyle.
2. We will reduce barriers to participation, offering flexible and accessible activities that make it easier for people to get involved, join our community, and then remain active.
3. We will play our part to embed a supportive culture, where health and wellbeing are actively promoted and supported.
4. We will create programmes, build collaborations, and provide services to strengthen the support for staff and student physical and mental wellbeing.
5. We will maximise the potential of our sports facilities and professional staff to enable us to deliver more activities.
6. We will foster the wellbeing and development of children across the University and wider community.

We will deliver this by:

- Investing in specialist, highly qualified exercise professionals to provide bespoke personal training services and deliver an innovative gym experience to meet the fitness needs of our customers.
- Continuing to develop the Saints Fitness programme, delivering popular and inspiring classes that motivate individuals to participate in physical activity, and that meet the needs and demands of all our customers.
- Working in partnership with Student Services, Students' Association and Occupational Health to extend the capacity of support services offering guidance aimed at alleviating mental health challenges affecting the wellbeing of staff and students.
- Monitoring attendance data and gathering customer feedback to gain greater insights into the fitness goals and interests of our customers enabling us to modify our programme to meet demand, increase numbers across our classes and sessions, and maximise capacity.
- Continuing to deliver a variety of recreational sports sessions where the focus is on participation, enjoyment, and social inclusion in a less formal setting than club sport.
- Continuing to offer individual and group lessons for students, staff and the community, across a small number of targeted sports, delivered by top class accredited coaches.
- Continuing to offer a variety of intramural sports leagues and activities open to all students providing the continuity of playing with a regular team in a more informal environment.
- Promoting the physical, mental, and social benefits of physical activity, to support a culture change where exercise and regular movement become part of everyday life, helping our community to reduce their risk of major illness, boost self-esteem, mood, and lead healthier and happier lives.
- Providing a range of tailored programs, from early childhood care at the Saints Nursery to sports and recreational activities through Junior Saints, creating a family-friendly environment, supporting the diverse needs of students, staff, and local families by offering safe, enriching spaces where children can learn, grow, and thrive.
- Engaging with schools, and local organisations, Fife Council, and student sports clubs to widen participation and increase access to local sport for participants, coaches or volunteers.
- Offering staff and students access and discounted rates in line with the Athena Swan Charter.
- Supporting and developing a team of coaches and volunteers to ensure they are skilled in delivering high-quality programmes and creating positive experiences for all participants.

Progress will be indicated by:

- The variety of physical activities, exercise classes, and services available to students, staff, and the wider community that cater for differing levels of ability, aspiration, and motivation.
- High levels of attendance across all our instructor led exercise classes each week.
- Maintaining a sustainable number of students attending weekly drop-in sessions and events alongside qualitative feedback from students on the programmes impact on their student experience and sense of belonging.
- Maintaining and maximising the number of students and staff participating in sports lessons and recreational leagues.
- Increased membership sales and enhanced footfall across Saints Sport facilities.
- Positive feedback from customers participating in our programmes.
- The number of children participating in weekly activities and holiday camps.
- Increased opportunities for Primary and Secondary aged children to partake in regular sporting activity.
- The number of staff and students accessing Nursery and Junior Saints services.
- The number of skilled and qualified coaches and volunteers capable of delivering high-quality programmes and creating positive experiences for all participants.

Student development

Using sport as a tool to help foster a range of professional and social skills, we will empower our students in their own personal development, helping the next generation of future leaders to grow, realise their potential and graduate with experiences that will prepare them for life beyond university.

Engaging in volunteering or holding an active role in sports governance provides the perfect setting for students to develop and refine key attributes and transferable skills, such as leadership, time management, decision making, determination, and resilience. Through a comprehensive programme of training and support we will seek to nurture and empower over 600 volunteers and interns who are integral for delivering large elements of the student sport experience. Our Saints Volunteer programmes offer students opportunities to add value to their university education, enhance global awareness and develop leadership skills and coaching abilities.

Objectives

1. We will use sport as a vehicle to develop knowledgeable, confident, responsible, and resilient leaders.
2. We will provide support and guidance so our top student leaders can contribute effectively to the running of their sports clubs and provide the best possible student experience for their peers.
3. Through their involvement with Saints Sport we will enable students to leave the University with a set of values, skills, and competencies that will attract the interest of leading employers.
4. We will develop a workforce of qualified, skilled, and confident coaches and officials to support the delivery of student sport in St Andrews.

We will deliver this by:

- Raising awareness of the key skills and competencies that can be achieved through involvement in student sport that will be valued by prospective employers and enhance future career prospects.
- Continuing to nurture and grow internal partnerships with the Careers Centre and the International Education and Lifelong Learning Institute (IELLI) to deliver learning and development opportunities for our student leaders.
- Delivering a bespoke training programme for incoming club committee members.
- Collaborating with the Careers Centre and Development Office to provide opportunities for alumni, parents, organisations, and employers, to actively advise, mentor, and support students with their career progression.
- Continuing to promote the benefits and usage of the Graduate Attributes portal and the Skills Builder Awards to ensure that students are recognised for their volunteer development.
- Continuing to work with local and national partners to provide learning and development opportunities for our student leaders.
- Offering financial support to assist student learning and development.
- Providing our students with an extensive range of local, national, and international leadership and volunteering opportunities.
- Involving students at the heart of university sport governance and decision-making through the Athletic Union Executive Committee.
- Delivering a Student Sport Team (SST) internship programme which provides students with an opportunity to experience a variety of roles within Saints Sport, contribute towards the Saints Experience, and be supported and mentored by a member of the Saints Sport team.
- Recognising and celebrating the contributions and achievements of student volunteers.

Progress will be indicated by:

- Maintaining the number of students attending learning and development opportunities.
- Increasing the number of students achieving governing body coaching, officiating, and leadership awards.
- Maintaining the number of students actively leading, coaching, and officiating within student and community sport.
- Qualitative feedback on the impact that student leaders, coaches, and officials are having within their clubs and communities.
- Increased usage of the Graduate Attributes Portal.

Strategic enablers

Four strategic enablers provide the key operational frameworks for the delivery of the Saints Sport strategy and are fundamental for achieving our objectives and facilitating our vision.



Valuing our people

We will support the delivery of our strategy by:

- Attracting, recruiting, and retaining high quality staff with a broad range of backgrounds, experiences, and skill sets, whilst continuing to assess workforce needs to ensure sufficient capacity and capability for the delivery of the whole Saints Sport programme.
- Providing a welcoming, inclusive, and supportive environment where everyone feels valued, celebrating diversity, embracing individual strengths and characteristics, and proudly sharing a mutual respect based on trust, honesty, and loyalty.
- Developing a positive culture and upholding our core values, making them the foundation on which we perform our roles and how we conduct ourselves: Ever to Excel.
- Challenging ourselves to collectively develop and improve, enabling the team at Saints Sport to discover new skills and modern and innovative ways of working, realise their own potential and deliver sustained high standards of customer service across all areas of our business.
- Supporting and encouraging staff to take up significant roles in influential organisations, such as British Universities and Colleges Sport (BUCS), National and Scottish Governing Bodies of Sport and Scottish Students Sport (SSS).
- Continuing to support staff in their own personal development, developing effective people management strategies and empowering our team to seek appropriate training, coaching, and qualifications, to grow leadership skills, develop talent and aid advancement.
- Providing an extensive year-round programme of sporting activity for children and young people in the local community, aiding our colleagues across the University by providing options during school closures and holidays.
- Providing high quality Early Years Childcare for children from 0 to 5 years of age at the University Nursery for staff, students, and the wider community.

Investing in our infrastructure

We will support the delivery of our strategy by:

- Providing outstanding facilities that are well maintained, safe and fit for purpose, managed efficiently and effectively by a team of exceptional professional staff who provide the highest levels of service delivery.
- Having an ambition to continuously improve the existing estate at University Park, monitoring facility lifespans and advocating for the provision of new or replacement facilities and equipment where there is sufficient demand, a clear potential for growth, and a strategic business case to support the delivery of the Saints Sport programme.
- Developing the best and most effective support for our sports clubs and athletes by maximising access to internal and external facilities, services, and equipment, and ensuring efficient allocation and use of resources.
- Operating a safe and well-maintained fleet of vehicles to support Saints Sport clubs and individual student athletes to travel around the country for competitions, training, or recreational trips.
- Optimising business systems and introducing new technology as the need arises to support an efficient and high-quality professional administration service to meet the changing needs of the business.
- Ensuring accurate, complete, and consistent data capture and input in key business systems that supports the production of useful, timely, and readily available information to inform the department's daily operations, reporting, and decision making.
- Producing and operating under a robust set of policies and procedures, that are regularly reviewed and refined, to ensure the effective governance and management of Saints Sport operations.
- Conducting regular reviews of our services and gathering customer feedback to proactively improve services and enhance operational effectiveness to satisfy the aspirations and requirements of our customers.

Strategic enablers

Four strategic enablers provide the key operational frameworks for the delivery of the Saints Sport strategy and are fundamental for achieving our objectives and facilitating our vision.



Managing our business resources

We will support the delivery of our strategy by:

- Continuing to be commercially astute, ensuring Saints Sport is strategically placed to maximise all income generating opportunities at University Park and across the wider University community, while complementing student opportunity and the unique St Andrews Experience.
- Building on our knowledge, and the ideas and drive of our staff to expand the range and capacity of income generating projects such as our Junior Saints programme, Sports Camps, and ProSport operation as part of Entrepreneurial St Andrews.
- Working in collaboration with the Development Office to increase the financial support for our clubs, teams, and scholarships by engaging with alumni, individuals, and groups to seek external funding and corporate sponsorship.
- Supporting the Alumni and Supporter Engagement team and Saints Sport clubs to expand the University's alumni network, with a particular focus on identifying individuals with sporting attributes.
- Continuing to strengthen and increase the reach of the Saints Sport brand as the formal marque for Sport at St Andrews, helping to support the University's recruitment strategies, encouraging greater participation, and strengthening our position for future funding and sponsorship opportunities.

- Utilising our marketing resources to attract customers, increase participation across our clubs, activities, and programmes, enhance the Saints Sport customer experience, promote our events and achievements, and increase sales and all commercial opportunities.
- Being environmentally aware and making informed decisions to help reduce our carbon footprint and contribute to a sustainable future.

Developing our networks and partnerships

We will support the delivery of our strategy by:

- Developing effective working relationships and co-operation with colleagues, Units and Schools at all levels across the University, to improve communication and encourage a spirit of collaboration and mutual support that utilises each Unit's unique services, strengths, and expertise.
- Providing an excellent level of service to our internal customers, embracing a 'one university' ethos where Professional Services work together as a single team, sharing resources, efficiencies, and best practice to collectively deliver on the University's long-term plan.
- Advocating for student sport at every level of the University, engaging with key stakeholders to influence decision making, and to highlight the contribution Saints Sport can make to wider agendas and priorities.

- Building positive relationships with Scottish and National Governing Bodies of Sport to enhance our sports programmes and to take advantage of collaborative opportunities, additional funding streams, investment, and recruitment of new staff, and facility developments.
- Positively engaging with British Universities and Colleges Sport (BUCS) and Scottish Student Sport (SSS) to advocate for students at St Andrews and enable them to enjoy the benefits and services on offer, to influence decision making, and provide critical and constructive feedback to support the development and growth of university sport in the UK.
- Involving students at the heart of university sport governance, providing various channels and roles through which to contribute to the operation of Saints Sport, and with the student voice and interests of the Athletic Union represented via a clear framework led by a full-time elected sabbatical officer (AU President), the AU Executive Committee, and the AU Board chaired by the Proctor.
- Strengthening mutually beneficial relationships with trusted colleagues from external sports departments across the country to identify areas in which to work together, collaborate, and share knowledge.
- Playing a significant role in the collaboration between the Wallace Group universities to support the work of Zambian NGO Sport in Action and the delivery of the Volunteer Zambia project.

- Working with the Development Office and Careers Centre for the strategic engagement with organisations, employers, or graduate recruiters, to develop opportunities for the participation in sport sponsorship, or to support students through internships, work shadowing, mentoring, or careers advice.
- Solidifying links with external facility providers and partners, including the Links Trust and Fife Sports and Leisure Trust, to maximise student access to facilities and services, and to identify and develop mutually beneficial projects and partnerships.
- Continuing to work with Active Schools, local clubs, and schools to deliver extra-curricular sporting activities to children in the local area whilst expanding the range of opportunities for students to get involved in volunteering, coaching, and officiating.
- Engaging with relevant agencies, such as Fife Council Early Years and the Care Inspectorate, to ensure strict adherence to both legal requirements and best practice guidelines, embedding these standards seamlessly into our daily operational practices.