



# 2020-2025 STRATEGY

CHARITY  
NUMBER  
SC039922

# EXECUTIVE SUMMARY

**D**undee United Community Trust launched in 2017 and is the Official Charity Partner of Dundee United Football Club. The vision of the Trust is to be the most innovative and impactful community trust of our kind in Scotland, recognised as a key player in sport and community development locally and a strong example of best practice in Sport for Change. Our mission is to use the brand of Dundee United Football Club to improve the lives of people in Dundee and the surrounding areas.

To achieve our mission, we have set an ambitious strategy for 2020-2025 which will see us focus our efforts and resources on our new strategic pillars: Sport for All, Healthy Lifestyles, Lifelong Learning and Uniting the Community. Our success will be measured against five clear outcomes: help more people get active and stay active in our community; contribute to reducing the attainment gap in and around Dundee; raise aspirations by inspiring those we work with; play a part in improving the mental health and wellbeing of people in Dundee and its surrounds; and support in improving access to community-based activities and services.

We are extremely proud of our story so far and our achievements to date. In 2019 the Trust won the Scottish Football Associations "Best Community Football for All Project" award for the East Region as well as winning the prestigious "Best Professional Club in the Community 2019" award as recognition of our work on behalf of the Dundee United Family.

We are very excited to see what the future holds for Dundee United Community Trust, our stakeholders, partners and those we work with through the delivery of this exciting strategic plan.

We hope that everyone who reads this strategy will understand why we exist and what we are trying to do, and ultimately feel encouraged to join us in achieving our vision to be the most innovative and impactful community trust of our kind in Scotland, recognised as a key player in sport and community development locally and a strong example of best practice in Sport for Change.

# FOREWORD



**David Dorward**  
Chairperson

**A**s Chairperson of Dundee United Community Trust I am delighted with the journey the Trust has been on since our launch in 2017. Being recognised as the "Best Professional Club in the Community" by the Scottish Football Association is a testament to the hard work and commitment of Jamie Kirk and his staff, and of the Board Members of the Community Trust. As a Trust we are very well supported by Dundee United Football Club, through a wide variety of in-kind contributions and financial support. The Club has always had a community spirit and through the partnership with the Community Trust and the Football Club we are seeing it make a real difference to the lives of many individuals and families within our local community.

The Trust's 2020-2025 strategy is an ambitious plan and we hope that it will further enhance the reach of the Community Trust, into the local community, while improving the reputation and sustainability

of the Trust and the Football Club.

Personally, I am very pleased with the extent and range of partnership working that the Trust has engaged in over the last 2 years. On the education front, we are now working with a wide range of nursery and primary schools, and recently Kingspark School. In addition we have formed really strong relationships with other local and national charities such as Dundee Bairns and Hillcrest Futures. We have recognised as a Trust that there will be occasions when working in collaboration with other community service providers delivers a better outcome for our community.

I would wish to close by thanking our Trustees, staff, Dundee United Football Club and our many partners for their support in helping us deliver the very valuable work we deliver within our local community on a daily basis.

# INTRODUCTION



**Jamie Kirk**  
Chief Executive

**O**ur charity was originally known as "United for All" having been set up by supporters group ArabTRUST in 2007 to fundraise for and provide support to local good causes. In 2017 Dundee United Community Trust was created as part of a new enhanced partnership with Dundee United Football Club which saw all activity delivered by the Club's community department transferred into the Charity with the aim of enhancing the quantity and quality of the projects on offer. Having overseen that transition and the first two and a half years of life as Dundee United Community Trust, it gives me great pleasure to introduce our ambitious new strategic plan for 2020-2025.

Our focus in the previous two and a half years has been on building a strong foundation for the future which would enable us to deliver sustainable interventions in areas where we can achieve the most significant impact. We have taken this time to understand our community clearly, not only what the needs are but also the opportunities that are open to the people in and around the City. The journey so far has seen the Trust recognised regionally and nationally as delivering award-winning work and whilst such acknowledgements are always nice, it isn't necessarily what success means for our Charity. Success for us can be found in achieving our mission.

While we are exceptionally proud of our achievements so far, we understand that there are many challenges ahead for the Trust and for the people we work with and for. Across Scotland there are many challenges facing people and communities such as: alarming rates of obesity among children, young people and adults; long-term and often entrenched unemployment and an increasing trend of poor mental health.

**M**ore than 1 in 4 children in our City are living in poverty. Indeed, the rate of child poverty in the Coldside ward, where we are based, is 41%.

There are real challenges around the number of people experiencing drug dependence in the City with drug related deaths in Dundee on the rise, ever increasing foodbank referrals and a continuing trend of an attainment gap existing between families living in areas of multiple deprivation and those who are not. In many instances these challenges co-exist and those affected face many barriers to improving their lives and those of their families. While the challenges faced by many of the people we work with are significant, we should not be put off. Improving the lives of people in our community is our key motivation and we will continually strive to provide innovative solutions to social problems.

In summary, we have developed this new strategic plan to guide our work and ensure that we are using our limited resources wisely. We cannot, unfortunately, be everything to everyone but with appropriate strategic focus there are opportunities for us to make a real difference to people's lives. Our new plan considers the needs of the City alongside the skills and experiences we possess as a Charity - thus giving us the greatest chance to deliver strong outcomes for the people in Dundee and the surrounding areas. We have a fantastic team of talented staff members and committed volunteers who will be at the forefront of delivering this strategy. We are also fortunate that we already have strong strategic partnerships in place to support us in achieving our mission and we look forward to enhancing and strengthening our key partnerships during the course of this strategy period and beyond. Our status as the Official Charity Partner of Dundee United Football Club allows us to benefit from a brand with significant local, regional and national appeal and this is a real catalyst in assisting us to drive genuine social change.

I would like to thank everyone who has supported the Trust so far as well as all of those who will support us in bringing this new strategy to life. I look forward to seeing what the next 5 years holds for the Trust, our partners and most importantly the people we support.



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# ACHIEVEMENTS SO FAR

**W**e are very proud indeed of the steps we have taken on our journey so far. The growth of the Trust in the two and a half years prior to this strategic plan has been exponential in terms of the number of people engaged each week and the number of regular projects we deliver in and for the local community. Our staffing and volunteering levels have also increased significantly in that time. Before the Community Trust was officially launched, United for All and Dundee United in the Community had 1 full-time staff member each. At the time of writing we currently have 3 full-time staff members, 5 part-time staff members and a growing team of sessional staff and volunteers supporting the delivery of our projects and outcomes.

We are also particularly flattered and grateful to have already won two awards. The Scottish Football Associations "Best Football for All Project" award in the East Region which was then followed by collecting the prestigious national "Best Professional Club in the Community" award. Both of these awards have been well received and we are pleased that the hard work and dedication of our staff and volunteers has been recognised formally.

Our very own female role models within Dundee United Women's Football Club continue to perform excellently having won two league titles and one league cup since their formation in 2015. Several of the players have represented Scotland at youth international level and have collected personal awards for their talents and efforts, which is always pleasing to see. The real success for us as a Trust is how much these players inspire the next generation of young girls to take part in football and this is a real asset to the Trust in supporting young people to raise their own aspirations.

We invested significant time in going through the process involved in attaining the Good Governance Award which is the Quality Standard for Scottish charities and formally recognised by OSCR. We are proud to be the first Trust of our kind to achieve this award and more importantly are delighted to be able to provide assurance to our funders, partners and participants that we operate based on strong policies and procedures that have been externally verified.

What we are most proud of is the success stories achieved by our participants. Recognition and awards are always nice to receive but we are here to improve the lives of others and when those we support are able to achieve success, this is the recognition that inspires and motivates us most.

**500+**  
attendances per week  
(term time)

**31** regular  
weekly  
projects

**6,000**  
sessions per year

**15** Primary Schools  
received free  
project delivery

**700+**  
hours of volunteering  
per year





# UNDERSTANDING OUR COMMUNITY

**8,569 people**

in Dundee were fed via foodbanks in 2017 (2,501 of these were children)

**Lochee**

**Strathmartine**

**41%**

of children in the Coldsides ward live in poverty

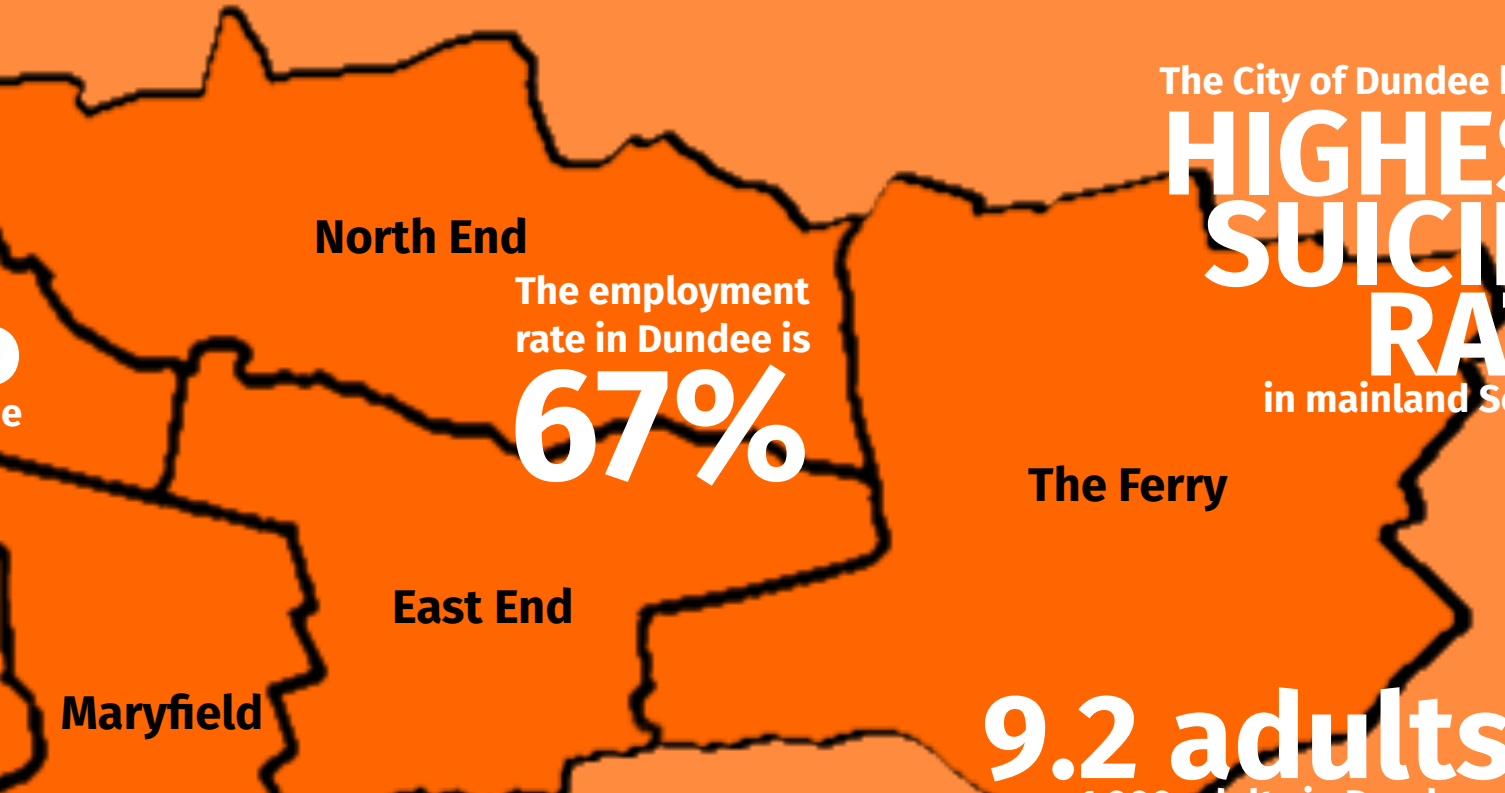
**Coldsides**



**1 in 4**

children in Dundee live in a low-income family

**West End**



**North End**

The employment rate in Dundee is

**67%**

**East End**

**Maryfield**

**The Ferry**

The City of Dundee has the

**HIGHEST SUICIDE RATE**

in mainland Scotland

**9.2 adults**

per 1,000 adults in Dundee have a learning disability

both male & female life expectancy

**IS LOWER**

in Dundee than the national average

# OUR VISION, MISSION & CORE VALUES

Our **vision** is to be the most innovative and impactful Community Trust of our kind in Scotland, recognised as a key player in sport and community development locally and a strong example of best practice in Sport for Change.

Our **mission** is to use the brand of Dundee United Football Club to improve the lives of people in Dundee and the surrounding areas.

Everything we do as a Trust is guided by our **core values**:

- > Operate in an ethical and transparent manner and always try to do the right thing;
- > Show respect for all irrespective of ability, age, gender, race, religion, sexual orientation or any other factor;
- > Work in partnership with other organisations and individuals who share common objectives and values to ensure the best outcomes for the local community;
- > Be innovative in the delivery of our projects to ensure they provide the best value for money;
- > Support our staff and volunteers by investing in their personal development;
- > Respond to appropriate feedback and constantly seek to improve.

**O**ur mission is ambitious and while we are committed to improving the lives of people in and around Dundee, we realise that our resources are limited and that we cannot engage every single person in every community. Matching our skills and experiences with the needs of the communities we work in and for will help us to prioritise where our efforts are best placed to deliver strong outcomes for those who will gain most from our support. Additionally, we will continue to be strategic in identifying and selecting our partners, focusing on working together with partners who add value to our work and enhance the benefit received by those we support.

# OUR STRATEGIC PILLARS



## SPORT FOR ALL

**SPORT FOR ALL** - The benefits attached to participation in sport are well reported. These include skills development, improved health and wellbeing and the development of social skills. Sport has a key part to play in helping people lead a happy and healthy life. Our aim is to remove barriers to taking part in sport and to play a part in increasing the number of people taking part, keeping people involved in sport and ensuring that sport is available to anyone who wants to take part.



## HEALTHY LIFESTYLES

**HEALTHY LIFESTYLES** - We understand the challenges many people face in trying to achieve a healthier lifestyle as well as the impact this has on local, national and international policy. We will support the inactive to become active as well as encouraging those already active to retain a healthy lifestyle; whilst delivering activities that will improve mental health and wellbeing.



## LIFELONG LEARNING

**LIFELONG LEARNING** - Evidence shows the importance of the best start in life and the value of skills development not only at a young age but also from a lifelong learning perspective. The attainment gap between the most and least disadvantaged children and young people is a key challenge which often continues into adulthood. We will provide curriculum-enriching projects in partnership with local schools to help close the attainment gap as well as being flexible to the needs of the community in other linked areas such as adult learning and employability.



## UNITING THE COMMUNITY

**UNITING THE COMMUNITY** - It is understood that families living in areas of multiple deprivation face an abundance of inequalities linked to physical and mental health, education and employment. It is not surprising that people who are often harder to reach such as people with a disability, refugees or those living in isolation are much less likely to take part in community activities. We will be United in challenging the inequalities faced by the people and communities we work within and strive to provide fair treatment and opportunities for all.

# OUR FUTURE GOALS

We have set 5 clear goals to help us track our progress in delivering our vision and achieving our mission. Our goals outline the specific differences we want to make as a Trust and by linking some of the challenges faced in each area with specific measurable actions we are confident in being able to demonstrate strong added value for the people we work with.

- > **Contribute to reducing the attainment gap in and around Dundee;**
- > **Raise aspirations through inspiring those we work with;**
- > **Play a part in improving the mental health of people in Dundee and its surrounds;**
- > **Support in improving active participation in community-based activities and services;**
- > **Help more people to get and stay active in our community.**

## Contribute to reducing the attainment gap in and around Dundee

### Pledge

We are committed to developing strong partnerships with local primary schools, secondary schools and additional support needs schools to jointly create enhanced opportunities for pupils to develop, with a targeted focus on those most in need of support.

### The Challenge

For some pupils, traditional teaching methods in a classroom setting simply does not work; although the resources available to the education department and individual schools are extremely limited. There is a clear link between attainment and affluence and those living in the most deprived areas of the City are often most likely to under-achieve at school.

- > More than 1 in 4 children in Dundee are living in poverty;
- > Attainment in numeracy and literacy at SCQF level 5 or better is 24% lower in those in the most deprived households compared with the rest of the City.
- > Child poverty is 41% in Coldside and 40% in Maryfield compared with 11% in The Ferry.

Having already developed a strong track record of designing curriculum-enriching education programmes, the Community Trust is well placed to provide support to schools, teachers, pupils and parents in order to provide equality of opportunity and contribute to reducing the attainment gap that currently exists.

### Our Key Actions

In order to achieve our pledge and contribute to delivering our mission, we will:

- > Focus our efforts on developing strong partnerships with local schools;
- > Prioritise the schools and families in our immediate local area as well as those in areas of multiple deprivation, where the poverty related attainment gap is often more profound;
- > Be flexible to the needs of schools, pupils, parents and families and develop creative initiatives which meet their individual and collective needs.

# OUR FUTURE GOALS

## Raise aspirations through inspiring those we work with

### Pledge

We are committed to using the brand of Dundee United Football Club as an inspirational tool to support people to overcome inequalities and make improvements to their lives and those of their families.

### The Challenge

The challenges faced by individuals and families within our communities has been well documented and it is clear that those living in poverty, those living with drug dependency and individuals who are unemployed are more likely to have lower confidence and therefore lower aspirations. This is also true to certain groups such as refugees, women and girls and people with a disability.

- > 29% of population in 15% most deprived;
- > Almost 5 unemployed people for every job vacancy;
- > 53 drug related deaths in the past year, the highest in Scotland.

The opportunities that are presented by sport and physical activity to engage and encourage those not currently engaging are vast. The Community Trust has a track record of "bolting on" support to sport and physical activity sessions which bring about improvements in areas such as academic attainment, confidence and health and wellbeing and using the brand attached to the Club there is real opportunity to provide positive role models within the community to inspire positive change.

### Our Key Actions

In order to achieve our pledge and contribute to delivering our missions, we will:

- > Provide targeted support to those in primary or secondary education at high risk of under-achieving;
- > Create opportunities for people to fulfil their potential whether that be as a playing participant, a volunteer, a coach or within their academic studies;
- > Share the successes of Dundee United Football Club, Dundee United Women's Football Club and other Community Trust participants with the local community to create positive local role models.



## **Play a part in improving the mental health of people in Dundee and its surrounds**

### **Pledge**

We are committed to challenging stigma and increasing access to community-based projects which support the development and maintenance of positive mental health and wellbeing.

### **The Challenge**

There are clear links between mental health and areas of life such as housing, relationships and employment. Those with a dependency on drugs and those living in the most deprived parts of the City are more likely to experience poor mental health. Suicide rates are increasing across the Country and one particularly challenging trend is relating to significantly higher suicide rates among men than women.

- > An average of 28 people per year take their own life in Dundee;
- > Men are nearly 3 times more likely to take their own life than women;
- > Over 1,100 referrals in past year to mental health services linked to drug or alcohol use in Tayside.

The Community Trust is already invested in providing opportunities for those living with, or in recovery from, mental ill health to take part in sport, physical activity or community based activities. There are still many avenues for the Trust to provide added value to the great work already going on in the City.

### **Our Key Actions**

In order to achieve our pledge and contribute to delivering our mission, we will:

- > Work with key partners in the City to challenge stigma and identify areas where we can either add value to existing provision or introduce new programmes to enhance the level of support available to those living with and recovering from mental ill health;
- > Invest in our staff and volunteers to ensure we possess the relevant skills and experiences to make a difference;
- > Provide opportunities for those we work with to become peer-role models and utilise lived experience as a key part of developing programmes.

# OUR FUTURE GOALS

## Support in improving active participation in community-based activities and services

### Pledge

We are committed to removing the barriers to playing an active role in the community which face those in the most vulnerable groups locally.

### The Challenge

The risks attached to living in isolation are significant and can have a long-term impact on the physical health and mental wellbeing of the people we work with. Those living in poverty, those with a disability and older people are among those at highest risk of not actively participating within their local community.

- > 32% of pensioners receiving pension credit;
- > 21% of adults felt lonely at least some of the time;
- > 15% of adults in Dundee with a limiting long-term physical or mental health problem.

Not only is sport a fantastic tool to bring people together and to inspire others, the environment of a football club is often more appealing and less daunting than formal service settings such as GP practices for example. This presents a real opportunity for us to engage those not currently accessing community services.

### Our Key Actions

In order to achieve our pledge and contribute to delivering our mission, we will:

- > Continue to work with key partners to identify gaps in provision; specifically targeting those furthest from accessing community services and activities;
- > Prioritise times of high need such as the Festive period and times when other services are not traditionally available;
- > Work closely with our service users and involve them fully - where practically possible - in the planning and delivery of the services designed to support them.

## Help more people to get and stay active in our community

### Pledge

We are committed to breaking down barriers to participation and increasing opportunities for people to take part in sport, physical activity and community activities.

### The Challenge

Research has consistently shown the benefits of taking part in sport and physical activity as part of a healthy lifestyle. It also demonstrates that there are many barriers to taking part. These can include confidence, self-esteem or body image as well as lack of access to transport or living in a household where one or more of the adults is unemployed.

- > 65% of adults in Scotland are overweight (29% obese);
- > Cost of up to £600m per year on treating conditions linked with being overweight and obese;
- > 1 in 5 children are at risk of being overweight or obese by P1.

We believe the brand of Dundee United and the skills possessed by our staff members and volunteers can continue to support participants in adopting healthier habits and see the benefits of regular sport and physical activity participation.

### Our Key Actions

In order to achieve our pledge and contribute to delivering our mission, we will:

- > Break down barriers to participation in sport and physical activities;
- > Provide targeted resource to develop opportunities in sport and physical activity for girls and women, early years and those with a disability;
- > Enhance our provision of adult physical activity and sport, providing more regular participation opportunities.

# MAKING IT HAPPEN

**T**here are many cogs already noted within this strategic plan which will help us to achieve our mission; such as a strong staff and volunteer team, a clear vision guided by strategic pillars, measureable goals and the support of key partners who really help us to bring this plan to life.

We have spent significant effort in increasing our capacity from a staffing and volunteering perspective. The access to facilities and assets donated to us by Dundee United Football Club makes such a difference in helping us to deliver our work, however due to the rapid growth of the Trust we have identified a key strategic need to source and invest in our own facilities within the City. While the growth we have achieved to date has been fantastic, it also leaves us stretching our existing capacity when it comes to physical delivery space for our work. We're very excited that the key enabler linked to delivering so many of our ambitious plans will see us not only enhance the quantity and quality of programmes we offer, but also that we will be able to significantly improve access to local facilities within the community.

We look forward to sharing more information on this as we progress.

## Board of Trustees

<b>David Dorward</b> Chairperson	<b>Gavin Muir</b> Vice-Chairperson	<b>Lesley Campbell</b> Treasurer	<b>George Laidlaw</b> Minute Secretary	<b>Colin Clement</b> Trustee	<b>Colin Stewart</b> Trustee	<b>Moira Hughes</b> Trustee	<b>Stuart Campbell</b> Trustee	<b>Susan Batten</b> Trustee
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## Management and Development Team

<b>Jamie Kirk</b> Chief Executive	<b>Paul Wilson</b> Head of Community Development	<b>Michael Malone</b> Projects Manager	<b>Melissa Gormley</b> Community Development Officer	<b>Georgia Carter</b> Girls & Womens Development Officer	<b>Connor Moyes</b> Para-Sport Development Officer	<b>Michael Anderson</b> Early Years Development Officer	<b>Danielle Geekie</b> Senior Community Coach
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# MEASURING OUR IMPACT

**W**hile our strategy is focused on delivering strong outcomes for local people, we also appreciate the potential broader benefits of our work in contributing to the outcomes set by Scottish Government within the National Performance Framework; particularly in areas such as children and young people, communities, education and health and poverty. Being able to feed into Scottish Government Outcomes also provides the realistic potential of playing our part globally as there is a tangible link between the work we deliver and the United Nations Sustainable Development Goals. Our contribution to sports development locally also has potential to support the Scottish FA in meeting its own objectives set out in their "One National Plan" as well as having an input to meeting the broader outcomes in SportScotlands "Sport for Life" strategy.

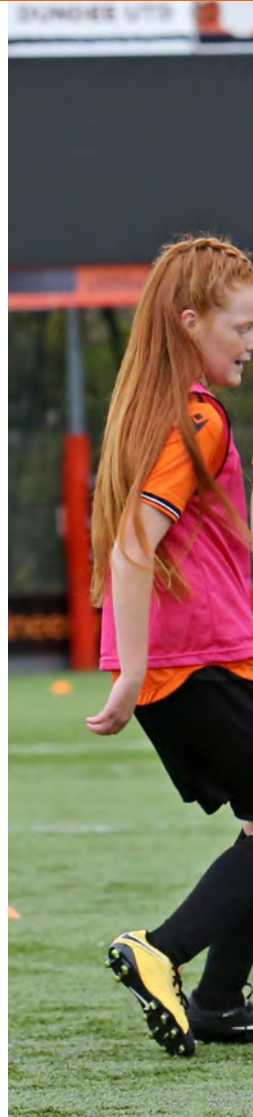
One of the key outputs of our strategy will be ongoing reporting on our performance and we look forward to sharing a series of annual impact reports with our stakeholders. In advance of our annual impact reports, we would like to share two examples of the difference we have made to date.

**D**ens Road Primary School referred one pupil to the Breakfast Club & After School Club as a targeted intervention to support him as he was finding it increasingly difficult to come in to school and settle in the morning. This had a knock on effect on him being able to fully engage with his learning opportunities. The school tried various ways to support this but only found short-term success.

Denise Gormley, School & Family Development Worker at Dens Road Primary School, said, **"The pupil has been at the provision since it started and is a regular attendee. He has settled very well within the club and is an active participant in all activities."**

**"Since he has started attending the provision at Dundee United Community Trust there have been no issues of him coming in to school and settling in to his learning. The family reported at a recent meeting that they too felt this had been a positive support for their son. It's clear he has formed positive relationships with staff at the provision."**

Denise continued, **"We are delighted to be working alongside Dundee United Community Trust on this community provision which has had a positive impact the pupils attending"**





**F**ootball Fans in Training (FFIT) is a life changing, 12- week weight loss programme delivered at Tannadice Park in partnership with the SPFL Trust. The course offers advice and practical ways to make long term changes to participants lifestyles.

One of our FFIT participants, Andy, commented, "**I would recommend attending FFIT to anyone not sure on how to kick start fitness or weight loss. When I started I did not know anyone but that quickly changed.**"

Football Fans in Training is open to men and women aged between 35 and 65 with a waist size of 38 inches or more. Sessions last 90 minutes with a different theme each week, such as managing alcohol consumption, understanding food labels and balancing your diet, and light to moderate physical activity is also a key component of the project.

**On average, participants who completes the course lose 8% of their body weight and their waist reduces by 10cm.**

Andy added, "**The course has taught me things I thought I knew but actually didn't. FFIT has had a major impact on me. I have made manageable changes to my lifestyle and since starting FFIT I have lost 9.1kg (1.4st). I have changed my habits and now walk 4 miles during my lunch hour every day where before I would eat at my desk. FFIT has improved my quality of life.**"

# HOW YOU CAN HELP

**A**s an independent charity, Dundee United Community Trust is responsible for generating its own income. While some of our activities are designed to generate income for the Trust we rely heavily on the generosity of others.

Like most charities, Dundee United Community Trust will always need external financial support to aid the delivery of our vision and goals.

As you will have noted from our ambitious plans, there is a tangible benefit in supporting the work of Dundee United Community Trust. Whether that is by using the Trust and our activities to achieve an organisations CSR and community objectives, reaching out to our unique network of contacts via sponsoring one of our activities or by taking part in fundraising activity for the Trust. It all makes a difference.

If you are interested in working with us, providing sponsorship or simply want to find out more about what we do, please contact us via e-mail at [enquiries@dundeeguardct.co.uk](mailto:enquiries@dundeeguardct.co.uk).

You can keep up to date with Dundee United Community on social media.

- > Dundee United Community Trust: [@dundeeguardct](https://www.facebook.com/dundeeguardct)
- > Dundee United Women's Football Club: [@dundeeguarddwfc](https://www.facebook.com/dundeeguarddwfc)
- > Dundee United Para-Football Club: [@dundeeguardpfc](https://www.facebook.com/dundeeguardpfc)

We would be delighted to hear from you.

# SOCIAL MEDIA IN NUMBERS



**1,380,000** impressions on @dundeeguardct on Twitter from 01/01/19-02/12/19

**1,407,000** impressions on @dundeeguarddwfc on Twitter from 01/01/19-02/12/19

**195,000** impressions on @dundeeguardpfc on Twitter from 01/01/19-02/12/19

**7,228** followers across Facebook, Instagram & Twitter pages for Dundee United Community Trust (@dundeeguardct)

**4,030** followers across both Facebook & Twitter pages for Dundee United Womens Football Club (@dundeeguarddwfc)

**307** followers across both Facebook & Twitter pages for Dundee United Para-Football Club (@dundeeguardpfc)











Tannadice Park, Tannadice Street, Dundee, DD3 7JW. Call 01382 833 166 or e-mail [enquiries@dundeeunitedct.co.uk](mailto:enquiries@dundeeunitedct.co.uk).  
Dundee United Community Trust is a Scottish charity registered with OSCR: SC039922.