



Community Learning & Development (CLD) Plan Update 2025

Engaging and Empowering Communities



Dundee's City Plan 2022-2032

Foreword:

I am pleased to present the first annual update on Dundee's Community Learning & Development (CLD) Plan 2024-27.

Dundee City Council has a statutory duty to ensure that CLD adequately meets the needs of Dundee's citizens. We achieve this through our own resources, in particular the teams within the Council's Communities Service, and through joint planning with our community planning partners, particularly our Third Sector partners.

Oversight and co-ordination of CLD in Dundee is provided by Dundee Partnership through the Child Poverty and Income, Attainment and Health Inequalities Board.

Dundee has significant challenges in relation to inequalities and no other local authority in Scotland has the concentration of inequalities that are found in Dundee. However, in the face of these challenges, Dundee has a strong history of community activism and engagement and a proud record of communities and services working together in partnership to achieve better outcomes for our citizens.

Dundee Partnership acknowledges the scale of the difficulties facing citizens and recognises that for all partners a focus on effective partnership, early intervention and prevention is required. Through targeted locality approaches focussing on whole families and the communities they live in, Dundee Partnership will use its resources as effectively as possible to ensure the best possible outcomes for Dundee's citizens.

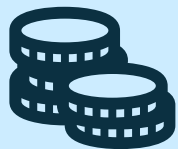
This update demonstrates how services and the people of Dundee are coming together to address challenges, transform services and structures, and to ensure that the people of Dundee can live their lives exercising choices, taking opportunities and supported by strong empowered communities.

Nicky MacCrimmon: Service Manager, Communities. Dundee City Council

Dundee Context and Unmet Needs

Dundee continues to experience high and concentrated levels of poverty and inequality. Seventy of Dundee's 188 data zones are ranked within the 20% most deprived in Scotland with around 37% of Dundee's population living in these areas. The [Dundee Poverty Profile 2025](#) shows clear inequalities in education, health and other outcomes for our citizens. The statistics given below are part of a city-wide picture and are more keenly felt in areas of higher deprivation.

Poverty informed practice continues to be a focus of this plan and CLD responses across the city. Partners continue to focus efforts on fairness initiatives and holistic family support. Locality working, an approach which seeks to break down silos and ensure our CLD responses support the whole household and wider community is an emerging area of work.



Poverty

- Poverty is widespread in Dundee having a profound impact on both children and adults.
- 26.1%** of children (7,041) in Dundee live in poverty after housing costs, compared to 23% nationally.



Economic Activity

- Economically Active (16–64 years):** 75.8% (Scotland: 77%).
- Employment:** 69.1% (Scotland: 73.2%).
- Unemployment:** 5.1% (Scotland: 3.2%).
- Economically Inactive:** 24.2% (23,100 people).

Literacy

- Around 37,000 Adults in Dundee struggle to read and write.
- Approximately 1,500 of these adults face such significant barriers that they are unable to carry out everyday tasks such as managing their money, shopping or reading a bus timetable.
- 39.6% of Dundee's population aged 16 - 64 do not have qualifications at NVQ level 3 or above (equivalent to SCQF 3).
- 6.6% of Dundee's population aged 16 to 64 have no qualifications at all.



Education

Research has shown that high levels of poverty and deprivation impact young people's education and prospects.

- School Leavers in Positive Destinations:** 94.8% (below national average).
- Where young people progress to destinations this is often not sustained.
- Care-experienced leavers achieved **100% positive destinations**.
- Many young people do not feel safe at school, with only 58% reporting feeling safe. Bullying is a significant issue, often based on sexuality, race, learning difficulties, and where they live.



Health Inequalities

- The number of people with a health problem that limited their day-to-day activities increased across all age groups from 2011 to 2022.
- 38,211 (25.7%) people in Dundee say that they have a health problem or disability that limited their day-to-day activities either a little or a lot, an increase of 4.8% from the last census.
- Mental health was the second most commonly reported health condition. This increased almost threefold to 14.1% in 2022 from 5.3% in 2011 and was driven by a large increase amongst younger people.



Diversity

- Dundee is also a diverse city: the percentage of people in Dundee with a minority ethnic background increased from 10.6% in 2011 to 16.6% in 2022, much higher than the Scottish average of 12.9%.
- Supporting the integration of new migrants through ESOL classes and targeted community development support continues to be a priority in an uncertain political situation.



The following update demonstrates how CLD partners, including communities, across Dundee are working together to meet these challenges.

Outcome 1: Reducing Poverty and Tackling Inequalities

Reducing poverty and tackling inequalities is an overarching theme across all CLD plan priority outcome areas. CLD focuses on the commitment to work together as partners, with local communities, to improve life chances for people of all ages through the specific lens of learning, personal development, and active citizenship. There is recognition given to the disproportionately high levels of poverty and inequalities which exist within communities across the city, as detailed in The City Plan, and the need for CLD to be targeted and focused on communities and individuals experiencing the negative effects of poverty and inequalities.



Key Actions:

- 1.1 Partners will increase citizen involvement to reduce poverty and tackle inequalities
- 1.2 Partners will deliver focussed pieces of work to reduce poverty and tackle inequalities
- 1.3 Partners will ensure that at-risk individuals, groups, and communities are targeted effectively
- 1.4 Partners will use data and intelligence to identify and target communities and issues of concern
- 1.5 Partners will strengthen their collaborative approach to addressing agreed shared priorities
- 1.6 Partners will support community voice in identifying needs and designing and delivering services

Lead Group

Child Poverty and Income, Attainment and Health Inequalities Board

Progress 1st September 2024 – 31st August 2025

Dundee's CLD partners have continued to work collaboratively over the past year to reduce poverty and tackle inequalities. The Strategic Partnership tasked with this is the Dundee Partnership's Child Poverty and Income, Attainment and Health Inequalities Board with the operational lead for much of the work on the ground being carried out by Dundee City Council's Communities Service but with significant inputs from other partners.

- Dundee's Fairness and Local Child Poverty Action Plan 2024/25, with leadership from professionals and communities with lived experience in the Dundee Fairness Leadership Panel, sets out some of the key deliverables which partners work on collaboratively to address issues of inequality within the city
- A Fairness Leadership Panel sub-group focused on mental health and social isolation produced recommendations that have been taken to relevant partners including the HSCP Strategic Planning Advisory Group, Mental Health and Wellbeing Strategic Planning and Commissioning Group and the Mental Health in Primary Care SPG. Actions for Fair Housing have been adopted by Dundee City Council's housing service including commitments to publicising information on tenants' rights and advice on preventing damp and mould.
- The Fairness Leadership Panel have also conducted extensive research into poverty related issues including housing and mental health services. The Dundee Partnership and Dundee City Council have approved its report. Members are scheduled to present their recommendations to a range of influential groups. The Panel's work has been recognised in research conducted by the Joseph Rowntree Foundation
- The Whole Family Wellbeing Fund (WFWF) Holiday Programme Partnership awarded funding to 20 schools and 6 partner agencies to deliver activities and food to targeted children and families from the low-income priority groups as well as those children needing support to access to fun holiday

activities and experiences in 2024. This includes Easter, Summer and October 2025. Improvements were made to the One Stop Shop 'What's On' resource for families to increase awareness of what was available across Dundee during the Summer 2024 Holidays and this was expanded, for the first time, for Easter 2025.



- Focussing on benefits maximisation Dundee City Council's Connect Service is now successfully operating from 15 community venues across Dundee, providing accessible advice and support to residents in local settings. In schools, advice services are currently available through different delivery models, such as co-location at Morgan Academy and access to advice through established referral routes at Craigie and Braeview. Co-location within GP surgeries has also expanded, with services now embedded in 13 practices across the city reaching 100,000 patients. Work is ongoing to extend this model further in the coming years.
- Local Fairness Initiatives, established in previous years in Linlathen and Stobswell West, continue to be the vehicle to test locality-based collaborative working to reduce inequality in areas of the city which experience the highest levels of inequality. The collaborative work in Linlathen was recognised at the annual COSLA Excellence Awards by winning the SOLACE Best Team award. Tangible outcomes for communities to reduce poverty included benefits maximisation, employability support and

housing improvements improving energy efficiency.

- Local Community Planning Partnerships are the method by which our statutory locality planning duties are fulfilled by the preparation and delivery of locality plans which target communities facing the most significant socio-economic inequality in the city and nationally. The move towards a new informal and inclusive “cafe conversation” model of cafe conversation has seen attendance from communities increase threefold from 20 to 60 participants strengthening community voice in community planning.
- In the West End and Stobswell Dundee’s first ever Local Place Plans were lodged with Scottish Government, ensuring that communities needs are considered when public bodies make planning decisions in future years.
- Family Empowerment continues to be developed with DCC working in partnership with What Matters 2U to roll out voice led inequalities work across the city. This work has also been recognised by COSLA at their Excellence Awards, winning the Strengthening Local Democracy category. Parents are taking the lead on delivering family activities in their communities and have been supported, through training and ongoing support, to emerge as leaders in these communities.
- DCC surpassed the target of 1% of council budget being distributed via Participatory Budgeting programmes. Citizens were supported to make decisions and invest in their communities around issues such as climate change, resources and activities in schools, environmental improvements around council housing and on small grants supporting grassroots community activity across all Dundee’s neighbourhoods.
- Faith in Community supported the Dundee Food Network, a collaborative of food larders and foodbanks from across the city who are tackling poverty in Dundee’s communities.



Their food support map and calendar supports citizens to access support when and where they need it. Dundee City Council committed to covering the rent for community food larders in Lochee and Strathmartine.

- Faith in Community have also supported the Cash First approach to making sure that citizens have the money they are entitled to when presenting for other supports. Seven Cash First Community Guiders are supporting older people, families and single adults who use seven larders in five wards across the city. A further five are being trained in local food projects.
- Dundee’s Positive Destination Implementation Group has become fully established and is showing positive progression on work to ensure all Dundee’s post 16 population are entering into a positive destination. Shared responsibility amongst partners for tracking and information sharing means we have a better picture of where our young people are, which in turn, is allowing us to offer targeted support to those young people who need it most.

Outcome 2: Strengthening Communities

Dundee is a city with a high proportion of our citizens living in poverty and experiencing disadvantage. The vision of the CLD partnership in Dundee is that strong empowered communities are supported by services from the public, third and private sectors to reduce inequalities in localities across the city through developing initiatives which improve community life and result in better outcomes for individuals.

Citizens can expect high quality capacity building and community development support to enhance their existing skills and abilities. They can expect to be equal partners in planning and decision-making processes which affect their communities, and they can expect to be supported to lead on the initiatives which they deem to be priorities within their neighbourhoods. They can expect to be supported to access the resources that they need to meet their ambitions for themselves, their families, and neighbours.



Key Actions:

2.1 Local Community Planning Partnerships will engage with communities to produce Local Community Plans focussed on reducing inequalities and taking a locality approach to achieving City Plan priorities.

2.2 Local Community Planning Partnerships will include empowered communities as equal partners and recognise and support the contribution of those communities to reducing inequalities in localities.

Lead Group

Locality Leadership Group

Key Actions:

Lead Group

2.3 Partners will facilitate empowered communities by supporting communities with Participation Requests, Community Asset Transfer & Participatory Budgeting

2.4 Through community development and capacity building partners will support a range of community groups to take action to improve lives in their communities.

2.5 Partners will prioritise family empowerment work as part of a whole family approach to reducing inequalities and as part of the city's wider prevention work.

2.1 Local Community Planning Partnerships will engage with communities to produce Local Community Plans focussed on reducing inequalities and taking a locality approach to achieving City Plan priorities.

Child Poverty and Income, Attainment and Health Inequalities Board

Progress 1st September 2024 – 31st August 2025

Local Community Planning

Collaborating across different sectors through Local Community Planning partnerships is crucial for addressing inequalities faced by Dundee communities experiencing socio-economic disadvantage. In 2024-25, there has been greater involvement in Local Community Planning, with more public and third sector organisations taking part. This teamwork is driving local improvements, including addressing the cost-of-living challenges, enhancing green spaces, improving health and wellbeing, and creating more opportunities for children, young people, and families.

Community empowerment and participation are central to these partnerships. During the reporting period, Dundee City Council's Community Empowerment Team supported 166 community organisations and projects, supporting them to engage with decision-makers and collaborate with public and third sector bodies to address local issues. This enabled a variety of groups to contribute to community improvement.

Additionally, 609 individuals were supported through DCC Community Empowerment Team in contributing to Local Community Planning outcomes—103 more than the previous year. This figure excludes many volunteers supported through third sector groups who are also advancing local priorities and reducing inequalities.



Many local community planning partnerships share common priorities, such as addressing the cost of living, enhancing green and play spaces, and expanding support for individuals affected by addiction or in recovery. Several local initiatives developed collaboratively with these partnerships include:

Cost of Living

In Maryfield, Boomerang and the Albert Street Community Café in Maryfield provide nutritious meals and inclusive spaces for vulnerable people. The Stobswell Connect Shop, run by Stobswell Forum on Albert Street, serves as a multi-agency support hub with partners like Shelter, Enable, SCARF, and the Financial Inclusion Team, offering residents tailored advice on housing, disability, energy efficiency, and finances.

Over the past year, all community and voluntary sector organisations in Lochee that provide cafes or free or low-cost food have come together to create an operational action plan. Community organisations are being supported to make sure

their services meet local needs, and new initiatives are being developed to address any service gaps. Additionally, Dundee Volunteer and Voluntary Action coordinate a multi-agency drop-in advice service at Lochee Community Hub, offering essential support to local residents.

Over the past year, the East End has seen the continued delivery and expansion of multi-agency support services, with drop-in sessions at Brooksbank Centre and Douglas Community Centre supporting residents to access advice and increase their income. Employability support remains strong, with targeted assistance from the Linlathen Pathfinder team and the introduction of a weekly job club at Douglas Community Centre by One in Dundee. In addition, Dundee and Angus College have embarked on the second year of its parent-focused programme for Linlathen and Mid Craigie residents.

In the Ferry area, the community group Ferry Fridge has opened its premises following an asset transfer. The available produce aims to assist the local community with cost-of-living challenges while also addressing food waste reduction.

Green Spaces

In Maryfield, Dundee City Council are collaborating with the Stobswell Forum to support residents of Stobswell West in developing the Foxglove Community Gardens. Local individuals have been allocated new growing spaces, with further assistance provided by the Community Payback Team and Allotment Officers. The initiative seeks to enhance accessibility and foster an inclusive environment that promotes broader community involvement.

Recent green space developments in the Northeast include the completion of the Longhaugh playpark, shaped by input from three local engagement sessions and now popular with families. The Whitfield Greenspaces group was formed to address community planning issues, secured Changemakers funding for amenities, and organises biweekly community clean-ups to encourage volunteer participation.

In Strathmartine, the Local Community Planning Partnership has supported community engagement and promoted increased activity within local greenspaces. Development efforts are currently underway for a substantial area of greenspace in Kirkton through a collaboration

between the Kirkton Community Partnership and Dundee City Council's Environment and Community Empowerment Teams. An engagement exercise was conducted to gather the perspectives and suggestions of Kirkton residents regarding the development of the space, with participation from 210 individuals.

In the East End Over £180,000 has been invested in revitalising play areas at Pitairlie Road and Ballindean Road with accessible play equipment, following input from more than 250 residents. Friends of Linlathen and Mid Craigie community group hosted the opening of the park there was positive feedback from local children and families.

The Douglas Community Spaces Group is improving local learning with forest school training, and Douglas Community Park was recognised by Scottish Water for its exemplary community partnership and drainage efforts.



Recovery and Wellbeing

Douglas Community Centre Local Management Group, the Community Empowerment team and Hillcrest futures have worked in partnership to deliver weekly drop-in recovery café sessions provide crisis intervention, guidance, and signposting to appropriate services. The project supported 22 individuals through 44 one-to-one sessions, resulting in significant positive changes such as increased confidence, reduced drug and alcohol use, and improved understanding of addiction triggers. The project distributed 32 naloxone kits, conducted substance awareness sessions, and provided wound care advice.

The Lochee Men's Club, supported by Dundee City Council's Community Learning and Development service and hosted at the Lochee Community Hub, was established to provide a welcoming space for men in the community. Funded with £500, the group organises activities and outings such as trips to the cinema and games venues, always followed by a shared meal. Participants have been actively involved in planning the programme, and the club has received positive feedback. Since its inception, 31 men have participated, with a regular weekly attendance of six.

The Wild Dundee Nature Recovery project delivered eight nature-based activities, developed Nature Recovery Packs for Carseview inpatients, and created a 'wee forest' at Carseview Hospital. Additional initiatives included garden design and wildflower planting at The Friary, co-design workshops, and community events. The project engaged medical students and directly benefited 94 people, with participants reporting increased confidence, purpose, and empowerment. The project gained wider interest and fostered an inclusive, supportive environment where participants were encouraged to see themselves as gardeners and artists.

In the Northeast funding was used to deliver 4 free family fun events with karaoke, facepainting, games, food and refreshments. Resolve and Evolve community group volunteers worked hard to provide a safe and welcoming environment, providing the opportunity for families and individuals to take part in drug and alcohol-free events in the community.

Widely advertised yet targeting also those known to be impacted by substance misuse, these family

events were very well received. Supported and delivered by local volunteers, the opportunity to socialise in a substance free and family friendly environment, challenged stigma and encouraged all community members to come together.

Capacity building and Community Development

Capacity building support continues to encourage and strengthen community groups' abilities to effect positive change in their own local areas.

Community Centre Local Management groups continue to deliver a diverse programme of free or low-cost activities designed to meet a variety of interests and needs. These efforts contribute significantly to reducing social isolation and enhancing community cohesion.

Kirkton Community Centre SCIO is receiving support to advance a multi-million-pound initiative for the construction of a new community centre in the area. This facility will offer opportunities for leisure, education, and physical activity, while also generating revenue through the leasing of retail units and the operation of a café.

Community action groups are actively working to improve their localities. They engage with residents, collaborate on community events, and campaign to raise awareness of local issues. Some of these newly established groups include Friends of Linlathen and Mid Craigie and Dryburgh 4 Change.

Western Gateway Community Committee, with support from the Community Empowerment Team in Lochee, has registered as a Neighbourhood Representative Structure. Their goals include developing community facilities, improving safety through better infrastructure such as new paths, enhancing the environment and celebrating the community with gala days and events.



Family Empowerment

Family empowerment initiatives in Dundee are expanding and becoming an integral part of CLD practice. People who had not engaged in community activities before are now getting involved through various volunteer roles. Additionally, more parent groups are receiving support to design and offer local opportunities, following the partnership work with What Matters to You.

Charleston Matters parents' group is now independently constituted and securing funding for its own family-focused programmes. They have also organised family trips and the Charleston Fun Day, which drew about 1,000 residents.

In February 2025, 11 parents and carers from the Northeast attended a two-night values-based leadership event with Columba 1400. This led to the creation of two community-led family groups. The CET-supported Finmill Family Fun Club now holds weekly empowerment sessions and has become an official group, successfully fundraising for future activities. Another core group of parents and carers runs weekly family sessions at the new Drumgeith Community Campus.

Over the past year, partnerships have been formed with Baldragon Academy (a local secondary school), Sidlawview Primary, and Social Work colleagues. These collaborations aim to identify and involve families who would benefit from support, especially during the transition from primary to secondary school, as an early intervention and capacity-building initiative. Support for families and children in Kirkton remains ongoing and is now well established.

Parents and community members from Strathmartine, Lochee, Northeast, East End, Coldside, and Maryfield have actively participated in the development of the Make it Happen Fund within their respective areas. Through comprehensive training in fund administration, they successfully facilitated the allocation of £180,000 to support community projects locally.

Community Asset Transfer and Participatory Budgeting

In 2024-25, 11,384 citizens participated in participatory budgeting activities, representing a slight increase compared to the previous year. The participatory budget expenditure was £3,989,000. This marks the second consecutive year that Dundee City Council has met its Participatory Budgeting targets. This approach effectively engaged a wide range of groups—including children, families, and individuals with lived experience—to guarantee comprehensive community representation in decision-making processes.

These included Parents and pupils contributing to decisions regarding the allocation of over £1.1 million in Pupil Equity Funding, focused on narrowing educational and social outcome gaps.

Individuals with personal experience of substance use played a direct role in allocating the Dundee Alcohol & Drugs Devolved Fund—a programme that received an award nomination from the Association of Public Service Excellence Awards in recognition of its innovative contribution to participants' recovery journeys.

The introduction of the new Neighbourhood Capital Fund placed particular emphasis on youth involvement, allowing them to influence decisions regarding the use of funds to improve local assets and environments. Over 7000 residents took part in the voting process with over 2300 young people under the age of 16.

New guidance and application forms for Asset Transfer are being developed and will be published in 2025. This aims to simplify and clarify the asset transfer process for community groups.

At present, Dundee City Council is reviewing three active Community Asset Transfer requests. Additionally, three community groups—Broughty United Youth Football Club, Kirkton Community Centre SCIO, and Ferry Fridge—have

successfully secured long-term leases on council-owned assets to further enhance the benefits they offer to the community.

The Yard opened their new family support centre in 2025 following an asset transfer. After securing £1.5 Million for refurbishment of the adventure play space for children and young people with disabilities and additional needs.

The new facility provides safe and inclusive play spaces where children can play, grow and connect, while families feel supported, empowered and included. Crucially, the upgrades allowed The Yard to secure Care Inspectorate registration. This will allow the charity to expand its services to include much-needed respite care, out-of-school clubs, school

holiday provision, early years support, and tailored work with schools and families.



Outcome 3: Addressing Health Inequalities

People living in our more disadvantaged communities are at higher risk of poor health, disease, and earlier death than those living in our more affluent areas and are also more likely to experience barriers to health and wellbeing and difficulties accessing services. Health inequalities are unfair and preventable difference in health outcomes between different groups of people often due to adverse social circumstances such as poverty, unemployment, poor housing, childhood experiences, and isolation. Partners will tackle these inequalities by targeting support to those who need it most, promoting self-care through prevention and early intervention, making it easier for people to get the support and information they need, and working collectively with others including communities, families, and carers. Our approach will be inclusive and empowering, with a focus on prevention, transformation and building individual and community capacity.



Key Actions:

- 3.1 Partners will develop collective action to tackle health inequalities and their determinants
- 3.2 A health inequalities and CLD perspective will be included in local and strategic plans
- 3.3. Partners will provide appropriate health and wellbeing opportunities at a local level relevant to identified need
- 3.4 Partners will adopt an Open Door/ social prescribing approach to connect local people, patients, clients and their carers to services and support.

Lead Group

**Dundee Health and Social Care
Partnership Strategic Planning Advisory
Group**

Progress 1st September 2024 – 31st August 2025

Partners will develop collective action to tackle health inequalities and their determinants

The Child Poverty and Income, Attainment and Health Inequalities Strategic Leadership Group brings together partners from across the system to focus on reducing inequalities. A representative from the Community Health Advisory Forum is a member of this group.

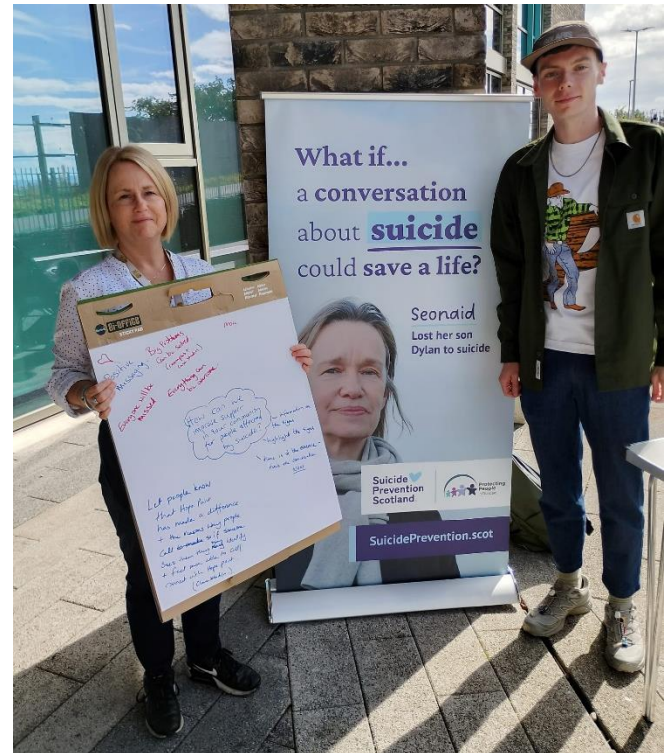
The Communities and Inequalities Workstream of the Mental Health and Wellbeing Strategic Planning Group ensures focus on mental health inequalities, early intervention, prevention and locality working. In the past year, the workstream has:

- Promoted the mental health impacts of the Cost of Living and linked with the multi-agency local Engine Room to progress a data-related developments
- Focused on improving access to information and supporting signposting
- Improved capacity through new mental health promotion training programmes
- Supported suicide prevention efforts at a local level to enhance engagement with at-risk groups and communities
- Used local profiling and data to provide a clearer picture of mental health inequalities, particularly in relation to poverty and deprivation

There is work underway involving Public Health, Primary Care, Leisure and Culture Dundee, CLD and other stakeholders to progress Community Assessment Days. These will focus on reaching people with specific health conditions or lifestyle-related issues offering health assessments and other types of support, including money advice and signposting to local lifestyle groups.

A health inequalities and CLD perspective will be included in local and strategic plans

Many strategic plans in the city recognise the health inequalities that exist due to the material circumstances of people's lives, including



Dundee's City Plan, the IJB Plan for Excellence, Mental Health and Wellbeing Strategic and Commissioning Plan, and the ADP Action Plan for Change. CLD approaches are recognised as an effective model of working with people and places experiencing inequalities through strengthening local democracy, promoting participation, breaking down barriers to healthy living, and creating opportunities for local voices to be heard.

The Community Health Inequalities Manager ensures effective use of local intelligence and community involvement in decision-making processes to support Strategic Planning Groups to take a place-based and CLD perspective. This is demonstrated through the inclusion of health inequalities as a priority in the IJB Plan for Excellence and a range of other strategic plans. CLD stakeholders and local people are involved in current reviews of a range of health-related strategies.

There is evidence of additional investment in CLD/ place-based action through decentralised funding from the ADP and What Matters to You helping to provide evidence that tackling inequalities through working proactively with communities is being operationalised because of its strategic priority.

Local Health and Wellbeing Networks are a key interface between strategic planning groups and communities. In November 2024, the Community Health Team held its first joint Health and Wellbeing Network meeting bringing together partners from across the city to share how local health priorities were being addressed. This included a range of public sector partners, third sector organisations, and community representatives. The meeting included a powerful performance from members of the Charleston Health Issues in the Community Group on their experiences of unpaid care, disability, recovery and relationships.



The Community Health Advisory Forum (CHAF) brings together participants from the Community Health Team programme to take city-wide action on health inequalities and ensure that local voices influence plans and practice. Over the past year, the CHAF has been actively engaged in a range of impactful initiatives:

- The CHAF organised a city-wide event to promote information and resources available to support people in response to findings of the Engage Dundee cost of living survey. Input was provided by many relevant services including money advice, home energy efficiency, suicide prevention, and Dundee Food Network.
- Two CHAF members have completed Speakeasy facilitator training, enhancing capacity to support families around relationships and health.
- Another member contributed to the education of mental health nursing students by delivering a session on the role of community groups in promoting health and wellbeing.

- Members attended the CHEX national conference and delivered a workshop to share their experiences and key pieces of work.
- The group has built a strong relationship with Change to Change from Drumchapel, sharing knowledge, skills and experience.
- The group helped shape a suicide prevention session to support parents and carers.
- Members have joined the Mental Health and Wellbeing stakeholder group to ensure community voices are represented in the development of the new strategic plan.
- Members also attended an event exploring the idea of public diners in the city.

Partners will provide appropriate health and wellbeing opportunities at a local level relevant to identified need

A wide range of health and wellbeing activities are available at a local level. The Community Health Team strengthens partnership work by collaborating with a wide range of stakeholders such as Dundee Rep, Chest Heart & Stroke Scotland, HINT nurses, Early Years practitioners, Wellbeing Works, and other CLD colleagues.

This year, the Community Health Team focused on new opportunities to promote health and wellbeing including:

- Decider Skills training and trialling short courses which are now being offered in Strathmartine.
- In June, the first Menopause Café took place with 12 participants.
- Supporting Together to Thrive groups in the North-East and East End.
- Launching the Life Hacks course and Skills and Chills with Adult Literacies colleagues aimed at improving literacy, health, and wellbeing.
- A new partnership with Dundee REP used drama as a tool with Resolve & Evolve, a recovery-based group in the Northeast

- Delivering cooking and family focussed groups in partnership with School and Family Development Workers.
- Roadshows in the Lochee Ward raised awareness of the effects of substance use supported by Planet Youth & Public Health.
- Men's Groups are a particular area of growth.
- A partnership with Heart Space and the NHS Tayside Charitable Trust for free yoga sessions.

DVVA continues to contribute to the substance use agenda by delivering SMART Recovery Groups across the city. Mutual Aid groups are available for family members supported by Scottish Families.

DVVA continues to deliver Peer 2 Peer training to strengthen the city's approach to peer support. DVVA has reviewed its approach which is now more coordinated with an increased focus on building the capacity of other organisations to deliver *Peer 2 Peer* training and *Creating Hope Through Peer Support*.

DVVA has developed a peer support framework, co-produced with 15 individuals. Lived experience is embedded through the Peer Supporters Network, ensuring the framework reflects the realities of peer support in practice. DVVA is working alongside the Scottish Recovery Network to help shape a national framework and ensure that local and national efforts are aligned.

The *Recoverzine* magazine celebrated its 10th edition, developed in close collaboration with editorial groups at the Lochee Hub and Bella Centre. It offered an opportunity to recognise the creativity, voices, and stories shared through the magazine over time.

The Council's Community Regeneration Fund has supported warm spaces over Winter, which has encouraged isolated members of the public to join existing provision. Some groups based in community facilities are stronger due to this increase in numbers.

ADP Funding has supported local responses to substance use issues. This year, it funded a series of family fun recovery events held in partnership with the Resolve and Evolve Group and a range of

local agencies and groups in the Northeast including Life Gate Church.

The Local Management Group at the Crescent, in partnership with Newfield Community Group, has offered free seated yoga.

Partners will adopt an Open Door/ social prescribing approach to connect local people, patients, clients and their carers to services and support.

An Open-Door approach is supported in a range of strategic plans, processes and programmes, for example, the IJB Plan for Excellence, the Scottish Government Child Poverty Pathfinder, and Local Fairness Initiatives.

Community Centres across the city continue to run Open Doors programmes, which were heavily promoted over the winter months and advertised on the council website and the IYN Facebook pages. Additionally, local hubs such as the Brooksbank Drop-in in Mid Craigie, the Douglas Community Centre Wednesday Hub, the Lochee Hub, the Albert Street Food Larder Hub, and Stobswell Connect have a range of co-located services.



Promoting social prescribing approaches involves improving access to information for the public and frontline staff who can signpost people to services and activities. New wellbeing web pages were launched on the NHS Tayside website in 2024 to raise awareness of health services and local

organisations through a service directory and were promoted through leaflets and online sessions. Another leaflet to promote mental wellbeing and self-help and was co-produced with local people and circulated early 2025. GP Practices, community centres, third sector organisations, and schools received copies of the leaflets, as did local food larders and food banks. Throughout 2025, a co-production exercise has been underway to engage local people and service providers in the development of a Wellbeing Website for Dundee. This is a partnership between primary care, public health, the Community Health Team, and DVVA, with input from a wide range of partners.



Outcome 4: Improving life chances for young people

Partners will work to improve life chances and reduce inequalities. Young people will be able to access youth work support across the city, which is responsive to needs and addresses key issues affecting them including reducing the poverty related attainment gap through targeted learning opportunities. Partners will provide opportunities for young people to have their voices heard around decisions made at both local and city-wide levels and to develop skills for life and work that will support their progression towards positive destinations and successful life transitions. Partners will work alongside young people to ensure that the learning is relevant, accredited and meets the young people needs.



Key Actions:

- 4.1 Partners will maximize targeted support to children and young people (working to ensure the right support to the right door at the right time)
- 4.2 Partners will work together to provide transition programme that support young people at key stages in their lives
- 4.3 Partners will work together to deliver school community collaborative approach to address poverty related attainment gap and attendance
- 4.4 Partners will work with young people to access opportunities leading to positive destinations
- 4.5 Partners will work with young people to support their health and wellbeing
- 4.6 Partners will deliver learning opportunities that are diversionary and support our prevention agenda and are informed by youth voice, such as Planet Youth.
- 4.7 Partners will support young people to express their views & have their voices heard

Lead Group

Dundee Youth Work Network (DYWN)

Positive destinations oversight board

Dundee Youth Work Network (DYWN)

Progress 1st September 2024 – 31st August 2025

Community Youth Work in Dundee: A Responsive and Transformative Service

Community Learning and Development (CLD) Youth Work in Dundee represents a dynamic, responsive, and highly impactful service that plays a vital role in supporting young people through some of life's most complex and challenging transitions. Rooted in the principles of **early intervention, inclusion, and empowerment**, CLD Youth Work is both reactive to emerging needs and proactive in identifying and supporting those at risk. This narrative outlines the breadth and depth of its influence across Dundee, highlighting key interventions, measurable outcomes, and strategic partnerships that underpin its success.

Reaching Young People Early: A Preventative Approach



Referrals to CLD Youth Work originate from a wide spectrum of concerns, reflecting the multifaceted challenges faced by young people today. These include:

- **Relationship difficulties** with peers, family members, or school staff.
- **Poor school attendance** or disengagement from formal education.
- **Emotional wellbeing challenges**, such as anxiety, low mood, or trauma.
- **Behavioural issues** and experiences of social isolation or marginalisation.

These referrals illustrate a strategic commitment to **early identification and support**. By intervening before issues escalate, CLD Youth Work ensures that young people are not left to navigate adversity in isolation. The service acts as a **protective safety net**, catching those who might otherwise fall through the cracks of traditional support systems. This preventative approach is central to Dundee's wider strategy for improving outcomes for children and young people, and it reflects a deep understanding of the importance of timely, person-centred support.

Impact of CLD Youth Work Transition Support

The contribution of CLD Youth Work to young people's development is evident across several key domains. These include:

1. **Improved school attendance and engagement**
2. **Enhanced emotional wellbeing and behavioural regulation.**
3. **Increased participation in community life**
4. **Greater confidence and readiness for future transitions**, including education, employment, and independent living.

Attendance Data (Session 2024/25 to 13 March):

- **Secondary Schools:** 86.2% (an increase from 85.6%)
- **Primary Schools:** 92.9% (up from 91.9%)

Improving attendance remains a strategic priority for Dundee and is closely aligned with our **Stretch Aims** under the **Strategic Equity Fund**. The Scottish Government now publishes **fortnightly attendance data** at the local authority level, which is also shared with schools. CLD Youth Work supports schools by providing detailed analysis to help track and respond to patterns in absence and attendance, ensuring that interventions are both timely and targeted.

Since October 2024, **Education Scotland** has been working with targeted stages in five schools. Early analysis indicates **notable improvements in attendance** in these stages compared to the same period in 2023/24, suggesting that collaborative efforts are yielding positive results.

Positive Destinations Framework



The **Employability Team** is actively implementing the strategy titled *A Step Change in Positive Destinations for Young Dundonians*. This ambitious initiative includes:

- Establishing **Improvement Groups** in every secondary school.
- Developing **offsite learning and training opportunities** tailored to individual needs.
- Providing **targeted support for Care Experienced Young People (CEYP)**.

In 2023/24, Dundee had **15 care experienced school leavers**. The majority progressed to **Further Education**, with two entering **Training or Personal Skill Development** pathways. Nationally, 87% of 1,016 CEYP moved into **positive post-school destinations**, reflecting a strong national commitment to improving outcomes for this group.

Our **Youth Employability Service** continues to support CEYP across the city. Each young person referred receives **bespoke 1:1 support**, with an action plan tailored to their unique needs and aspirations. This includes:

- CV creation and interview preparation.
- Support with job and college applications.
- Access to training and skills development.
- Guidance on preparing for the workforce.

Importantly, once a young person enters a positive destination, they continue to receive **aftercare support** from their key worker to help sustain their progress and navigate any emerging challenges.

Planet Youth Dundee

A **city-wide action plan** is in place under the Planet Youth Dundee initiative, with activities occurring at school, community, and city levels. The overarching aim is to **increase protective factors** and **reduce risk factors** in young people's lives.

Key developments include:

- A planned **survey in all seven mainstream secondary schools** in September 2025.
- Funding from **Alcohol and Drug Partnership (ADP)** to extend one Planet Youth Development Officer post until March 2026.
- ADP support for **school-based work targeting early onset alcohol use**.
- Additional ADP funding for the **Health Inequalities Team** to continue community-based prevention work, supported by the **PP Prevention Officer** and aligned with the **Substance Use Prevention Framework**.

These efforts reflect a holistic, evidence-based approach to prevention, with strong inter-agency collaboration and a commitment to long-term change.

Holiday Programme Partnership

In 2024, the **WFWF Holiday Programme Partnership** awarded funding to:

- 20 schools
- 6 partner agencies

This enabled the delivery of **activities and food** to children and families from **low-income priority groups** and those needing support to access fun and enriching holiday experiences.

For 2025, funding has been secured to deliver an **extensive programme** during Easter, Summer, and October holidays. Additionally, a **One Stop Shop "What's On" Resource** was developed for Summer 2024 and will be expanded for Easter 2025, helping families easily access information about available activities across Dundee.



Following the **Learning and Sharing Event** in November 2024, several **service and system improvements** have been identified and implemented for the 2025 application process, ensuring that the programme continues to evolve and meet the needs of Dundee's communities.

Evening Group Activities

Evening sessions continue to provide a **safe and supportive environment** for young people. These sessions are designed to:

1. Build **friendships and peer networks**.
2. Develop **communication and teamwork skills**.
3. Explore **interests and talents**.
4. Foster a sense of **belonging and achievement**.

They are a vital part of the **transition journey**, offering continuity and connection to the wider community. These sessions also serve as a platform for informal learning and personal growth, helping young people build resilience and self-esteem.

Diversionary Programmes

Diversionary programmes are delivered **Monday to Friday** in the most deprived community wards. These provide young people with **positive learning opportunities** each evening and aim to **divert them from potential anti-social or offending behaviour**. The programmes are tailored to local needs and are delivered in partnership with community organisations, ensuring relevance and impact.

Youth Leadership: What Matters To You

A group of young people who participated in *What Matters To You* continue to meet **fortnightly at Shore Terrace**. They receive group support from CLD Youth Work staff, focusing on **leadership development** and **reflective practice** linked to their delivery at the DISC project.

Recent Highlights:

- **Lochee Ward:** 16 young people completed the **Place-Based Leadership Academy** at Piperdam and are now progressing with their action plan.
- **Baldragon Academy:** 16 young people completed the four-day Academy at Kingennie. .
- **Braeview Academy & Craigie High:** 40 young people completed the Academy at the RPC. They are now meeting weekly to develop an **action plan supporting their transition** to the new school.

Outcome 5: Improving life chances for adults

Adult learning makes an important contribution to our vision for Dundee, helping citizens to develop skills and confidence, leading to improved life chances, and contributing to connected and inclusive communities.

Partners will work together to secure accessible opportunities for adults living in the city to learn throughout their lives, particularly those furthest from inclusion and experiencing disadvantage. Well-designed learning opportunities developed in collaboration with community-based adult learners will respond to local needs, creating positive pathways for learners to progress and succeed.



Key Actions:

- 5.1 Partners will collaborate to develop clear pathways to education, employment, training, and involvement within their local communities for identified groups of adults
- 5.2 Partners will contribute to the city's Humanitarian Response through the delivery of targeted adult ESOL (English for Speakers of Other Languages) and community development support
- 5.3 Partners will develop learning opportunities and address barriers aimed at increasing literacies, including digital literacies
- 5.4 Partners will collaborate to provide a range of lifelong learning opportunities for adults

Lead Group

**Adult Learning Network
ESOL Partnership**

ESOL Partnership

Adult Learning Network

Progress 1st September 2024 – 31st August 2025

At their meeting in September 2024, the Dundee Community Based Adult learning (CBAL) network agreed to map and create a directory of adult learning opportunities across the city. CBAL partners were asked to provide an overview of the types of activities offered at each stage. **25 organisations completed the mapping survey, sharing 61 activities.**

Returns show a commitment to local accessibility and community-based delivery. Most programs are free or funded, with specific eligibility criteria such as age range, residency, or employment status. The majority of activities are open to 16+, with a few tailored to specific groups like 50+ or young adults or specific groups: such as women, carers, refugees/asylum seekers, people living with HIV, unemployed individuals. These criteria suggest a focus on inclusion but also highlight the need for clear signposting and referral pathways.

There is a wide variety of learning activities, with some recurring more frequently. The most common types of programmes include:

- **Digital support and literacy** (e.g. drop-ins, 1:1 IT help)
- **Employability and work-readiness** (e.g. King's Trust, NHS Healthcare Academy, Admin Academy)
- **Language learning (ESOL)** at various levels and formats
- **Community and wellbeing** (e.g. walking groups, family learning, HIV support)
- **Creative and cultural engagement** (e.g. arts, crafts, history talks)

The activities are categorised into four main levels from early engagement to upper level (Stage 4) opportunities at SCQF level 7 and above. Across Dundee there is a strong emphasis on early engagement and accessible entry points for learners with a high number of Engagement activities returned. Activities at Stage 2 and Stage 3 also feature prominently, indicating a healthy offering of structured, supportive learning.

There are fewer upper-level learning opportunities (Stage 4) compared to other stages. This indicates a gap in advanced learning programs for adults seeking higher-level qualifications. Out of 61 learning offers, only 11 offered accreditation. Consideration needs to be given to how adult learners move through the system and achieve their goals.

CBAL partners are working to identify how we can work together to respond to gaps. In response, the communities service and Dundee and Angus College are working together to develop their partnership and explore opportunities for the community-based college outreach and collaborative delivery which supports learner mobility. An excellent example of where this works well is the Dundee & Angus ESOL Partnership who meet three times a year to agree priorities, make changes to collaborative service delivery, and plan strategically for the months ahead. By working together, we avoid duplication of work, maximise learning opportunities for all learners, and are able to better guide them to improve their life chances and encourage integration.



English for Speakers of Other Languages (ESOL)

ESOL learners in Dundee can access a range of community-based provision from all partners:

The Dundee City Council ESOL team provide ESOL classes at 4 levels of proficiency (Foundation, Beginners, Elementary, Pre-Intermediate) and a range of community-based groups like conversation cafes, reading groups, a parent group and a Cooking Club. One-off outings and workshops such as “Talk Dundee”, a

democracy workshop and Dental Connect workshop were also offered. ESOL learners supported by the Dundee City Council ESOL team also receive initial and ongoing 1:1 guidance leading to referrals to the Employability service, volunteering or training opportunities, and other community activities.

Dundee and Angus college offer 9 sessions of ESOL a week during college term time at Elementary, Pre-Intermediate, Intermediate and Upper-Intermediate levels, delivered in DCC centres and at DIWC. The college also offers a 10-week p/t ESOL course (“Transitional Pathways”) for 20 Elementary level learners to enable them to try college and, upon completion, be prioritised for full time ESOL courses. Referrals come from DCC ESOL team and DIWC.



DIWC offer 5 sessions of ESOL a week with creche (funded through a 3rd Party Payment from DCC) and other types of support and training for women that their ESOL learners also benefit from. DIWC ESOL classes are not just about learning to speak and read English. They are an introduction to Scottish culture and life, a way to make new connections and friendships. Coming to the Centre gives women access to other services, like drop ins from CAB, Home Energy Scotland and the Scottish Women's Rights Centre. DIWC also provides a creche which means that mothers and carers, who might not otherwise be able to learn English can attend ESOL classes. In the last year, twelve women have been able to attend ESOL at DIWC because their children could attend DIWC's in-house creche. These include children who are extremely vulnerable due domestic violence. 40% of the women who use the creche at DIWC are also receiving help with the cost of living. Including referrals to Togs for Tots, financial support from our small support fund, food

vouchers from Greens, referral to other agencies through the Stobswell West project

Dundee University provides two sessions a week of community outreach ESOL for Upper-Intermediate and Advanced learners during university term time.

The communities service continues to support refugees and asylum seekers, alongside other migrants, to help them increase their English language skills, access other learning & integration opportunities across Dundee, and build and strengthen their social connections. Based within the Communities service, the Humanitarian protection team, continue to support Ukrainians in Dundee and there are currently 443 Ukrainians living in Dundee.

In September 2023, MEARS opened a 144-bed unit in Dundee. Between August 2024 and May 2025, 82 people received positive decisions with their asylum application who have stayed at the contingency accommodation, with 44% deciding to remain in the city. In addition to resettlement support, these individuals have subsequently had assistance from the Local authority with ESOL, employability and integration. In addition, since December 2024, 9 people who have received positive decisions in other parts of the UK have come to Dundee. Two ESOL tutors provide dedicated provision for asylum seekers, based within a 20 min walk from the Mears operated contingency accommodation. Between 1st September 2024 and 31st August 2025, we supported 284 refugees and asylum seekers. 151 of those were new registrations. Within the same time period, adult literacies supported an additional 57 refugees and asylum seekers into wider learning programmes.

Supporting Adult Literacies

The Dundee City Council Literacies Team facilitate learning opportunities for the residents of Dundee across the city. Differentiated learning provides appropriate challenge and support and adult learners engage in literacy, numeracy and digital learning. From 1st September 2024 to 31st August 2025, 303 citizens engaged in 748 targeted group literacy sessions with the Literacies team, who supported an additional 98 citizens on a 1:1 basis. The Adult Literacy Team also work in partnership with the Community Health Team, Local Management Groups and a range of other partners to support residents to

develop life skills around household budgeting, basic numeracy and food poverty. The 'Life Hacks' partnership between the Adult Literacies Team, Community Empowerment Team, Community Health Team and Dundee Volunteer & Voluntary Action (DVVA) is based in the Lochee ward. This learning opportunity provides participants opportunities to gain life skills around literacy, numeracy and digital learning.



Other emerging workstreams which seek to respond to the needs of Dundee Citizens are initiatives like "Literacies Champions" which seeks to increase the city's capacity to respond to literacy needs by recruiting and training staff and volunteers working in a range of different contexts across Dundee, not just through formal adult learning classes, but through everyday interactions and relationships. Delivering on the city plan, the work is funded by the UK Shared Prosperity fund until 31st March 2026. As part of this important work, we are targeting an approach to 16+ youth literacies.

Lead Scotland offer formal and informal learning opportunities to enable disabled adults into programmes and learning opportunities.

Dundee Reads is a literacy programme run through education. The offer includes;

Talk and Play Together - 6 weekly sessions for families initially, with follow-up sessions with resources and books until March 2026.

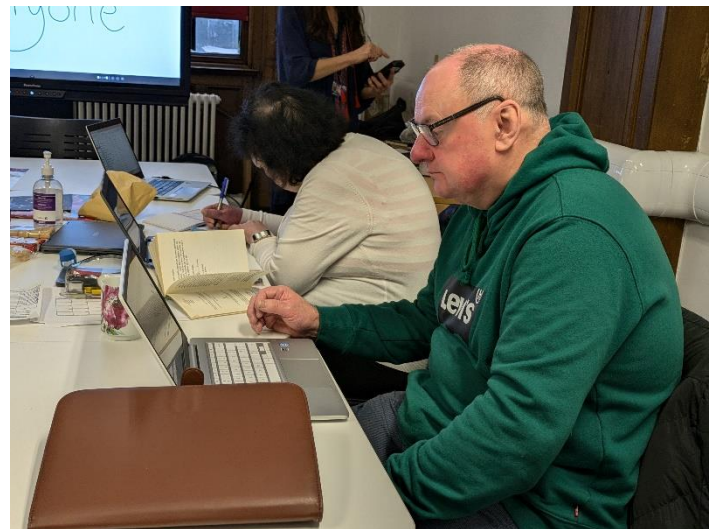
Library Work - making links with libraries in the East of the city with an interest in contacting the new Drumgeith Campus Library.

Book Distribution - to date over 4000 books have been gifted in the city.

Literacy Champions - volunteers working in schools and across community settings.

Digital literacies

Dundee City Council Adult Literacy Team facilitate several Digital/I.T. Drop-In sessions throughout Dundee. These learning opportunities invite citizens to engage in learning around using digital devices to access services for everyday life such as national and local government information and services, fuel poverty and housing support and advice. In addition the Dundee City Council ESOL team run a weekly ESOL IT class, helping those with limited English develop both language skills and digital skills.



Outcome 6: Developing the workforce

It is important that CLD practitioners and volunteers across Dundee can access high quality, relevant training, and development opportunities. CLD Partners are committed to encouraging and nurturing a learning culture and we will do this with the support of the Tayside and Fife CLD Professional Learning Alliance (TFPLA), local and national partners. Between March and June 2023, engagement with the CLD workforce across the region identified six priority themes: using data to demonstrate impact, community development, digital CLD practice, mental health, working with groups and developing pathways to professional CLD qualifications.

Partners will develop opportunities for collaborative learning and training opportunities for the sector focused on these themes, supporting practitioners to achieve consistently high standards of professional practice and performance, enabling them to make significant change and contribution to the lives of families, individuals and communities.



Key Actions:

- 6.1 Regional Partners will work together to identify shared learning needs and deliver opportunities in line with the Tayside and Fife Professional Learning Framework
- 6.2 Partners will work together to develop and deliver learning opportunities that respond to the recommendations of the Dundee Digital Strategy.
- 6.3 Partners will develop learning opportunities that embed leadership and management skills

Lead Group

TFPLA

CLD service

**Leading Team Dundee
CLD service
Columba 1400**

Progress 1st September 2024 – 31st August 2025

The Tayside and Fife CLD Professional Learning Alliance (TFPLA) hosted a Governance Event in Perth in February 2025. The event aimed to provide valuable insights into governance structures, common pitfalls, and the legal frameworks applicable to third sector organizations. 8 CLD practitioners from Dundee city council and DVVA attended. A report on this event can be accessed [here](#). Subsequently DVVA delivered a follow up event for the Dundee City Community empowerment team in June 2025.

TFPLA also held a professional learning conference “*Navigating Change: Developments in CLD Practice*” in Dundee for CLD workforce in April 2025. The conference sought to respond to some of priority professional learning themes identified by the workforce with workshops and keynote speeches focused on cross sectoral collaboration, young people’s mental health, demonstrating impact, digital tools, community development and CLD career pathways. Alongside colleagues from Fife, Angus and PKC, 22 practitioners and students from Dundee attended representing Dundee City council, local and national third sector organisations, national organisations and Dundee University. A report on this event can be accessed [here](#).

The SCVO digital team delivered a workshop on digital tips and tools at the TFPLA conference above.

In August 2024 Dundee City Council’s Communities Service joined the Digital Inclusion Network. 9 CLD staff have registered with the network and are using the Learn My Way e-learning resource with participants. Learn My Way is a free online platform that helps people gain basic digital skills and improve their digital literacy to make the most of our online world. Bite-sized topics suitable for beginners that have no or low digital skills, allowing everyone to benefit from

using digital devices and accessing essential online services.

The network also provides learning and networking opportunities to support workers assisting participants to learn digital skills. Membership of the network also offers access to the national databank 5 CLD staff have registered with the databank. Like a foodbank but for mobile data, the National Databank provides free mobile SIM cards to help digitally excluded people get connected. Eligibility 18+, low income (untested) and no access to data. – 7 provided to date.

In addition, staff within the communities’ service have accessed the following in-house digital training courses:

Mobile Film making Course – 10 staff

using surveys and data course which aimed to increase confidence in digital tools which support a better understanding of the impact of CLD interventions - 10 staff

Through our partnership with *What Matters to You* CLD staff across the CLD partnership have attended Value Based Leadership training through Columba 1400. Since September 2024, three opportunities have been offered to 32 local people from the Northeast, Strathmartine and Lochee with 6 CLD practitioners benefiting from this training.

In addition, one CLD member of staff has been supported to complete an ILM qualification through the DCCs Learning and Organisational Development

Communities’ members of staff have been supported to attend Leading Team Dundee events.



DUNDEE
PARTNERSHIP

*For more information about
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November 2025