

PARTNERING AGREEMENT

TRANMERE ROVERS F.C. & WIRRAL COUNCIL

September 2019



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'The local football club was a creature born out of the local community, it came out of churches and social clubs and it is part of the local community it can give a lot more back'

Mark Palios, Chairman, Tranmere Rovers

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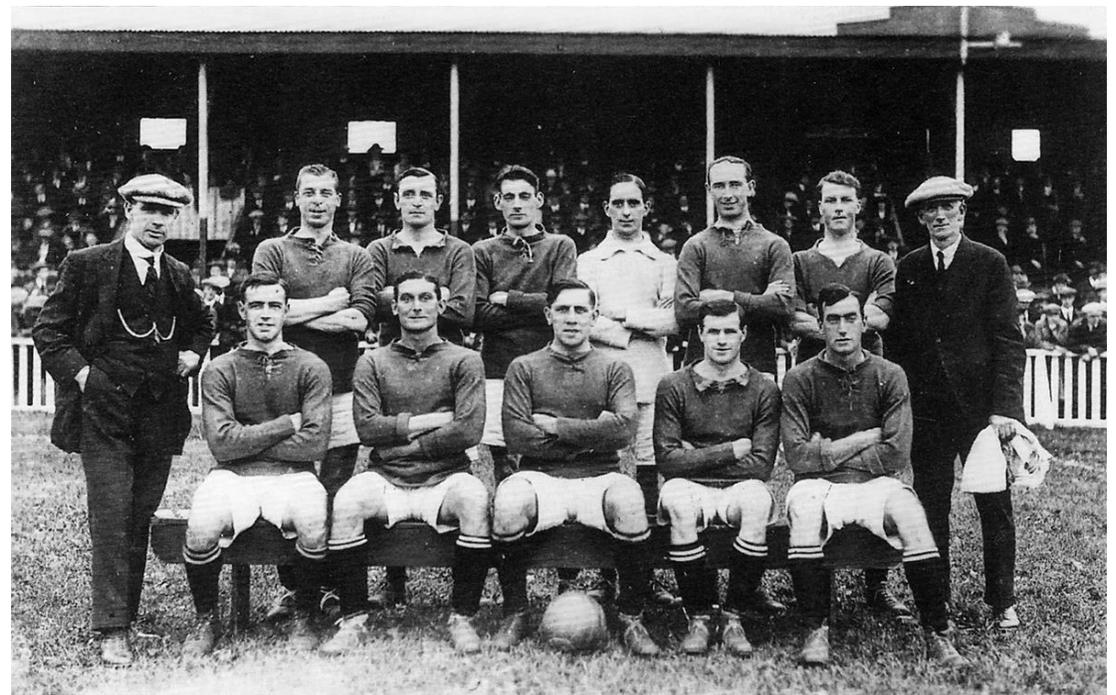
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HISTORY

Tranmere Rovers Football Club is a professional association football club based in Birkenhead, Merseyside, England. Founded in 1884 as Belmont Football Club, they adopted their current name in 1885. They were a founder member of Division Three North in 1921, and were a member of The Football League until 2015, when they were relegated to the National League, the fifth tier of English football. They returned to the English Football League in 2018, and were promoted to League One in 2019.



Founded: 1884

Location: Birkenhead

Venue: Prenton Park

League: EFL League One

Championships: **1934/35** Welsh FA Cup Winners, **1937/38** Division Three North Champions, promoted to Division Two, **1975/76** Promoted to Division Three, **1988/89** Promoted to Barclays League Division Three, **1989/90** Leyland DAF Cup Final Winners, **1990/91** Barclays League Division Three Play-Off Final Winners, **1999/00** Worthington Cup Finalists, **2017/18** Vanarama National League Play-Off Final Winners, **2018/19** Sky Bet League Two Play-Off Final Winners

FOREWORD

TRANMERE ROVERS



Tranmere Rovers FC is a dynamic and forward-thinking Club, with diverse activities which offer many training and employment opportunities for residents, a rapidly growing football tourism and international football development businesses

The club is firmly rooted in its community and is committed to harnessing the unique power of football to engage with and improve the lives of those at risk of social isolation through poverty, unemployment, mental or physical health issues or any other reason.

Tranmere has an excellent track record of measurable delivery and success, in both its charitable and wider commercial work in the community, driving economic growth and improving the lives of some of the most vulnerable people. This work together with the on-field success, gives locals a sense of pride and identity in their own professional football team.

The professional football brand can bring added value in accessing parts of the community that most commercialised organisations cannot, and in attracting CSR from local businesses and charitable giveaway from the individuals in the fan base.

Working with the Council will enable both parties to achieve more, and quicker than either could alone. This is a unique opportunity to more effectively deliver the partnerships of both parties.

FOREWORD WIRRAL COUNCIL



The Wirral Plan sets a long-term plan to bring about real change – not just in what can be achieved but in the manner in which we will deliver it. We are committed to working in partnership to deliver the corporate objectives. Our ambition is to work with all partners in the public, private and community sector to achieve higher aspirations and to achieve a better Wirral.

Tranmere Rovers Football Club are an important partner to Wirral Council, not least in supporting the delivery of our Community Wealth Building Strategy and we are committed to working with the club and other partners to successfully achieve our joint ambitions. This agreement underpins our partnering arrangements and provides the context for our current and future collaborations.

WORKING TOGETHER TO PROVIDE:

- * GREATER JOB OPPORTUNITIES IN WIRRAL
- * WORKFORCE SKILLS MATCH BUSINESS NEEDS
- * VIBRANT TOURISM ECONOMY
- * ASSETS & BUILDINGS ARE FIT FOR PURPOSE
- * OLDER PEOPLE LIVE WELL
- * LEISURE & CULTURE OPPORTUNITIES FOR ALL
- * WIRRAL RESIDENTS LIVE HEALTHIER LIVES

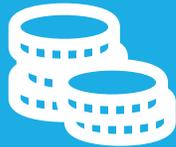
The Council have been working with Tranmere Rovers for many years and have a well-established relationship with the club. Over the past four years the Council has spent over half a million pounds in commissioning the club to carry out work. This includes:

- Working with schools
- Healthy communities
- Lifelong learning
- Outreach
- Labour Market Programme
- Healthy Wirral

Together we are focussed on driving innovation, whilst making best use of resources, and maximising funding and commercial opportunities.

We work in partnership to use the opportunities available to us to support the delivery of our joint objectives and cement the already established working relationship.

FUNDING



Both parties recognise that the Club must endeavour to seek out all forms of funding it has available to it in the first instance.

The Council support this by helping the club to research and find external funding and by supporting the completion of bid applications.

The Council has a dedicated team member who supports the Club with this as part of it's commitment to enabling the Club to remain financially sustainable whilst recognising that this is ultimately the sole responsibility of the Club.

However, there are occasions when the Council can support the club by providing funding in the way of a grant or loan. This will ultimately be of benefit to the Council as well as the club i.e. a grant will include relevant KPI's to support the Council's objectives. A loan will be on a commercial basis and generate a rate of return for the Council

CASE STUDY — WIRRAL WAYS TO WORK

* GRANT FUNDED FROM EUROPEAN
SOCIAL FUND AND MATCH FUNDED BY
WIRRAL COUNCIL

Wirral Ways to Work is a grant funded wage subsidy scheme for disadvantaged young people aged 16-29 in Wirral (majority aged under 25). The scheme enables local employers to create additional job opportunities within their workforce for economically disadvantaged young people who need more support to enter the labour market.

Since programme start in 2016, 24 young people have completed an Intermediate Labour Market (ILM) placement with Tranmere Rovers.

19 of those have gone onto sustained employment. 7 placements are currently in progress.

The scheme particularly benefits young people who are care leavers, young offenders/at risk of offending, or have special educational needs.

Since programme start in 2016 up to July 2018, total value of ILM grant payments to Tranmere Rovers Football Club and Tranmere in the Community is £182,552.

COMMUNITY WORK



What better for a local council if they can buy into the concept of a Club as a community asset to help them more effectively deliver their agenda.



Tranmere has had success re-inventing itself as a private sector supplier of public sector services, delivering alternative provisions for education, implementing employment schemes, community engagement and creating a thriving international department.

Education: TRFC College – variety of recognised qualifications across age range of pre-16, 15-18, 19+ and adults.

98% of college students progress into education or employment

247% increase of intake for 2018-19 academic year

Community: Talent Match – Programme aimed at finding employment for youths who have offended or are at risk of offending.

**132% recruitment of young people against target.
96% retained and completed programme**

Around 30,000 people engaged through community projects each season

International: USA soccer player training programmes – Since October 2018 following the successful training of Chinese coaches and Indonesian players at the Campus, The International Soccer Academy (ISA) has broadened its programme to North America and has been recruiting and delivering programmes to US college teams at the Campus. The ISA offer a range of football development programmes, with the emphasis on in-UK delivery.

280 US college players came to the Wirral for training between Jan 2019-August 2019

Launch of first International Soccer Academy abroad in the US in October 2019

CASE STUDY — WELLBEING

IMPROVEMENTS TO WELLBEING
EVIDENCED THROUGH THE
NATIONAL MENTAL WELLBEING
SCALE:

**71.2% IMPROVEMENT
AGAINST TARGET OF 40%**

The Wellbeing contract is to engage the disengaged by setting up a range of activities to tackle the issue of social isolation and promote active inclusion to improve and provide mental health/wellbeing benefits and lead to greater readiness for work.

The project provides outreach and 1:1 support to individuals within the community to encourage greater access to social groups and activities within the football club through the use of a range of engagement techniques.

Definiton of Mental Health according to the
World Health Organisation



FANPARK



As a significant part of the change of the direction of the Club, one of the first actions on acquiring the Club was to agree to work with the Supporters Trust and the Official Supporters Club. As a symbolic indicator of this change the Chairman converted the directors car park into a fan park.

The Fan Park in the grounds of Prenton Park has been set up by the Trust and is open for all fans on a match day. Working in partnership with the Club, local businesses and charities, the Fan Park offers a pre and post match experience for both Rovers fans and travelling supporters.

SOCIAL VALUE

NATIONAL SOCIAL VALUE PORTAL TOMS:

- * THEMES
- * OUTCOMES
- * MEASURES

PEOPLE: Supporting Safer and More Resilient Communities in Wirral
£4m

BUSINESS: Supporting the Growth of Wirral's Local Skills and Employment to Enhance Regional Business
£11m

LIVING ENVIRONMENT: Protecting and Improving Wirral's Living Environment
£0.4m

TOTAL SOCIAL VALUE £15M

This excludes other value created that is not included in TOMS matrix e.g. work in primary Schools & visitor economy through international business





ASSETS

**SOLAR CAMPUS:
LEASED FROM THE COUNCIL
UNTIL 2115**

- **Category 4 scholarship programme**, focusing to develop local talented footballers.
- **College Development Programme** providing disengaged young people aged 16-18 with an education and playing pathway.
- **High National Diploma** - providing local young people with an education programme and pathway to university.
- **Football Development Centres**, providing coaching programmes for young people aged 6-16. Supporting development of players and working closely to enhance grassroots football provision.
- **Unique international programmes** ranging from coach education and player development (grassroots & elite) as well as football tourism tailored for the Chinese and Indonesian market.
- **Liverpool Women**, providing a training facility for Liverpool Women First Team.
- **Vocational training centre**, using all the elements of delivery to provide local young people with valuable work experience to support them to access training and career opportunities.
- **Volunteer Hub**, the delivery of training for volunteers and numerous opportunities to keep them engaged and active.
- **Community gym** which is open to the general public four nights per week
- Potential brand new 3G pitch for the community to use

SPORTS TOURISM



The ISA sell the unique footballing geography of the North-West and self-funded travel to different regions in the world putting Wirral on the Map

Tranmere have been a key partner with the Inner Mongolian Government (IMG) in contributing to the blueprint of football development in the Chinese province of Inner Mongolia which is the pilot practice for the development of grassroots football in China following President Xi's dictation regarding football and has provided Elite player development programmes, Coach Education Courses and Educational Resources.

Using the success of ISA IMG programmes, markets have been opened out in **North America and South East Asia**. The **Indonesian Surabaya government** signed a memorandum of understanding with Liverpool City which specified football development as a priority and sent over Indonesian players in 2018, the next team due in 2020.

In 2019 the **ISA's USA college programme** commenced with coaches and 15 College Teams visiting Wirral for training. The work in Indonesia was responsible for attracting the recent investment in the Club.

Between 2017-18 inbound TRFC expenditure to local City Region businesses equate to £217,500	£357,500 expenditure by visitors in City Region Economy	9,000 Chinese players and 1,500 Chinese coaches trained by TRFC in the elite Hainan football camp
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ASPIRATIONS

- * LOCAL WEALTH
- * INDEPENDENT COMMUNITIES
- * EMPLOYMENT OPPORTUNITIES
- * TRANSFER OF ASSETS
- * BEING HEALTHY

The Council's Local Wealth Building Strategy describes a future vision where communities are healthy, have opportunities for employment, have support to create their own businesses and take ownership of Council assets to use for their own activities.

A key success factor for this to work is communities feeling confident and having high self-esteem to look after themselves and be proud of the areas they live in.

Tranmere is central to this with the work it promotes on supporting mental health, rehabilitation and supporting independence. The Club's vision is to be located in the heartland of Wirral, delivering repeatedly the Club's community based offering close to the individual communities.

The council's ambition is that in future it will only need to support the most vulnerable who cannot look after themselves with communities looking after each other

ASPIRATIONS

- * RADICAL RETHINK
- * NEW COMPETITION MODELS
- * CREATING A COMMUNITY ASSET
 - * NEW OWNERSHIP MODELS:
 - FAN OWNED
 - PUBLIC SECTOR OWNED
 - INVESTOR OWNED

Being more visible and active in the Community to support the Council's Community Wealth Building Strategy

Expansion and further usage of assets to support the further delivery of programmes, community work and club functions

More buildings for increased education provision and to take on more students

Assets to be fit for purpose and carbon neutral to support the Council's Climate Emergency

Deliver increased international programmes and creation of several outbound TRFC academies to feed into inbound programmes

Community expansion to meet higher volume of people, Recreation Centre fit for purpose and quality delivery

Future Stadium

CLIMATE EMERGENCY ASPIRATIONS

The Council declared a Climate Emergency in July this year.

We will work with the Club to support them with initiatives like promoting sustainable travel for fans e.g. soccer buses and shared vehicle promotion and even a bike hiring scheme with the Club/Council partnership logo on the bikes

Recycling waste and promoting renewable containers is important for both the Council and the Club and we will look to move to more environmentally sustainable containers for the all our catering and refreshment requirements.

Becoming carbon neutral is an aspiration for us both and working together we would be able to achieve economies of scale in working towards this goal

LINKS TO COUNCIL STRATEGIES

AN INTRINSIC LINK
TO ALL THAT THAT
COUNCIL DOES



GOVERNANCE

THE COUNCIL WILL

Provide assets for the Club to operate from

Provide support to the Club regarding its strategic direction and impact on the community. Be clear of what support is available and timescales to ensure the most beneficial outcomes for residents

Resolve and respond quickly and flexibly to partnership projects and proposals

Continue to raise the profile and impact of 'Wirral's family club', evaluating the effective delivery it equates to

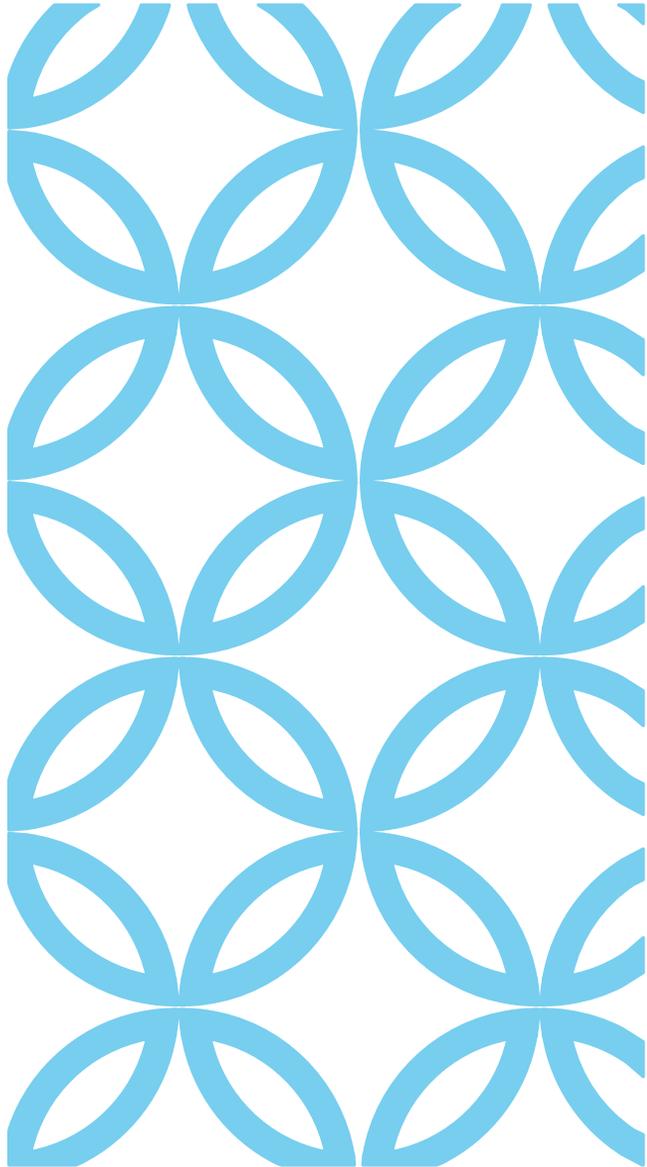
TRANMERE ROVERS WILL

Contribute to the Councils' vision and delivery plan, utilising the brand of the club. Ensuring sufficient community provision is available from its non-football activities

Provide information on the achievement of outcomes and impact of the effective delivery

Continue to seek external funding and projects which attract investment to the Wirral and the partnership projects.

Maintain and protect the Council's interest in its assets.



TRANMERE ROVERS

Mark Palios, Chairman

Dawn Tolcher, Director
of non-football

WIRRAL COUNCIL

Shaer Halewood, FD

Lucy Barrow, AD for
Culture

CONTACTS