



Fan Advisory Board / Rangers Leadership Meeting

Ibrox Stadium

Tuesday, 15 September 2026

Attendees

Rangers F.C.

Jim Gillespie, Chief Executive Officer
Fraser Thornton, Executive Director
Greig Mailer, Chief Operations and
Communications Officer
Sara Bishop, Finance Director
Natalie Nairn, Business Growth Director
Greg Marshall, Head of Supporter Engagement

Rangers F.C. Fan Advisory Board

Stuart Langan (Chair)
Craig Hannah (Vice-Chair)
Lynne Hughes
Carson Logan
Ross McAdam
Gary Ralston
Gary Tuach

Apologies: Fahd Bari

1. Welcome & Introductions

Stuart Langan (SL), FAB Chair, opened the meeting and welcomed the four new members of the Fan Advisory Board appointed following the recruitment process run over the summer: Lynne Hughes, Carson Logan, Ross McAdam and Gary Tuach. Together they bring perspectives from a family background, attending home games with their children, the active and travelling support at home, away and in Europe, previous involvement in supporter organisations, and the supporters' bus network, with Gary Tuach having recently stepped down as Chair of the Rangers Supporters Association.

The recruitment process was run jointly by the FAB and the club, with independent support from Supporters Direct Scotland. SL thanked Greg Marshall (GMar) and Alan Russell of Supporters Direct Scotland for their work on the process and noted that the standard of applications had been very high. On behalf of the club, JG also thanked Alan Russell for his support and input throughout the process.

Sara Bishop (SB), the club's Finance Director, attended for the first time to introduce herself to the FAB and to establish a working relationship for the season ahead.

2. Actions from the previous meeting

Fraser Thornton (FT) confirmed that Castore are willing to meet the FAB and that the club will arrange a date. The FAB noted a Sky News report that Castore had appointed bankers to consider approaches from potential buyers but that no formal sale process has been

announced. There was no transaction to assess at this stage, but Rangers would keep developments under review and act to protect the Club's interests where necessary in line with the contract.

A follow-up meeting with the Rangers Charity Foundation is to be arranged. All other actions from the previous meeting were confirmed as complete.

3. Chief Executive update

Old Firm ticketing

For the benefit of the new members, Jim Gillespie (JG) set out the background to the current position on away allocations for fixtures against Celtic, from the run-up to the Scottish Cup tie on 8 March 2026 through to the recent league cup fixture at Ibrox, which was played without visiting supporters.

For the reasons well-documented in the media, the club revisited its risk assessment for that game. The club was clear that it was not withdrawing from the reciprocal agreement in relation to ticketing allocations. Celtic took the view that the allocation offered could not be managed safely and declined it, referring the matter to the SPFL.

Greig Maller (GMail) noted that the SPFL's position had been presented publicly as them 'banning supporters', which was not technically the case. If the clubs and the relevant authorities were to reach an agreement in the future, the SPFL will not stand in the way of the return of away fans.

The FAB expressed strong support for the stance the club has taken, particularly in light of the language used in statements and content published by Celtic since 8 March. Members recognised that the issue divides the support. Some supporters do not want Celtic fans at Ibrox at all, while others feel that football is a spectator sport and that both sets of fans should be present, not least the travelling support for whom away fixtures at Parkhead are among the most important of the season. The FAB noted that the response to its own published statement on the matter had been polarised. Members were concerned that the account being portrayed in the media, that supporters are absent because of 8 March itself, does not reflect the reasons the club had set out, and asked whether more of the fuller account could be communicated to supporters.

Impact of the European exit and the transfer window

SL invited JG to reflect on the exit from European competition and on the summer transfer window. JG was candid about the European performances, that they had fallen short of what the squad was capable of. Since then, the team has settled into a more consistent shape and performances have improved, culminating in the win at the weekend.

On the transfer window, JG explained the club's recruitment strategy. The club is building a squad capable of winning with a balance of experience and younger players who have the potential to develop and grow in value. The main business is planned to be done in the summer window, with January reserved for adjustments. The strategy is intended to run across several windows and to build a squad that can grow and mature together. JG confirmed the club would continuously review the football department.

The FAB noted that supporter sentiment had been very low a week before the window closed and had improved with the late additions. Members observed that years of change in the football department made it easy for a narrative of no strategy to take hold. FT added that the changes to the squad had brought a fresh outlook and new leadership and

strongly believed that this has been a significant contributory factor to the recent upturn in performances and results.

JG explained that this approach extends beyond the football department. The club has restructured significantly over the past year and will continue to review its structure

The FAB referenced Dan Purdy's recent departure with the club thanking Dan for his commitment and contribution during his time at Rangers. The FAB also asked about the recent departure of Simon Ireland the set-piece coach and the club confirmed that Simon left by mutual agreement. SB confirmed that the financial impact of the European exit is still being worked through; the club has lost income as a result, but this is not expected to alter the plans already in place.

Scottish FA sanction

SL asked about the sanction imposed by the Scottish FA following 8 March. The club confirmed that it is appealing the sanction, which it considers disproportionate. Given that the matter remains subject to the appeal process, the discussion was conducted in a way that respects that process and ensures the matter is considered fully and fairly through the appropriate channels.

4. Independent report into 8 March

GMail updated the FAB on the work under way in response to the recommendations of the independent report. Three groups are now operating:

- An external group established by the Scottish FA, which the club is a member of, alongside other relevant stakeholders. This work has been organised into three strands: governance, including any rule or legislative changes and the safety governance of these fixtures; matchday planning, operations and ticketing; and supporter engagement and communications. The club made the point at the first meeting that supporters should have a voice in the process.
- An internal Rangers digital group, chaired by SB, covering a number of related projects of which the most significant in relation to the report is digital ticketing. The club will engage the ticketing working group on matters of substance as that work develops.
- An internal operational group, chaired by GMail, reviewing all of the report's recommendations. Its recent focus has been preparation for the league cup fixture against Celtic.

Specific feedback from supporters is being sought on a number of the report's points, including supporters' bus registration, which is being discussed with the Rangers Supporters Association. Updates will be given to the FAB throughout the process.

The FAB asked that it be recorded that it strongly advocates supporters having a voice in these discussions.

Scottish FA summit

FT reported on the recent Scottish FA summit, which focused on the pipeline of young Scottish players into senior football and on proposals to introduce minimum playing-time quotas for younger players. The proposals would require separate votes among Scottish FA and SPFL member clubs with different thresholds, and a number of practical points remain to be worked through, including how loan players are counted and how the proposals interact with European qualification. The club's view is that the principle of

creating a pathway for young talent through the academy into the first team is widely supported and is considering the detail of the Scottish FA proposals.

FAB members noted that quotas do not necessarily change whether a player is ready, and that exposing a player too early could damage his development. The discussion also covered the merits of B teams and co-operation arrangements as routes to regular senior football, and the club's own approach to loans. The FAB observed that they were not aware of any supporters being represented at the summit

5. Refereeing

Club and Scottish FA engagement

FT reported that the Scottish FA has committed to host a further session with all clubs, expected in early October, on the points raised at the clubs' forum earlier in the year. It was noted that other SPFL clubs had been supportive of the leadership position Rangers have taken on this matter and have encouraged the club to continue to chair these discussions. The topics the Scottish FA has agreed to put on the table include the priorities for options for any additional investment in, and development of, their refereeing strategy. FT said there appeared to be a willingness on the part of the Scottish FA to evolve its approach.

It was noted that a roundtable with some supporter representatives had taken place with the Scottish FA but that there was no mechanism for its content to be shared, and that it is frustrating for supporters to be unable to put questions to the Scottish FA in a forum that is minuted and transparent. The FAB suggested a regular forum at which supporter representatives could engage with the Scottish FA and the SPFL directly. FT agreed that this was a reasonable point and committed to raising fan representation at the next forum. The FAB has separately reached out to supporter organisations at other clubs about collaborating on this.

VAR in-stadium experience

The FAB raised the point that supporter experience in-stadium when VAR decisions are being made is unacceptable at times, with the paying supporter being the last to know what's going on. GMail explained the current procedures for informing supporters in the stadium about VAR checks. For league fixtures and centralised UEFA fixtures, the club receives a graphics feed which is shown on the giant screens. At one fixture (Rangers v Motherwell) while VAR was fully operational, communications issues between officials had resulted in a delay. At both European qualifying fixtures, the graphics package was not provided because the tie sat outside UEFA's centralised coverage.

In the current Scottish FA protocol, if VAR becomes non-operational, a public address (PA) message can be made to explain this to supporters.

The club has proposed to the Scottish FA an expansion of this protocol, wherein a PA message can also be made to explain a stoppage in the event of a communications issue, even when VAR remains operational. That work is in progress.

FAB members welcomed this. Members said that VAR would always be contentious, but that leaving supporters in the stadium with no idea what was being checked made a contentious issue worse, and that a simple announcement of what was being reviewed would help, particularly at away grounds without screens. The FAB asked whether the club remained supportive of VAR. JG said that yes, it was, but that the issue in Scotland is

how it is used and that the technology needs to be matched by an investment in refereeing development.

6. Stadium safety and stewarding

The FAB asked for an update on the medical incident in the Main Stand during the Motherwell fixture. GMail confirmed that the club has stayed in contact with the supporter, who is recovering, and thanked the fans and staff who assisted on the day. The club is conducting a review of the incident and the response on the day. GMail said that the club will report back to the FAB, once it is complete.

On stewarding more generally, GMail said that recruiting and retaining stewards has been a significant issue across the industry since the pandemic, and it is being looked at nationally. It was noted that several stewarding providers operate at Ibrox on a matchday, of which the club's own security company only makes up a portion of the stewards on duty. Standards and service levels are the subject of ongoing discussions with all providers.

It was agreed that a dedicated session on the stewarding operation would be arranged with the club's Head of Safety & Security.

7. Proposed matchday experience developments

Natalie Nairn (NN), Business Growth Director, outlined early thinking on opportunities to enhance the matchday experience around the stadium. The core aims are to provide supporters with greater choice and more spaces to gather before and after matches, while encouraging earlier arrival which can create a stronger pre-match atmosphere and alleviate congestion at the turnstiles.

NN also highlighted the opportunity to make better use of currently under-utilised space across the stadium footprint, while generating incremental revenue for the club.

Two projects were discussed: an outdoor supporter space at the rear of Edmiston House, presented by Park's Motor Group, and a new "General Admission Plus" bar and lounge space within Copland House. Both projects remain at an early design stage, with the commercial models, including pricing and proposition, still being developed.

FAB members supported the principle of giving fans more places to gather within the stadium footprint, noting that many currently spend their pre-match time, and their money, elsewhere. Members were clear that pricing would be decisive for anything offered to general admission supporters, that expectations should be managed carefully and that their preference was that tickets must not be taken out of season ticket stock to support any upgrade. Members also offered views on naming, suggesting names rooted in the club's history and identity, and offered practical experience of licensing and construction. The club will return to the FAB with refined proposals.

8. Glasgow City Council

GMail reported that the club's three-way discussions with Glasgow City Council and Police Scotland, which began at the end of last season, are continuing. The forum is covering end-of-season planning and has also become a useful route for licensing matters and for the recommendations of the independent report. The council said it had valued its previous conversation with FAB representatives and asked to meet again. It

was agreed that this would be a separate session hosted at the club rather than part of a FAB meeting.

9. Fan Engagement

This was deferred to a separate session between the FAB and the Fan Engagement team, covering the fan engagement review, the FAB's areas of focus and profile, progress on the working groups, cross-club collaboration including away ticket price caps, and the club-led initiatives on overseas fan engagement, player engagement and stadium development.

10. Any Other Business

10.1 Supporter Representation

The FAB expressed concern that supporter groups are too often absent from discussions on matters that directly affect fans and the wider game. Members cited refereeing, VAR, youth development and the Blackbourne Review as examples where other stakeholders had been consulted or engaged, while fan groups had not. The FAB recognised that the form of supporter involvement would vary by issue, but considered that supporters' views should be sought as part of these processes. Members asked Rangers to make that case through the appropriate channels.

10.2 Television coverage

The FAB raised concerns about the quality of Sky Sports' coverage of Scottish football, and of Rangers in particular, and the way clips are amplified across social media. Members were clear that the concern was about the standard of analysis rather than pundits' allegiances. The club committed to consider the most effective route for raising this, whether through the league or directly with Sky, and the FAB offered to join those conversations.

10.2 Kick-off times

FAB members raised the difficulty for fans of broadcast-selected kick-off times, particularly in winter, and asked that this be raised ahead of the next broadcasting tender. While the club recognises that changing broadcast-mandated times is difficult, it committed to raise supporters' concerns and to ask that, where alternatives exist, the option that is better for supporters is chosen.

Meeting Close

SL thanked JG, FT and all attendees for their time and contributions. The next meeting will be held at The Rangers Training Centre, with the date to be confirmed.