



Fan Advisory Board / Rangers Leadership Meeting
Ibrox Stadium
Tuesday 21 July 2026

Attendees

Rangers F.C.

Jim Gillespie, Chief Executive Officer
Fraser Thornton, Executive Director
Greig Mailer, Chief Communications and
Marketing Officer
Greg Marshall, Head of Supporter
Engagement
Connal Cochrane, Rangers Charity
Foundation

Rangers F.C. Fan Advisory Board

Stuart Langan (Chair)
Fahd Bari
Matt Boyd
Jamie Cook
Craig Hannah
Kelly Johnstone
Gary Ralston

1. Welcome & Introductions

Stuart Langan (SL) opened the meeting, welcomed attendees and outlined the agenda, with the CEO update taken as the first substantive item. Connal Cochrane (CC) of the Rangers Charity Foundation joined the meeting to present an overview of the Foundation's work and to discuss how the FAB and the wider supporter base could support it.

2. Actions from Previous Meeting

Outstanding actions from the previous meeting had been reviewed in advance, and updates were incorporated into the relevant agenda items below. Written working group updates covering MyGers, Ticketing and Matchday Experience were circulated to attendees ahead of the meeting, and no additional matters were raised at this stage.

3. CEO Update

Organisational review and leadership structure

Jim Gillespie (JG) provided an update on his review since taking up the role of CEO. He reiterated that every role within Rangers must contribute, directly or indirectly, to first-team success: winning domestic competitions and competing strongly in Europe.

JG said the objective is to create a leaner and more agile organisation, prioritising the quality, capability and cultural fit of staff. Decision-making and accountability are being streamlined, with the leadership team expected to operate collectively and move issues forward at pace. The club is working towards an operating model to make Rangers stronger and more successful.

The FAB acknowledged the contribution of James Taylor following his departure, noting that he had been a strong ally of the FAB. JG confirmed that finance and commercial

responsibilities have been taken over by Fraser Thornton (FT), supported by the finance leadership team, and that Greig Maller (GMail) had assumed wider operational oversight, bringing communication, fan engagement and SLO activity closer to stadium, safety and matchday operations. The FAB welcomed this alignment, having previously advocated for supporter engagement to sit closer to the club's operational functions.

Managerial change

The FAB asked the club to explain the process that led to the appointment of Derek McInnes. JG said that the public backing given to Danny Röhl at the end of the campaign had been genuine. At the same time, the club recognised the impact of the final matches of the previous season and had continued to review leadership, culture and performance.

When an approach was received for Danny Röhl, the club viewed it as an opportunity rather than a disruption. The Board aligned quickly around Derek McInnes as the preferred candidate, given his recent performance, leadership qualities, knowledge of Scottish football and understanding of the standards expected at Rangers. JG confirmed the club had no contact with any other manager or agent during the process.

The club managed the outgoing and incoming appointments in parallel, securing appropriate compensation and completing the transition without an extended period of uncertainty. The FAB welcomed the speed and clarity of the process, noting that an extended vacancy running into pre-season would have generated significant uncertainty, and that Derek McInnes came into the role with stronger supporter backing than may have been the case when he had been linked with Rangers previously.

Football strategy and summer recruitment

The club outlined the transfer activity around the men's first-team squad, with a greater emphasis on leadership, character, mentality and familiarity with the demands of Scottish football. Further recruitment was expected across central defence, midfield and wide areas, subject to opportunities and player movement.

JG explained that player trading must support, rather than replace, sporting success. The aim is to recruit and develop players, sell at the appropriate point and reinvest while continuing to win. Sell-on clauses and multi-year value planning form part of this, and the club would only consider earlier sales where an offer reflected the value a player could reasonably be expected to achieve after further development. The FAB noted that supporter confidence in the trading model would build as it demonstrated results.

The club highlighted Thelo Aasgaard's commitment in seeking to return promptly following the World Cup and rejoin the group ahead of schedule, and the FAB suggested club content could do more to show supporters the work ethic of players in training, which the club agreed to consider.

JG also praised Leanne Crichton as an important colleague who understands the standards and values associated with representing Rangers and confirmed that a new set-piece coach had been appointed for the men's first team.

4. Rangers Charity Foundation

CC presented an overview of the Rangers Charity Foundation, which is in the second year of a five-year strategy and will mark its 25th anniversary in 2027. The Foundation's mission is to be a force for good on behalf of the Rangers Family, and its work is organised across five pillars: Raising Potential, covering education, employability and pathways for young people facing barriers; Healthier Lives, covering physical health, mental wellbeing and

social connection, including counselling and veterans' support; Everyone and Anyone, covering inclusive programmes such as Autism Friendly Football and Visually Impaired Football; True Blue Giving, covering compassionate support including the Dream Fund; and Our Local Community.

CC highlighted the scale of the Foundation's impact during the previous year, including 329 accredited qualifications achieved by participants, 112 Dream Fund experiences and 436 tailored letters of support for supporters and families facing serious or life-limiting circumstances, and responses to more than 2,500 charity requests referred through the club. Participants from the Foundation's disability programmes were preparing to represent Rangers at an international tournament in Texas for the second consecutive year, and FAB members who had attended the Unity is Strength event reflected on the pride shown by the Foundation's walking football participants when representing Rangers.

The FAB welcomed the scale and quality of the Foundation's work and discussed how it could help amplify campaigns, promote fundraising and connect the Foundation more systematically with Rangers Supporters Clubs and other organised supporter groups. Members raised access to tickets for local schools, community programmes and people who may not otherwise have the opportunity to attend Ibrox, a principle the club supported; CC noted existing Tickets for Good activity and allocations to hub schools, alongside operational considerations including safeguarding, transport and notice. The FAB also asked whether supporters using SeatSub could be offered an option to donate the value or use of their seat to the Foundation for community ticketing, and the principle received support for further exploration, subject to review of the ticketing, financial, data and fulfilment implications.

The FAB, club and Foundation agreed to hold a separate follow-up session to examine ticket donation, community ticket access, supporter group fundraising and campaign amplification in greater detail.

5. Castore and Umbro

The FAB shared detailed supporter feedback on the club's kit and retail offering, including product design, quality, pricing, sizing, availability and the wider range of Rangers merchandise. This was a detailed list drawn from their own thoughts, feedback received from fans via email and from numerous social media threads. Members also discussed opportunities to draw further on the club's heritage and to consider how supporter views might inform future product development.

The FAB repeated the long-standing request for some replica shirts to be made available without a sponsor. The club noted that this was not possible because of its current contractual obligations to the shirt sponsor.

A broad discussion followed, and the following high-level points were noted:

The club acknowledged the feedback and the work behind the FAB's paper. FT confirmed that the themes raised are recognised, that they have been raised directly with the supplier, and that active work is under way on how the partnership operates. He was clear that the arrangement has to work for supporters as well as for the club's commercial position.

As part of that work, Rangers and Castore have each put new personnel in place to lead the account, giving each side a clearer point of contact and stronger accountability, and a joint working session takes place in the coming weeks on how the partnership is run from here.

The club also offered to arrange a meeting between the FAB and Castore directly, so that supporter representatives can put this feedback to the supplier first hand, hear the response and be involved in how future ranges are developed and launched. The FAB welcomed this approach. Separately, the Fan Engagement team will be meeting the supplier shortly to discuss more direct engagement with Rangers supporters.

6. Scottish FA Independent Review

The club and FAB discussed the Scottish FA independent review into the events of 8 March. Given that a number of matters arising from the review, including individual cases, remain subject to ongoing legal and regulatory processes, the discussion was conducted in a way that respects those processes and ensures matters are considered fully and fairly through the appropriate channels. The club's full position is set out in its published statement, and the discussion expanded on that position for FAB members.

Club response and lessons learned

The club accepted that a number of findings were fair and that Rangers must take responsibility for areas within its control. GMail noted that the report identified serious near misses and that the club must review where planning, coordination and operational delivery could have been stronger.

At the same time, the club was dissatisfied with aspects of the report. As set out in its published statement, the club considered that insufficient attention had been given to the decision to increase the away allocation to approximately 8,000, which materially changed the risk profile of the fixture, and that the review should have scrutinised the Scottish FA's own actions as robustly as those of the clubs. The club had raised safety concerns about the increased allocation in advance and had been left in no doubt that it was expected to proceed.

GMail set out the recommendations in three broad categories: actions Rangers can take independently; actions requiring cooperation with the Scottish FA, Police Scotland, the Safety Advisory Group or other partners; and actions that sit primarily with external bodies. Potential improvements include earlier operational meetings for the highest-risk fixtures, clearer joint planning and scenario-based exercises.

In response to a question from the FAB about future fixtures, the club confirmed its published position that there are no plans to restore historic away allocations, and that the review's terms of reference did not include allocation arrangements.

Sanctions and collective punishment

The FAB reiterated its long-standing opposition to collective punishment and asked how the club would respond to the relevant recommendation. The club confirmed that it would reach its own conclusions on the report's recommendations and would continue to pursue an individualised, evidence-based approach to sanctions rather than collective measures in line with the Club Sanctions Policy.

This policy is now operational, with approximately 25 live cases at various stages, a number of which remain subject to police or legal processes before the club panel can consider them. Panel candidates are being finalised, and the FAB will approve representative(s) to observe proceedings and confirm that the published process is being followed fairly. The observer's role is to verify due process, not to determine the merits of individual cases.

Disciplinary process and supporter confidence

The club confirmed that it is engaging with the Scottish FA's disciplinary process arising from the review and will communicate the outcome to supporters when concluded. JG said Rangers would accept responsibility where appropriate but would continue to challenge findings and processes it considered unfair.

FAB members reported that many supporters felt Rangers had again been disadvantaged and stressed that the fanbase would expect the club to continue to advocate firmly on its behalf. The club pointed to its published response to the review as evidence of that advocacy and agreed to provide the FAB with further context and to communicate clearly where it accepted findings and where it challenged them.

Refereeing, government consultation and cross-club engagement

JG confirmed that the club would hold a further meeting regarding refereeing standards and would continue to press for improved consistency and accountability.

The discussion also covered the Scottish Government consultation on football banning orders and related legislation. The club supports stronger measures for serious offending but does not support the unnecessary criminalisation of football supporters for lower-level matters, and has stressed that tragedy-related abuse, including references to the Ibrox Disaster, should be addressed in the next stage of the work. The FAB noted that the consultation did not appear to have been particularly well promoted by the Scottish Government and as a result, had not been sufficiently visible to supporter liaison networks or supporter representatives. The club agreed to circulate the consultation report and available next steps.

The FAB outlined early work to build relationships with supporter bodies at other SPFL clubs on common issues such as refereeing, matchday experience and supporter legislation. The club encouraged this, noting that a considered joint submission from several supporter organisations would carry weight in any future consultation.

7. FAB Membership and Governance

SL placed on record the FAB's thanks to Kelly Johnstone, Jamie Cook and Matt Boyd as they completed their terms as members of the FAB. He described the first cycle of the FAB as foundational and thanked the club for its willingness to engage, noting that the Board can only be effective where it has meaningful access and influence.

The recruitment process for new members attracted 140 applications and SL noted that the quality of applications was extremely high. Thirteen candidates were interviewed by Greg Marshall, Stuart Langan and Alan Russell of Supporters Direct Scotland, and four new members were offered places and accepted, with introductions to follow in due course. The FAB will increase from seven to eight members to broaden representation and share the workload. The quality of applications also created a wider pool of supporters who can contribute to working groups, collaboration sessions and future engagement activity, and several strong candidates who were not appointed will remain connected to the process.

GMail thanked the FAB on behalf of the club and acknowledged that constructive challenge is essential if the Board is to retain credibility and continue to have meaningful influence. Departing members confirmed that they would remain available through working groups and the newly established FAB alumni network.

8. Working Group Updates

The following updates from the working groups were noted.

Heritage working group

Since the previous update, the club has been assessing priorities for Phase 2 of the Heritage Working Group's work. Initial considerations include memorial initiatives for supporters who have passed away, the protection of heritage assets and the development of the club's wider heritage strategy. A more detailed update on the proposed direction of Phase 2 will be provided to the FAB at its next meeting.

In July, Rangers participated for the second consecutive year in the Unity is Strength event, hosted by the Liverpool FC Foundation in partnership with the Hillsborough Survivors Support Alliance at Liverpool's AXA Training Centre. The event brought together representatives of Rangers, Liverpool, Manchester United and Burnley, alongside campaigners, families and supporters directly affected by football tragedies, to promote respect, remembrance and solidarity and to stand collectively against tragedy-related abuse in the game.

Rangers were represented by staff from across the club and the Rangers Charity Foundation, including participants from the Foundation's walking football programme and club ambassador John Brown, alongside family members affected by the 1971 Ibrox Disaster. Representatives of the FAB and the Rangers Supporters Association also made the trip to Liverpool, and the club thanks them for their participation. A club article reflecting on the event, and on the shared commitment to challenging tragedy-related abuse through education and dialogue, was published following the event.

Ticketing working group

The Ticketing Working Group met on 30 June to review the club's proposed approach to match-by-match ticket pricing for the 2026/27 season, following the conclusion of the renewals process. The group considered the principles behind the revised model, which is designed to align match-by-match prices more closely with season ticket pricing and to better reflect demand across the season, making individual match tickets more accessible, particularly for younger supporters and those not yet able to commit to a season ticket. Feedback was taken into the final decision-making process, and the revised pricing model has since been adopted for the 2026/27 season.

A significant element of the session focused on junior supporters, building on the previously announced freeze on junior season ticket prices for 2026/27. The model includes a new £12 match ticket for supporters aged 12 and under, designed to sit below standard concession pricing and to make attending Ibrox with children materially more affordable. This continues the junior pathway theme reported to the FAB in May, with the aim of building long-term supporter habits rather than one-off measures.

MyGers engagement working group

The May update noted that Phase 1 of the working group had concluded, and that a wider supporter engagement session would be convened to test the feedback gathered before any changes were confirmed. That session, the MyGers Supporter Collaboration Session, has since taken place at Edmiston House, presented by Park's Motor Group, bringing a broader group of supporters into the process alongside working group participants. The session tested the Phase 1 themes in detail, including ticket collection sanctions, ballot arrangements, allocation transparency and match categorisation.

This concluded a season-long engagement process which has included more than 2,750 survey responses from current and lapsed MyGers members, dialogue with the FAB, five meetings of the MyGers Engagement Working Group and the collaboration session itself. On 13 July, the club confirmed a package of updates to MyGers taking effect from season 2026/27, communicated by email to all members alongside web and social content. The main changes are:

- European away ticket sanctions: a new policy for UEFA away fixtures where supporters purchase tickets but do not collect them when collection is required. A first offence results in ineligibility to register for the next European away match; a second offence results in ineligibility for the following three European away matches.
- Parkhead ticket access: a limited number of tickets from the MyGers allocation will be made available to silver and bronze members, with gold members receiving the majority of MyGers tickets.
- Domestic away match categories: domestic away fixtures move from three categories to two, based on allocation size: Category A where the club's total allocation is below 2,500 tickets, and Category B where it is 2,500 or more.

The published update also provided greater transparency around domestic and European away ticket allocations, including key figures from season 2025/26, an area that supporter representatives had consistently identified as a priority. A deliberately measured approach is being taken to the new collection sanctions in their first season, with the policy to be reviewed ahead of 2027/28. Work is also under way on clearer member communications, including simplified explainer content on how the ballot and points processes operate, in response to the working group's feedback that complexity in the scheme contributes to supporter frustration.

Phase 2 of the working group will launch during season 2026/27 and will focus on the longer-term development of membership at the club, including overseas supporter engagement, the wider membership offering and how MyGers should evolve in future seasons.

European away supporter working group

The European Away Supporter Working Group reconvened on 6 July for a structured lessons-learned review of the 2025/26 European campaign. The session drew together supporter feedback gathered across the season with the club's internal review work, including the detailed post-match review following the fixture in Porto, and considered which arrangements should be retained, refined or developed ahead of the 2026/27 campaign.

Several outputs from this workstream are already being taken forward. The European away ticket sanctions policy described above was influenced by this group and the MyGers workstream and has now been published. The club is also developing an official information broadcast channel for travelling supporters, focused on European away fixtures, to improve the speed and reliability of matchday information; and work is progressing on improved pre-travel information for supporters, building on the club's existing away fans guide. With the club's European campaign now under way, the recommendations from last season's review are being worked through operational planning for early fixtures.

More broadly, the club continues to represent supporter interests at European level through the European Football Clubs (EFC) Fans Working Group, which met on 17 June. Topics included UEFA's forthcoming safety and security regulations, the use of collective travel bans and their impact on away supporters, and safe standing. The club is also participating in an EFC workstream to develop a consolidated fan journey and visiting fans guide template for European fixtures, to which Rangers' existing away supporter materials have been contributed as a reference model. These channels give the club, and by extension its supporters, a direct voice in regulations that materially affect the European away experience.

Matchday experience working group

A dedicated session on the matchday experience was held with FAB members on 18 June, covering atmosphere, pre-match build-up and entertainment, matchday music, and in-stadium connectivity. It was proposed that a joint club and FAB working group be established to co-design improvements to the matchday experience, and the club would welcome the FAB's confirmation of its participation. The club also held a wider supporter collaboration session at Edmiston House, attended by around 40 supporters, to gather broader supporter feedback on many of the same matchday experience themes and help inform future improvements. Separately, an open training session at Ibrox for MyGers members took place on 27 July as part of pre-season engagement activity.

Accessibility and Disability Matters

The Disability Matters group met on 21 May and 16 July. The 2025 Disability Equality Survey received 1,043 responses, up from 987 in 2023, with overall satisfaction improving markedly against the previous survey; parking and transport remain the most significant issues raised, and 2,066 disabled supporters are now registered with the club through the reasonable adjustment process. The Ibrox accessibility audit has been completed, and its findings are being reviewed, with key outcomes to be reflected in the club's Fan Engagement Report rather than published in isolation. The Rangers Disabled Supporters Association (RDSA) is now moving to an operational footing, with its first official meeting expected in early August. The next Disability Matters meeting is scheduled for 21 September.

9. Meeting Close

SL thanked all attendees for their contributions, with particular tribute paid to the departing members at the close of their terms. The date of the next formal meeting will be confirmed separately.