



## CEO FANS' FORUM

**TUESDAY 16 APRIL 2024 - EDMISTON HOUSE - 1730HRS**

**Chair:**

Nick Thomson            Head of Communications

**Panel:**

James Bisgrove	CEO
John Brown	Club Ambassador
Mark Hateley	Club Ambassador
Greg Marshall	Head of Supporter Engagement
David Milburn	Head of Customer Services
Natalie Nairn	Business Growth Director
Creag Robertson	Director of Football Operations
Dan Schofield	Director of Operations & Venue
James Taylor	Chief Financial Officer
Karim Virani	Chief Commercial Officer

**Fan Advisory Board:**

Stuart Langan	Chair
Matt Boyd	Vice Chair

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### Welcome

Nick Thomson welcomed everyone to the third CEO Fans Forum of the 23/24 season saying it was an opportunity to hear from the Club's Executive and, for the first time, from members of the Fan Advisory Board (FAB). Two Club Legends, John Brown & Mark Hateley, are also on the panel, each having taken up the role of Club Ambassador. Nick asked each Panel member to introduce themselves.

Firstly, James Bisgrove thanked everyone for taking the time to attend saying we have a strong panel this evening from both the commercial side and football side of the club. The idea of the forum is to be transparent, provide as much information as possible and take on board the supporter feedback from the evening.



Creag Robertson

Director of Football Operations based at the Training Centre.

James Taylor

Chief Financial Officer based at Ibrox.

James Bisgrove

Chief Executive Officer, with the Club for 5 years, initially as Commercial & Marketing Director, and moved to the role of CEO last summer.

Karim Virani

Chief Commercial Officer, joined in August last year, oversees the Commercial & Marketing Department and all revenues coming into the Club.

Dan Schofield

Director of Operations & Venue, responsible for matchday and non-matchday operations and special projects.

Natalie Nairn

Has been at the Club for 6 years, Director of Business Growth, oversees retail, MyGers membership and the events programme, including Edmiston House.

David Milburn

Head of Customer Service, has been with the Club for two and a half years, looks after all incoming supporter enquiries.

Greg Marshall

Head of Fan Engagement & SLO, with the Club for 7 years, involved in all fan related activity and for delivering the Fan Engagement Strategy.

**Questions submitted by supporters in advance:**

Nick Thomson said he would now ask questions of the panel, which had been submitted by supporters in advance, covering many of the topics raised on a daily basis.



## THE DUNDEE SITUATION

JB said CR had been part of the pitch inspection this morning. This has been a long winded story. The Club made remarks last week on how Dundee have handled themselves. It is now a matter for Dundee and the SPFL. A disciplinary process will take place and it is hoped the SPFL will be robust. The Club and its supporters have suffered a lot of disruption in terms of travel plans and the team's training schedule.

In conversations with Dundee & the SPFL, we have put our position forward strongly. We are trying to drive standards across Scottish football. We are trying to promote our product to broadcasters across the UK and beyond. This situation does not reflect well on the game. The game is on and the pitch is playable. According to 5 weather forecasts, it is looking positive.

## OF TICKET ALLOCATION

JB said, as of next season, a 5% stadium allocation will be in place at Ibrox and Parkhead which mirrors the UEFA European allocation.

The Club believes there should be away fans at all matches and having zero away fans was never going to continue long term.

Consultation and dialogue took place with key stakeholders including the SPFL, Sky, Police Scotland, SAG and we are satisfied with the outcome. Unfortunately, this has a knock-on impact for some supporters having to move seat as part of the ST process. Our focus for those ST holders affected has been to ensure they have options allowing them to move on a priority basis or have top priority in terms of match-by-match Old Firm tickets.

It is positive in terms of atmosphere and for the spectacle of the fixture, it's a positive step forward. However, I would like to put on record again that this Board would never go beyond 5%, ie the full Broomloan Stand. The European allocation is the right number. If we had not engaged in this process, there was a risk another number could have been imposed which would be less favourable. We will work to ensure those impacted are taken care of. GM has the numbers coming through from the ST process and the Fan Liaison Team are here tonight. If you have been impacted, come and speak to our colleagues.

GM added that stakeholders had been involved in discussions. We would have liked to speak to fans directly but, given the nature of the discussions, the only people we could involve were the FAB. One of the advantages of the FAB is an agreement with the Club that allows us to share sensitive information with them and obtain fan feedback. From the sales data, 90% of supporters who choose to renew chose decided to move showing that there were seats to satisfy the majority of ST holders affected. It was important from a fan perspective to protect the stadium from relinquishing the full Broomloan Stand.



## SEASON TICKET RENEWALS

KV said ST renewals is a hugely important project for fans and for the Club. A lot of planning goes in every year with a lot of work behind the scenes in order to launch successfully. This year it has been a bigger project due to the launch of the new ticket platform SeatGeek. The project began a couple of years ago to identify the best platform to deliver a better experience for supporters, and this is just the start of the journey.

A total of 35,000 season tickets have already been sold. At the current pace, it is the fastest renewal period we have ever seen. For example, we got to the same level of sales within 2.5hrs this year as we did in the whole of day 1 last year. We are pleased and grateful for the support from our fans, but there is no time to rest. We need to ensure the stability of the platform and address any issues that fans may encounter. DM and his Customer Service team are focused on making sure the system runs smoothly. SeatGeek have been on site at Ibrox to support the delivery of the project. Today is the start of where we want to take ticketing. SeatGeek were chosen because of their technical ability, but also for the ability to deliver a great experience for our fans.

## SPORTS BAR

KV said the Sports Bar is a hugely exciting project and is part of the drive to find new ways to deliver different experiences to different fans. On the whole, things are progressing well and we are still on course to launch this summer. A number of licence applications are ongoing and we are finalising what the space will look like and how it will feel.

We are appointing a contractor as we speak and we are engaged with the FAB in terms of how to make this the best experience for fans.

## SUMMER TRANSFER WINDOW

CR said recruitment and Nils Koppen (Director of Football Recruitment) form a key part of the Football Board, which is made up of the Chairman, James Bisgrove, the Manager, Doctor Mark Waller, Zeb Jacobs and myself. In terms of player recruitment, we are active in the market right now. Key areas of focus for the Football Board are succession planning, player contracts and player recruitment.

There are conversations on recruitment every day. When Nils came in, he reviewed the department and changed the structure and process, so we are in a strong place as we build towards the summer.

A number of good conversations with active targets are underway. I cannot give any more detail right now. Ideally we would like to bring in players early, for the start of pre-season, although the Euros might slow the market slightly. Our intention is to be on the front foot and bring players in as early as we can, but we will need to remain agile to the market dynamics.



## **FINANCIAL PERFORMANCE**

JT said the AGM was an interesting time in terms of the results from the previous year. The Chairman communicated a £10.5m pre player trading loss over the previous season, which he wants to 'go away'. Everyone at Ibrox is focused on improving the pre player trading performance.

We have the player trading element, overseen by the Football Board, with investment in player recruitment and building squad value.

As an Executive, it is important we have a business model that thrives. We look at this from a revenue perspective, what is our high-level shape moving into next season. We are improving significantly this year. Commercially we have been strong, due largely to the fantastic support we see on a regular basis on matchdays and from our commercial partners.

From a cost perspective, we are not immune to challenges such as cost inflation in areas such as utilities. We need to grow revenue faster than cost inflation.

As we move into the next strategic cycle, the aim for pre player trading is to break even and we are confident of achieving that in the near future, which will allow us to have a solid base we can operate on and make sure we have the best possible product on the park in order to attain the success we are all striving for.

## **COPLAND STAND WORKS**

DS reported work is on track with the design team on the building process. With only two home games post-split and our final fixture away from Ibrox, the works have been accelerated and will become visible outside the Copland Stand. BHC have been appointed lead contractor. They have a UK wide presence and significant experience in their field. They are working to schedules set for them and the big items such as steel and lifts are already ordered and in production.

## **FAN ENGAGEMENT TEAM**

GM indicated that the match day fan liaison team has now doubled and mentioned two new members of the Fan Engagement Team attending tonight. Their role on matchday is to interact with fans. Next season members of the team will have a specified position in the stadium so that fans can raise concerns with them directly. Data from post-match surveys this season shows 800 issues raised directly with Fan Engagement and taken to the Club. These range from operational concerns like broken seats and the Copland development works to the OF ticket allocation.



## ENGAGING YOUNG SUPPORTERS

NN said it is a really important focus of the Club to introduce young fans, for example the First Team open training session is one of the annual highlights and this year a Women's open training session is being introduced.

This provides an opportunity for young fans to meet the players and to experience Ibrox for the first time.

The League Cup Final Trophy experience brought 400 members through the door to get their picture taken with the Trophy, which was great for families and multiple generations to have a special moment together. MyGers is an important tool and Edmiston House is instrumental in attracting younger fans and their families to the stadium on matchdays. There are not many other places to go in the local area and the children's entertainment helps provide a better matchday experience. The Museum is also a great way to connect with younger fans and share the history of the Club with the next generation.

Other areas of the Club also help engage our younger fans such as the Soccer Academy programme and the Charity Foundation, which does a lot of work in the community.

## SUPPORTER QUERIES

NT asked how the Club is handling the large volume of queries from supporters at ST renewal time, which is always a really busy period, especially with the launch of the new platform and seating arrangement changes.

DM reported the Customer Service Team has received 7,000 emails in 5 days (since the start of ST renewals on 11 April). The department usually receives 5,000 – 7,000 in a month.

As at close of business today (16 April) 4,500 of the emails have had a response on the same working day and the team are working hard to clear the remainder by the end of this week. DM asked anyone who had submitted a query which had not been answered to go and speak to one of the Customer Services Team.

### Open Floor questions

#### Question

The Club has a travel partner which, in my opinion, is not fit for purpose, it can't run trips.

Answer – Karim Virani

I agree the delivery of travel packages and trips has not been satisfactory. We are speaking to the provider to make sure we have appropriate packages available for fans. Their focus is on trying to find trips where we can go in and out on the same day.



In some destinations there is too much risk around getting back to the airport to fly home on the same evening. We are not prepared to have our fans at risk, so on some occasions we have not offered a package through them. We will persevere in finding appropriately priced opportunities for fans.

There are other businesses out there offering different types of trips and we are looking at them to assess whether we should offer more variety.

### Question

Is this not something the club could bring in-house?

Answer – Karim Virani

For setting up specific trips for fans, we feel it is beneficial to use experts who have connections across Europe. It is important, if we are going to offer trips on behalf of Rangers, that they should be befitting of what you and the rest of the fans expect.

GM added that in the past, with another travel partner, risks were taken which led to an extremely poor product for fans. We don't want to be back in the situation of letting fans down. Sometimes you could put a plane on, but at more than double the price that fans expect. It is important that this issue has been brought up and it is high on our agenda.

### Question

Sport Options always manage to lay planes on overnight, or some for the day. Have we approached them? They continually get our fans to games and get fans all over the country to games. Instead of looking at someone new, why not ask people who are already there and who provide a fantastic service?

Answer – Greg Marshall

Our Operations Team have a good relationship with Sport Options. It is important for fans to have the best journey possible, whether with Rangers or independently, getting there and getting back smoothly. Sometimes it works and sometimes it is more challenging. Sport Options have their own operation. I don't want to speak for them, but we believe they are happy with what they are doing.

Answer – Karim Virani

Nothing is off the table. We need to find a resolution to this and we are looking at other providers, but we do have a partnership, although I acknowledge they are not delivering what we want in that respect.





### Question

Does the Club still own the Albion Car Park and, if so, what is the plan? To sell the asset and turn it into a capital receipt?

Answer – James Bisgrove

In 2019, the Club undertook a tender to sell part of the Albion Car Park to Merchant Homes, who went into liquidation. This gave us the opportunity to broaden the discussion in relation to the sale of the land, whilst ensuring the parking provision in and around the Ibrox footprint remains sufficient. There are other challenges like seeking to ensure minimal disruption. The sale represents a material capital injection for the Club and would allow us to invest in the infrastructure and the team.

Answer – James Taylor

It is important to note that deals can end up falling by the wayside and it is important to react and broaden the conversation. Hopefully we are close to concluding the sale of part of the Albion Car Park.

### Question

There are concerns around building more residential property near the Club if we want to expand the stadium. Having more neighbours increases the number of potential rejections. What consideration has been given to the longer-term aspect?

Answer – James Taylor

We have a strong relationship with the local community and increasingly also with Glasgow City Council. In the event of any issue with the Copland Stand or the Albion Car Park, it is important to have strong relationships at the right level. It will be important to cultivate these moving forward as we see an increase in residential property around the stadium and potential expansion further down the line.

Answer – James Bisgrove

We will continue to assess the land and opportunities in and around Ibrox. We have entered into a long-term lease for the Ibrox Community Complex with the Charity Foundation where we are laying a new pitch with the help of grant funding. We are assessing the land around Edmiston House and the wider stadium footprint for opportunities that would allow us to generate more non matchday revenue, which is our objective.





### Question

Next season is the last year of the deal with Castore. The fans have performed well for Castore. Is the aim to extend or seek another partnership on good terms?

Answer – Karim Virani

Castore have been a very strong partner and we have also been good for them. Their performance has gone from strength to strength. This has been a record-breaking year from any commercial partner in terms of revenue generated for the Club. We continue to be focused on growing the relationship and delivering quality. There has been a vast improvement over the tenure of the relationship and that is what we are currently focused on. The revenue trajectory over the whole period is double digit millions delivered through the partnership. They remain a very important partner for us.

### Question

MyGers – is there going to be a review of how points are awarded? For myself, it is unattainable to move tiers. I don't need RTV or a brick or a programme subscription to earn points. A lot of my family who are ST holders were not offered Semi-Final tickets. To move tiers seems unattainable. Before it was on loyalty, it was on the continuous credit scheme, that seemed to be enough. Now it seems to be money over loyalty.

Answer – Natalie Nairn

Over 90% of point generating activity comes from following the First Team, including buying a membership. There is a lot of discourse about bricks and buying other products, but the vast majority of points accumulated, which moves people up the tiers, is through watching the First Team.

I understand your frustrations about how quickly people can move up the tiers, but they do migrate between the tiers. At the last points update 100 people moved from silver to gold. It is tough to achieve gold, but we believe it should be tough as it gets the largest access to tickets. That is part of our desire to reward fans who are going to every home, away and European game.

As regards Semi-Final tickets, I really sympathise. The ticket allocation has been really tough. It ultimately boils down to ticket scarcity. It was a semi final game which was one of the motives for us to want to bring in MyGers membership. Previously, when it was CCS and ballots, there was a lot of frustration from fans who followed the team everywhere but couldn't get to Hampden. That's why we introduced a points scheme. We were careful not to introduce a closed shop. A closed shop would be the worst case scenario as we don't just want people at the top to access tickets, that's why we created silver & bronze which allows people to access tickets through domestic away ballots.



These are things we talk about all the time. How can we help fans get more tickets and move up the tiers. There are just not enough tickets and no system or points or ballot will ever get round that.

### Question

The inside catering has improved, but it's still not a great option. Drinks - hot drinks, fizzy drinks, bottles of water selling for £2.50. My family choose to eat in the local area for dietary reasons. The toilets are not a nice place to be. Is nothing going to be done about that? People could bring their own bottle and refill. Is anything like that being discussed?

Answer – Karim Virani

From a food & beverage perspective, we're working with Levy to take care of that part of the operation of the stadium. We are in daily contact with them to ensure the selection is right. We are always challenging them against benchmarking to make things as competitive as possible.

In terms of food selection, we are already reviewing the data around that. I want to have enough options so that you and your family are not compelled to go elsewhere. We want all fans to have options. One of the reasons we decided to work with Levy is because they have experience across the UK at other stadiums. We want to make sure we are super competitive and offering the things people want. We are not there yet, but that remains our focus going into the new season across all food & beverage outlets.

Answer – Greg Marshall

The issues you raise are two of the top things that come back in our matchday surveys, which are collated and shared with the leadership group. We try to listen to fans to make sure those concerns are right at the top of the Club. Dan has come in and toilets will be something he will be reviewing as part of his ongoing concerns. Certain things at Ibrox we all acknowledge should be better. Toilets are high on the agenda, but these things cost money and the Club has a lot of projects going on. In terms of surveys, we pull down data on where you are sitting which helps us identify areas of highest concern.

Answer – Karim Virani

Let's talk after the meeting as I would like to understand, for your specific family, where we don't have the right selection. I will take this up personally and talk to Levy.



## Question

OF allocation, what is the Club's plan for the distribution of tickets for Parkhead next season? The allocation has been decided, but what feedback or assurances have been given by Police Scotland on how it will be policed when we go there. Their track record, not just at Parkhead but everywhere else, is not good.

Answer – James Bisgrove

On the allocation, from a MyGers point of view, NN can start on that and I can come back to you on the security and police with DS.

Answer – Natalie Nairn

Plans at the moment are as we have always stated for Parkhead, ie gold only. That said, we are now looking at a larger allocation and we are open to debate and discussion around whether we mirror other domestic away games where the largest allocation goes to gold, but with some for silver and bronze. We want as many fans as possible to see Rangers in that game at that stadium. The immediate plan is to follow what we have always stated, but we can review and refine that if feedback tells us we should.

Answer – Greg Marshall

On the engagement around that, it will be part of the discussion we have with the FAB and we will look for some wider feedback. The environment is changing and we need to be open to that. With MyGers, we try to not alter the plan during the season but, at the end of each year, there is a review and we can decide then what we need to look at and review options.

Answer – Dan Schofield

In terms of policing, at the end of the season there is a high level review with Police Scotland for Ibrox, the immediate vicinity of Ibrox and a range of other projects, Parkhead being a key one. We know there are challenges around access and getting our supporters in and out but, with our new Safety & Security Team in place at the Club, we can take that forward as a high level review.

Answer – James Bisgrove

One of the reasons zero has been the number at the last two OF games is that both clubs need modifications to their stadiums. We will make adjustments to turnstiles, Parkhead will make modifications to ingress and egress to improve the supporter experience. Time has been taken to get it right for next season. Feedback suggests our away support experience is sub optimal and we hope to get improvement on that with the 5% allocation we will receive at Parkhead.



### Question

European away games - what planning goes in before playing European away games and what review is done? What can the Club do to make sure fan experience at away games is safe?

Answer – Dan Schofield

For every fixture, post draw, there is a meeting with the corresponding teams. We meet security representatives and their club representatives. We tell them what our expectation is. Intelligence is provided to us by their security team and vice versa. Police Scotland speak with the corresponding police to build an intelligence picture and that gets fed into the ticketing allocations and information share. A reccie takes place with a Police Scotland rep. There is a walk-through of proposed measures and these are communicated to supporters.

For the fixture itself, we take a delegation over, our security team, our stand managers and Police Scotland. GM and his team are also present ensuring supporters get in and out in a safe way. Policing on the continent can be more robust than we expect. We like to go out to comparative UK teams who have had fixtures in that area and build up an intelligence picture.

Answer – Creag Robertson

This is not just a Rangers issue, it is an ongoing issue for a lot of away support at European fixtures. It is a key discussion point within UEFA & ECA working groups – away ticket allocations, pricing, security & operations are front and centre of ongoing discussion with potential changes coming for next season.

Answer – Greg Marshall

Also, for FSE, if we have specific issues, they help provide feedback which allows us to go in better prepared. Collectively, we try and do as much as we can to improve the situation for Rangers fans. Some are particularly challenging. This season is trending a lot better.

### Question

Ibrox Pride – are there any plans to relaunch the Everyone Anyone campaign?

Answer – Nick Thomson

Work is ongoing in the background. This is at the forefront of the Club and we have plans in the pipeline to refresh and relaunch in the coming months.



Answer – Greg Marshall

Thank you for taking things forward, under new leadership Ibrox Pride is starting to make a difference.

### Question

In recent news, Police Scotland have said they are increasing their rate for policing public events. Are there plans in place to curb this extra cost? A few clubs are reducing their policing on matchdays.

Answer – Dan Schofield

We constantly review police presence and deployment and, in the past couple of months, have trialled different scenarios based on the risk profile of games. We also lobby Police Scotland on pricing. Rangers should be at the forefront of this, but it is a long and ongoing process for all of Scottish Football. We are beholden to what they do, but we will not compromise safety. We can look at increasing stewards and security to minimise the police officers on site and look at different models for police deployment, for example, whether traffic management needs to be a police operation. At the post-season high level review with Police Scotland, costing will be a key agenda item.

### Question

Are there plans in place to change the approach to people using other peoples' tickets and their names? I have been to 14 away European trips, with only 2 tickets in my own name. Instead of punishing fans, a suggestion could be to put an incentive in place for changing names and the person who receives the ticket from MyGers also gets points?

Answer – Natalie Nairn

It's an interesting idea of incentivising that, but it would carry challenges as it may encourage the original purchaser to buy just because they know it is an easier chain. European away tickets are so hard depending on the fixture, but we are always open to thinking of different ways of getting the right tickets to the right fans. We will take that on board, but initial thoughts are we should try and keep the issued ticket to the person attending the game. There are safety and security reasons and also providing the away club with the profile of our support attending the game.

### Question

I'm sure you know it is something that has happened forever and will continue to happen, I was just wondering if there is a way to avoid all the matchday ticket chaos.



Answer – Greg Marshall

We need to look at the wider issue – a full collection for a 3,000 Benfica allocation is not practical and not a great user experience asking fans to queue. We need to look at alternative ways, a different verification process.

### Question

From an attending fan perspective, the regulatory bodies don't care about us, they're more interested in TV revenue and the global market. Could I ask James to make a representation to the SPFL about fan experience at the game and the use of VAR. There are counter arguments about not showing replays not opening up screens etc and the reasons given are fans' reaction, but we are watching on our phones anyway. The regulatory body and Scotland could lead the way in this and try and improve the experience.

Answer – James Bisgrove

VAR is a topic we discuss repeatedly across the Club. CR and I have met the SFA on a number of occasions - they govern the referee operations and VAR. We have had conversations and have been really robust because of mistakes made and the implementation of VAR visibly failing on numerous occasions.

Answer – Creag Robertson

It boils down to the process of how VAR is used. This has been raised at SPFL level within the Competitions Working Group. We have asked for a thorough review and for sight of the strategy of the Referee Department to implement and improve VAR. If there isn't one, we have asked them to deliver and design one and if we can be involved in the process.

In terms of communication, interaction with the audience is pivotal. Can we learn from other sports, eg rugby and cricket. We are behind the curve. It is an emotive subject in Scottish Football. We are trying to push the SFA and SPFL to improve standards and be clear in communication of what their process is and how they reach a decision. There is an argument that delays are OK as long as the right decision is made. Others argue for a quick decision. All questions are being asked but it comes down to process and making sure everyone is aligned and the supporters know what's happening and what the process is.

### Question

We benefit here from having screens and retrospectively fans at games should see what happens. The OF game was a classic example, incidents in that game, we as fans were not particularly aware of what had happened. You guys are clearly focused on our fan experience and that's one massive failing, but it is not within your jurisdiction. Please make a strong representation.





Answer – Creag Robertson

We are fortunate to have a big screen, but when something is under consideration for VAR we can't show a replay on the big screen. It creates a noise in the stadium and puts the Referee under pressure, that's currently what the rules state.

### Question

With respect, retrospectively we could. We never see goals replayed or anything live or at half-time, why not provide this for fans at half time?

Answer – Creag Robertson

This is a really relevant point and we will continue to push with the governing bodies.

### Question

How much dialogue is ongoing with other SPFL clubs regarding tickets? All I see is it's getting harder and harder to get away tickets and trying to fill a bus is hugely problematic. It is frustrating going to away games and there are so many empty seats when our fans can't get tickets. I realise that is a decision for other clubs. What conversations do you have with other clubs regarding allocation?

Answer – James Bisgrove

We share that frustration. There is a worrying trend at the moment across the SPFL Premiership seeing opposition teams reduce allocations and then we arrive at the ground and see empty seats. Why would they not sell the seats when there is a commercial gain to clubs, even though they are cutting the allocation.

What we are seeing is they are under pressure from their own supporters to reduce allocations. We can engage with the clubs and make representations directly and I do that. It is difficult, but we will continue to do that at a central level and also with the SPFL Executive & SPFL Board. There has been a discussion around a blanket quota across all away grounds, but this may have negative connotations and impacts our supporters here at Ibrox. We have got to get our tactics right and we will continue to make really strong representations to avoid reductions on away allocations.

### Question

For the Semi Final, supporters clubs get over 2,000 tickets as well as what MyGers members get. Why do supporters clubs get two bites at the cherry? These numbers were included in a response I got from Rangers.





Answer – Greg Marshall

We met recently with the RSA and heard the other side of the debate. Essentially supporters clubs offer a service that goes beyond access to tickets. We have fans who, without supporters clubs, couldn't come to Ibrox. In particular this affects older fans and people who live alone.

As regards Semi Final and Final allocations, it is a long standing tradition that this is provided to them. Supporters clubs will argue that the away allocation is by far the most important thing and they couldn't operate without it.

We as a club need to balance off all stakeholders. I would be cautious about removing the supporters club allocation. It is not something we would consider doing or at least there would need to be a full process if we did. It is something a lot of people value. Overall, the way we register and communicate with supporters clubs is something we need to review and a working group is being created. We need to understand that supporters clubs bring a lot to Rangers.

#### **Question**

For the Semi Final, looking at the figures provided to me, 15,000 tickets are for MyGers and 2,000 are for supporters clubs leaving 4,000 for corporates.

Answer – Greg Marshall

What I would say is every person you describe there is a Rangers fan.

#### **Question**

Seatsub – do you agree the fairest method to calculate Seatsub credit is to base it on the actual resale price per ticket per game. It seems fair ST holders are credited 75% of resale cost according to area of stadium and cost of ST.



Answer – David Milburn

We changed the Seatsub offering last season. Previously it was calculated as 50% of average ticket price across the stadium, which meant people paying the higher price were getting the same credit as those paying the lowest price for their ST. Now we have increased the credit to 75% for everyone. Previously the credit could only be used against ST renewal, now it can be used against any purchases on the website.

The calculation now is the cost of the ST divided by 19 home games and 75% is credited. It seems a fairer arrangement and feedback has been overwhelmingly positive. Seatsub is important to us as we want every seat filled.

It is surprising the amount of ST holders who do not turn up for a game, it can run to thousands. This season we have sold 85% of these unused seats.

Answer – Greg Marshall

Historically the system was inconsistent in terms of how much people were getting back. The core of what we are doing with Seatsub is trying to be fair.

### Question

Regarding communication, not just with Police Scotland, but with BTP. Would the Club be willing to sit down and come to an arrangement with SPT regarding the subway? It has become unbearable with people pushing others into the trains. I now choose to take the bus. There used to be buses laid on by SPT to Partick and into Glasgow.

Answer – Greg Marshall

I have been in contact with SPT this week as I am going to set up a meeting with regard to traffic planning. SPT is an important part of the Club to ensure fans get to the stadium and it is important that we interact with them.

Answer – Dan Schofield

As the new person coming into the Operations role, I will be meeting all the different stakeholders to try to improve that side of things.

Nick Thomson thanked everyone for their questions. He referenced that Club Legends John Brown and Mark Hateley had joined the panel this evening.

JB said, as part of the Club Ambassadors programme, a number of ex-players are now supporting across the Club at commercial events and providing consultation on other matters. It is really important for us to get feedback from two individuals who played on the field, who had success and who know what it means to represent the club.



**John Brown** – I remember as a child coming to the old Ibrox, which was a standing stadium at the time, and the experience that gave me. I never thought I'd get the opportunity to play for the club and go on to do coaching, scouting and be an Ambassador. It's a great honour. I've met every hero I ever had. It's great to see us getting the club back to where it should be. This club is massive – the pressure on the management and senior executive to be successful, it's always going to be that way. That's why these guys are here, they want the success.

To be an Ambassador and meet the fans and listen to their points – I know what it's like on the underground. More people wanting tickets – when I joined Rangers the total gate was 12,000. Now there are over 10,000 on the waiting list trying to get in. I love the position I am in, along with the likes of Barry Ferguson, Lee McCulloch, we all love working for the club. This is my club, I don't want to go anywhere else, I want to die in this tie.

The Club means everything, results mean everything. I am hurting so is everyone at the top table after a bit of a wobble on the park. But we have 6 victories to win the League and that's what I'm looking at as an Ambassador and I will be pushing the club all the way.

**Mark Hateley** – same for me. As an older legend in the room, this is what this football club all about and why it gets bigger every year. Problems get bigger because we are growing. This club will never die. These guys have the task of putting it all in place and keeping everyone happy. You can do that on the pitch and off the pitch, but the most important thing is communication. To communicate between all levels of the club with supporters and right up to the top. I have been involved in football since the day I was born and have been at the club since 1990. I have a lot of memories, some great memories we have had with you. We must keep the club growing and keep positive.

Nick Thomson introduced Stuart Langan (Chair) and Matt Boyd (Vice Chair).

**Stuart Langan** – we were appointed as the inaugural FAB last year. We are happy to represent the voice of the fans and to have as much engagement with the Club as we can. I am encouraged by the commitment from the Club to have dialogue. It is important to have conversations where we represent the Rangers fan base, reaching out to different supporters groups.

**Matt Boyd** – we are meeting every week and it is really encouraging how enthusiastic everyone is. It is important that the fans have a vehicle for dialogue with the Club. The fans want to hear that we are having conversations about things like the travel partner. We are a sounding board for the Club and we feed back information to the fans.

**James Bisgrove** – from a Club perspective, for myself and the Executive Team, the FAB are proving to be a valuable reference point. We have had meetings and discussed topics already which has been useful for us in terms of decisions we take every day on behalf of the Club. We already see value in this new relationship which we are building together.



Nick Thomson asked why the decision was taken to introduce the FAB.

**Greg Marshall** – we looked at various models to deliver our fan engagement strategy. Having an eclectic group ensures we have as many demographics represented as possible. A panel of three – Ashley Brown of the FSA (English fan body), John Gilligan and myself. We selected a long list and short list of candidates.

**Stuart Langan** – we have had very constructive engagement with the Club. Very early on we wanted to establish what would be the key areas the FAB would want to champion on behalf of the fans and these are:

MyGers & ticketing  
Singing section and safe standing  
Ibrox experience  
Heritage  
Inclusion

We will focus on these 5 areas, but not exclusively. Many of the topics we have talked about were mentioned tonight. We are making inroads, setting up working groups and taking account of post-match feedback to make sure we catch all the issues people bring up. Our job is to do what we can to make the Executive aware of the issues and see what we can do to help.

**James Bisgrove** – every time we meet, notes are taken and the information goes out to supporters so that they can see what topics were discussed. The FAB are independent and they challenge us in a constructive way.

**Stuart Langan** – the FAB met with Nick and it was suggested there may be times we will have a voice, we may want to say things the Club can't say about certain topics. One thing that is really important to us, we are independent of mind and will continue to be.

The minutes of our meetings are shared on the club website, but we are also keen to hear directly from fans. We have an email contact which is also noted on the website:

[contact@rangersfab.co.uk](mailto:contact@rangersfab.co.uk)

This is an independent email account and messages only reach FAB members.

Nick Thomson thanked the FAB members and brought the meeting to a close. He reminded everyone that members of the Fan Engagement and Customer Service teams were available at the back of the room to answer any further queries and the FAB members would also be around to chat.