



INVESTMENT AND MANAGEMENT PROPOSAL FOR IBROX COMMUNITY COMPLEX

RANGERS CHARITY FOUNDATION
FEBRUARY 2019



INDEX

WHAT'S INCLUDED IN THIS PRESENTATION?

- Proposal Statement
- Background
- Rangers Charity Foundation
- The Proposal
- Investment & Development Approach
- Management & Operations

Appendix – Rangers Charity Foundation Annual Review 2017/18



PROPOSAL STATEMENT

The Rangers Charity Foundation (RCF) aims to ensure the long term viability of the Ibrox Community Complex (ICC) as a facility where people of all ages will have access to sporting, leisure, educational and social opportunities, and to enhance the health and wellbeing of people who live, work or visit the local area.

By working in conjunction with stakeholders, including Glasgow Life and Rangers Football Club (RFC), RCF will seek appropriate investment to significantly boost the use of the facility, encouraging sustainability for the services and facilities which will be developed and provided.



BACKGROUND

PART 1

The Ibrox Community Complex (ICC) has experienced difficulties in recent years. In December 2018, Glasgow Life announced further budgetary restrictions, which could result in the closure of the facility.

For the past decade, budget constraints within Glasgow Life have resulted in very little investment in the ICC facilities.

The quality of the ICC facilities has deteriorated over a period of time and could be regarded as of poorer quality compared to competing venues. Notwithstanding the ongoing and consistent bookings from the Rangers Charity Foundation and Rangers Football Club, we understand that usage levels have decreased, and continue to decline. Furthermore, the facility is unused for much of the time, and has restricted access, only opening at 2pm.

RCF and RFC are the main users of the ICC. It is used for the provision of a range of Foundation community programmes and Club soccer schools. However, the gradually deteriorating facilities may lead to the RCF and RFC looking for alternative accommodation, unless the facilities can be significantly improved and enhanced.



BACKGROUND

PART 2

This proposal outlines how, with investment support from RFC, we could create a more modern, busy and thriving complex, which will allow the RCF to significantly increase usage of the facility and provide the Ibrox and Govan areas with a revitalised local asset.

RCF is in a strong position with a growing reputation for delivering courses and programmes which really make a difference to people's lives. RCF could significantly expand its activities and provision under this management and investment proposal.

RCF recognises the potential strategic importance of the site which is within the East Govan and Ibrox Transformation and Regeneration Area (including the almost 600 new residential housing units anticipated by 2021), and has developed this proposal following strategic discussions. Our key objective in this proposal is to secure the long term viability of the facility in order to assist the RCF in achieving its strategic aims to their best potential.

This proposal complements the strategic aims of Glasgow Life and we hope will encourage wider participation and engagement in the Foundation's thematic work in Education, Health & Wellbeing, Diversity and Inclusion and Employability.



RANGERS CHARITY FOUNDATION

ABOUT US

Established in 2002 (Rangers Charity Foundation SC033287) and operational under new SCIO status from 1 January 2019 (Rangers Charity Foundation SCIO SC047681)

RANGERS CHARITY FOUNDATION



ABOUT US

PART 2

OUR MISSION

The Rangers Charity Foundation exists to be a force for good on behalf of the Rangers Family, showing compassion to those in need, tackling inequalities and creating opportunities for people of all ages to change their lives for the better.

OUR VALUES

COMPASSIONATE

OPEN

INCLUSIVE

COMMITTED TO EXCELLENCE

CONFIDENT CUSTODIANS

KEY THEMES

EDUCATION

EMPLOYABILITY

HEALTH & WELLBEING

DIVERSITY & INCLUSION

OUR LOCAL COMMUNITY

CHAMPIONS FOR CHARITY



EDUCATION

THEME 1

We aim to provide unique opportunities for education and self-development which engage young people and deliver tangible, valuable learning outcomes.

- Our programmes are delivered in over 60 schools, providing young people with opportunities to learn, grow in confidence, have fun and get fitter.
- The Ibrox Community Hub, based at Ibrox Stadium and run in partnership with Glasgow City Council, focuses on the delivery of our Diversity Wins programme and programmes for secondary school pupils who are disengaged and facing barriers to reaching positive educational outcomes.
- We employ a full-time Community Hub Officer at Govan High School. Funded in partnership with the school, our Hub in the Community initiative focuses upon raising the attainment of targeted groups of pupils, a mentoring approach and improving the transition process from primary to secondary school. The SFA funded School of Football for S1 and S2 pupils, is also delivered in Govan High School.
- The Get Ready for Sport programme is delivered to P2 pupils in 30 primary schools across Glasgow, whilst the Joy of Movement programme for P4/5 pupils also reaches in excess of 30 primary schools.



EMPLOYABILITY

THEME 2

We aim to provide pathways to employment and recognised as a trusted and leading provider of programmes and opportunities which enables adults to gain and sustain employment.

- The Foundation delivers a range of adaptable employability programmes helping people towards the dignity and reward of employment.
- We achieved SQA Centre status in 2017 and so far this season the Foundation has helped over 150 people secure SQA accredited awards.
- Our employability partners include: DWP; Glasgow City Council; The Prince's Trust and Skills Development Scotland.
- The Foundation is co-lead (along with Glasgow Life) of the new Learning for Life and Work key theme within the new Govan Thriving Place initiative.



HEALTH & WELLBEING

THEME 3

We aim to inspire better health by providing opportunities for people of all ages lead more active and healthier lifestyles.

- Football Fans in Training has been an outstanding success, with football fans receiving a 12 week programme to help lose weight, sustain that weight loss and learn more about nutrition and healthy eating.
- Walking Football is delivered each week for the over 50s in the ICC.
- Our Glasgow Veterans United programme provides a safe space for veterans struggling with their mental health, addiction or social isolation. The Ibrox Community Hub also provides a weekly drop in service for those recovering from addiction.
- The Recovery with Rangers programme encourages participants, who are recovering addicts, to take part in workshops on drugs, alcohol, diet, healthy eating and money matters to help them move in positive directions towards volunteering, further education, training and employment.
- As highlighted in our Education theme, we currently deliver health and wellbeing related programmes to young people in over 60 schools across the city.
- Our new GoFitba programme has been provided to Ibrox Primary School, where a group of pupils receive a weekly session after school, where they enjoy a healthy and nutritious meal, a workshop around healthy lifestyles and the chance to take part in some physical activities.



DIVERSITY & INCLUSION

THEME 4

We aim to celebrate diversity by campaigning to raise awareness and integrating our values into all community programmes. We will also work for inclusion by increasing opportunities and participation where inequalities exist and where we can make a meaningful difference.

- The Foundation has worked with Stonewall and LEAP Sports to show support for the LGBT+ community, helped pave the way for the Club's first LGBT+ Official Fans Group (Ibrox Pride), taken part in Glasgow Pride and launched a new Diversity Wins programme which tackles LGBT+ issues, and promotes awareness and understanding.
- Old Firm Alliance – We use football as a vehicle to reach young people across Glasgow and discuss social issues, healthy lifestyles, drug awareness and anti-social behaviour.
- We deliver bespoke football programmes for children aged 9 – 12 years old who are autistic and for young people who are visually impaired or blind.
- The Foundation was instrumental in establishing a Diversity and Inclusion Working Group across the Club and Foundation, from which a number of initiatives are in development.



OUR LOCAL COMMUNITY

THEME 5

We aim to be a good neighbour by working closely with communities in the Ibrox and Govan areas in order to add value to existing community initiatives, help improve the local environment and provide enhanced educational, employability and health opportunities which will make a difference for those most in need.

- The RCF is a key participant in the Community Forum, recently established by RFC in order to strengthen relationships with other community groups. Participants include: Rangers Charity Foundation; Rangers Football Club; (4) Local Councillors; (5) Local Community Councils; Glasgow Life; Glasgow Housing Association and Police Scotland.
- RFC has recently appointed a full-time Community Liaison Officer who will interact with the RCF. This initiative has already realised success with a reduction in levels of anti-social behaviour on match days.
- We organise a number of community clean-ups of the area surrounding Ibrox Stadium throughout the football season.
- The Foundation has facilitated for Rangers fans to donate tonnes of groceries over a number of years in support of the local foodbank based at Ibrox Parish Church.
- We arranged a Christmas lunch for local pensioners at Ibrox Stadium.
- Weekly football and dance activities are provided on Friday evenings at the ICC for local young people.



OUR LOCAL COMMUNITY

THEME 5 PART 2

- The Foundation has previously provided £5,000 in support of the Govan Participatory Budgeting Initiative and will shortly make a £2,000 contribution to the new Govan Jobs Match initiative.
- We support local, national and international causes via key partnerships:
 - Local – Glasgow City Mission for Glasgow’s Winter Night Shelter and Glasgow Children’s Hospital Charity.
 - National – Chest Heart and Stroke Scotland
 - International – Unicef
- Over 3,500 requests for in-kind support, for those raising funds in their own communities for causes close to their own hearts, are received each year by the Foundation and we aim to be as generous as we can. Over 80% of the requests receive an item such as signed memorabilia, stadium tour or match ticket to assist with their fundraising efforts.



PROPOSAL

- Rangers Charity Foundation (RCF) wishes to explore the potential to sub-lease the Ibrox Community Complex (ICC) from Glasgow Life until 2032 on terms and conditions to be agreed.
- Subject to the above, RCF would take responsibility for the operation and management of ICC.
- RCF would facilitate the replacement of the pitch at the ICC with a new synthetic playing surface. This commitment will be underwritten by Rangers Football Club. Other improvements to the ICC will also be actively explored.

A long term sub-lease (until 2032) for the ICC will allow the RCF to animate a community asset and enhance sport and leisure amenities in an area which faces many socio-economic challenges.

A rejuvenated ICC under the leadership of the RCF will bring new opportunities for local people to engage with the varied programme provision delivered by the Foundation, as well as new community initiatives which this physical platform will bring.

Our strategic aims complement those of Glasgow Life and this proposal offers both organisations a unique and powerful opportunity to harness the potential of a facility which is no longer in its prime.



INVESTMENT & DEVELOPMENT APPROACH

Fundamental to this proposal is the requirement for a new synthetic playing surface at the Ibrox Community Complex, at an estimated cost of circa £250,000.

The Rangers Charity Foundation will endeavour to secure funding to assist with this enhancement and has obtained a commitment from Rangers Football Club to underwrite the cost, or any shortfall, in the cost of a new pitch.

Development of use can be illustrated via six key areas:



COMMUNITY USE

The RCF would engage with the local community in order to identify opportunities for additional community usage of the facility and seek to accommodate within a new facility timetable. These could include local community coffee mornings, hosting community group meetings or new health and wellbeing classes.



RCF PROGRAMMES

An extensive range of programmes is already being delivered across a number of thematic areas.

This proposal would enable the Foundation to expand the number of programmes delivered at the ICC, and increase our provision or age group availability for existing programmes (e.g. for autism friendly football; drop-in football sessions for young people and fitness and wellbeing programmes for adults).

Our ability to boost our already positive relationship with Ibrox Primary School (and indeed other local Primary Schools) would also be enhanced.



RFC SOCCER SCHOOLS

PART 1: DOMESTIC

Utilise the facility for all soccer schools activity across Domestic and International Tours.

Domestic

- Domestic soccer schools provide coaching to children from 18 months to 14 years
- The extension to the opening hours at ICC would enhance the level and provision of these activities to local children
- Coaching schools would be organised during school holidays



RFC SOCCER SCHOOLS

PART 2: INTERNATIONAL (1)

This is an expanding business with significant anticipated growth.

Soccer schools personnel have been working with Glasgow Life and Glasgow City Council to market Glasgow as a destination and Rangers as a provider of coaching services, e.g. Gary Gibson, Head of Soccer Schools, recently accompanied the Lord Provost on a two week trade mission to China.



RFC SOCCER SCHOOLS

PART 2: INTERNATIONAL (2)

Increasing number of visitors, especially from USA, Australia, New Zealand and Canada coming to Glasgow, also from Italy, Holland, Japan and Denmark.

Work in partnership with Glasgow Life to promote other tourist destinations within Glasgow when touring groups visit Rangers.

An enhanced facility at ICC will enhance the overall experience for touring groups and allow the Soccer Schools to promote Glasgow as a destination with confidence.



GIRLS ACADEMY & WOMEN'S TEAM

- The intention would be to utilise the ICC for all coaching and training activities for the Girls' Academy and women's team and help to promote an equality agenda.
- Raising the profile of women's sport and encourage girls to participate in sport. Girls drop-out rates in sport in their teenage years are much higher than those of boys, with resultant implications for their health & wellbeing.
- Build a participation base to ensure any young girl can be involved, regardless of their ability. Engaging in positive social experiences and enjoyment being key.
- Make it more accessible for local girls to participate in football.
- Girls Academy teams currently at U10, U11, U12, U13, U14, U15, U19. Scope to increase the number of age groups catered for.
- Create a base for the Rangers women's team which will enhance the brand and identity. This will create positive female role models for the young girls attending the Academy and help to further increase participation in sport amongst young females.



PRE-ACADEMY AGE GROUP ACTIVITIES

- Strengthen links between the Club and the local community by moving all under 8, 9 and 10 activity to the ICC, which brings the programme closer to Ibrox/Govan and the surrounding area.
- A key element of the Academy programme involves community engagement. During season 2018/19, the Academy teams have participated in:
 - Community clean-ups
 - Hospital visits
 - UNICEF presentations
 - Local school visits
- Increased involvement in the Ibrox/Govan area by young Rangers players strengthens the Academy's links with RCF and the local community.
- The Academy currently operates regional centres across Scotland. The refurbishment of the ICC would facilitate the reduction in the number of regional centres and utilise ICC to bring players from the under 8, 9 and 10s to a central location, bringing more visitors to the Ibrox/Govan area.



COMMERCIAL LETS

RCF will ensure that opportunities are secured within the ICC timetable for 7 and 11-a-side and local youth and amateur teams wishing to use the facility. Lets would be at prices agreed annually with Glasgow Life.

We would also honour all existing bookings.



MANAGEMENT & OPERATIONS

The Rangers Charity Foundation would take strategic, management and operational lead on a day-to-day basis. The relationship between RCF and RFC is undoubtedly strong, and the interests (and investment) of RFC in relation to the activities outlined are fundamental to securing the best outcome for all in relation to this proposal. However, the Foundation will act as a strong broker for all the uses proposed, ensuring that all can flourish, without any being unfairly compromised.

The Foundation will be happy to discuss progress, consider ideas and share updates on the management and delivery of programme activity within the ICC periodically. It is suggested that an ICC Advisory Group be set up with the following structure and membership: Glasgow Life (2); Glasgow City Council (2); Rangers Charity Foundation (2); Rangers Football Club (2); Ibrox Primary School (1).

RFC has indicated they will provide RCF will appropriate departmental expertise, where required, in order to help ensure optimal custodianship of the facility and its operations, including: Ground Staff; Facilities Management; Health & Safety; IT and Human Resources.

RCF would ensure that all appropriate staffing be in place for safe operations and would take responsibility for all running costs, including repairs, maintenance and agreed capital expenditure.



THANK YOU

WWW.RANGERSCHARITY.ORG.UK

