



RANGERS
CHARITY
FOUNDATION



CASHBACK FOR COMMUNITIES TOWARDS NEW FUTURES

ANNUAL REPORT 2024/25



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INTRODUCTION

The Rangers Charity Foundation is proud to participate in CashBack for Communities Phase 6 and to continue our work alongside other CashBack partners in making a difference for some of Scotland's most vulnerable young people.



Our programme, CashBack for Communities - Towards New Futures, continues to re-engage people aged between 16-24 with current or past convictions or who have experience of the criminal justice system, and help them move towards a more positive future including employment, training, volunteering, or further education.

The project is delivered within our refurbished Ibrox Community Complex space and works in partnership with several Scottish prisons, secure units and social work departments, as well as a range of other referral partners to target and support young people from the local area and beyond. This year our referral process has expanded to support Youth Courts and Diversion from Prosecution.

ABOUT THE PROGRAMME

The Foundation provides expert employability and wellbeing support for people aged 16-24 upon release from various prisons as well as for young people who have experience of the criminal justice system. Our recruitment and referral processes continue to expand significantly, with recent additional partnerships created with Youth Courts - Diversion from Prosecution (Social Work) which allow us to have a wider reach when supporting vulnerable young people.



During Year 2 of Phase 6 of CashBack, we delivered four programmes, each lasting eight weeks (four days per week) and continued our long-term person-centred aftercare to ensure that opportunities for progression and one-to-one support continued beyond course delivery. This creates a lasting relationship which supports each candidate towards their new future. In the second year of Phase 6, we have engaged with 81 candidates, exceeding our strategic yearly target of 56. We also engaged with an additional 98 candidates through our employability sessions delivered within various partner prisons and secure units.

Our aftercare support mechanism also includes ongoing support from our Trauma Counselling Service which continues to be a crucial ingredient for the course participants.

The bespoke programme content has proven not only to enhance candidates' pathways towards the world of work and further education/training, but it better prepares them for reintegration back into society by providing the necessary support and nurture to improve confidence and general wellbeing.

The course curriculum continually evolves in collaboration with the participants and contains opportunities to achieve numerous awards such as SQA First Aid at Work and First Aid for Mental Health. The 'Pitchin' In Programme' (in partnership with Police Scotland) and PAT-testing certificates

through a volunteering partnership with Govan Appliance Project are also available for candidates.

The programme content continues to have a person-centred approach that focuses on the individual and what their requirements are to allow them to continue their journey once they are ready to integrate back into community life after serving a custodial sentence or having been travelling in that direction. This includes enhancing their employability skills, such as: constructing a CV, preparing for interviews, building confidence, resilience and self-esteem by utilising our partner employers which help prepare them for the world of work.

A vital part of the course continues to be the input from our employer engagement partners who provide work opportunities in line with the candidate's employment aspirations. This area of the programme continues to expand allowing for pathways within different work sectors.



Key CashBack project delivery staff recently undertook the Scottish Government initiative "Keeping the Promise" training. This is part of a national commitment to ensure all children and young people in Scotland grow up loved, safe, and respected, with the ability to reach their full potential. The professional learning has been created to support anyone working with children and young people, particularly those who are care-experienced.

KEY CASHBACK PROJECT DELIVERY STAFF

The Foundation has a core staff of 27 who are supported by up to 15 part-time community coaching staff to deliver our life-enhancing work.

KEY PROJECT STAFF



Community Programmes Manager, Jamie Duncanson

Jamie has been with the Foundation for a period of 8 years having previously worked within Glasgow City Council's education services for a 14-year period. He leads our secondary education and employability programme development and delivery; an area which continues to enjoy significant growth and impact. Jamie was instrumental in establishing the Foundation as a Scottish Qualification Authority (SQA) accredited centre, which over 1000 young people and adults have now been able to benefit from. Jamie manages our CashBack – Towards New Futures programme, working alongside and supporting staff on a daily basis.



CashBack Coordinator, Zander Carruth

Since joining the Foundation in 2021, Zander has delivered a variety of Foundation programmes. He started in the role of Cashback Coordinator in 2024. He holds a UEFA B License and Youth B License as well as a BSc in Football Coaching, Performance, and Development from Edinburgh Napier University. Zander brings valuable experience from working in professional football academies.



Community Executive, Callum Esler

Callum has been involved with Rangers Football Club since late 2018, working across various departments, including the Soccer Academy and Girls Academy, before joining the Foundation full-time. Currently, Callum delivers the Cashback for Communities programme as well as supporting other community projects run by the Foundation.



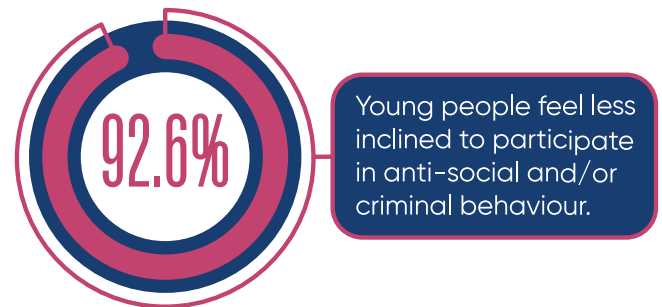
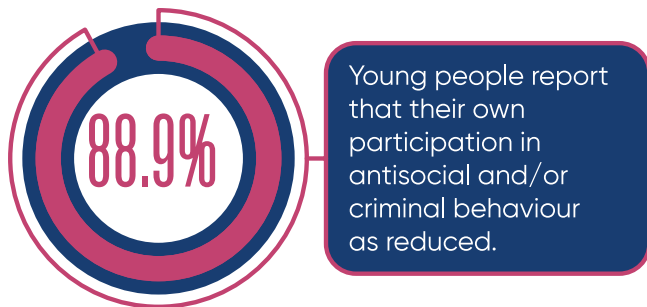
Trauma Counsellor, Jane McLean

Jane joined the Foundation in September 2021 and the trauma counselling service she runs has become an invaluable asset, offering one-to-one and group counselling to programme participants who may have a need for additional support. This in-house service further enhances our ability to provide a person-centred support for people facing barriers who attend our CashBack programmes.

OUTCOME HIGHLIGHTS

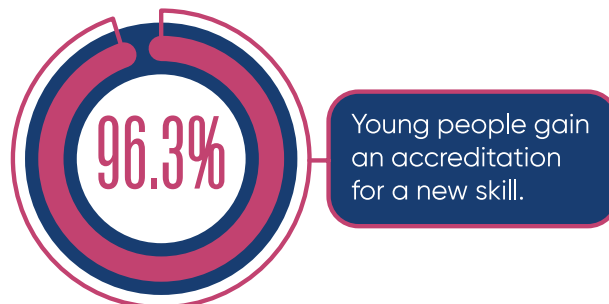
OUTCOME 1

Young people are diverted from criminal behavior or involvement with the criminal justice system.



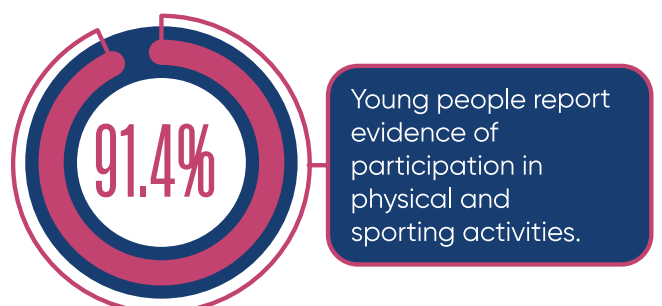
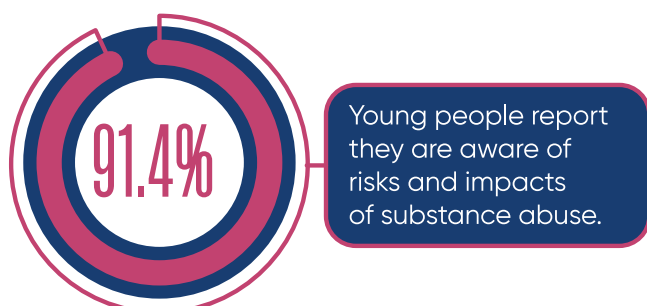
OUTCOME 2

Young people gained a new qualification or a new skill.



OUTCOME 3

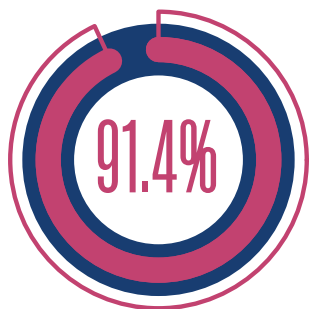
Young people's health, mental health and wellbeing improves.



OUTCOME HIGHLIGHTS

OUTCOME 4

Young people contribute positively to their community.



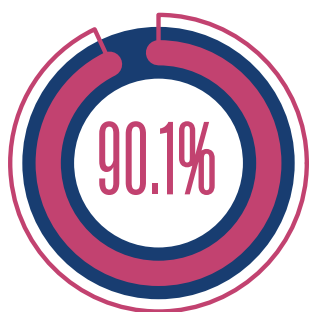
Young people report feeling their contribution, links with communities and social interaction are improving.



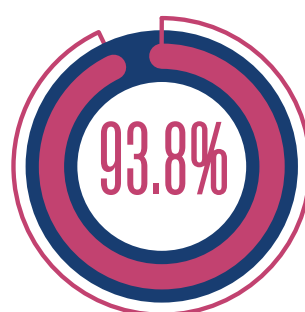
Hours of volunteering contributed by participants

OUTCOME 5

Young people build their personal skills, resilience, and benefit from strengthened support networks and reduce risk taking behaviour.



Young people report feeling more resilient (e.g. believing in yourself, taking things in your stride, being determined, being self-disciplined, being optimistic, adapting to different situations).



Young people report positive changes in their behaviour (e.g. reduced risk taking/ increased understanding of risk/better ability to make positive choices/ improved understanding of rights and responsibilities).



OUR IMPACT

We supported young people through mentoring, trauma counselling, and personalised aftercare. Many progressed into meaningful, long-term opportunities, including:

- 22 into employment or apprenticeships (27.2% of main programme participants)
- 15 into college or university (18.5%)
- 27 into further training or work experience (33.3%)
- 18 into structured volunteering roles (22.2%)

Participants also reported significant improvements in:

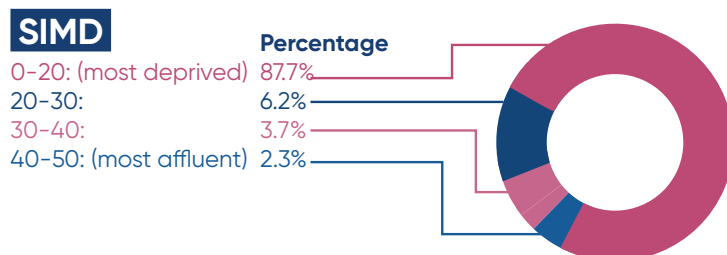
- Self-confidence and personal resilience
- Mental health and emotional wellbeing
- Awareness and reduction of harmful substance use
- Motivation to engage with positive activities and essential services

Outcome	Indicator	No of YP in Year 1 achieving outcome	No of YP in Year 2 achieving outcome	% of participants in Year 2 achieving outcome	% of participants to date achieving outcome against 3 year target	End of Y3 Target
Outcome 1: Young people are diverted from criminal behaviour or involvement with the criminal justice system.	Young people report that their own participation in antisocial and/or criminal behaviour as reduced.	73	72	88.90%	122.88%	118
	Young people feel less inclined to participate in anti-social and/or criminal behaviour.	73	75	92.60%	125.42%	118
Outcome 2: Young people participate in activity which improves their learning, employability and employment options (positive destinations)	Young people gain an accreditation for a new skill.	86	78	96.30%	138.98%	118
	Progression outcomes after completing of the programme; the number of participants gaining/taking up: Modern Apprenticeship/Employment.	11	22	27.20%	97.06%	34
	Progression outcomes after completing of the programme; the number of participants gaining/taking up: Training/Work Experience.	45	27	33.30%	211.76%	34
	Progression outcomes after completing of the programme; the number of participants gaining/taking up: College/University	8	15	18.50%	135.29%	17
	Progression outcomes after completing of the programme; the number of participants gaining/taking up: Volunteering.	15	18	22.20%	97.06%	34
Outcome 3: Young people's health, mental health and wellbeing improves.	Young people report an increase in feelings against SHANARRI indicators: Safety, Health, Achievement, Nurture, Activity, Respect, Responsibility, Inclusion.	65	74	91.40%	117.80%	118
	Young people report their mental health has improved and they have a more positive outlook on life.	69	74	91.40%	121.19%	118
	Young people report they are ore aware of risks and impacts of substance abuse.	78	75	92.60%	129.66%	118
	Young people report they are less inclined to engage in harmful drugs and/or alcohol use.	75	68	84%	121.19%	118
	Young people report their confidence has improved.	72	74	91.40%	123.73%	118
	Young people report evidence of participation in physical and sporting activities.	79	71	87.70%	127.12%	118
Outcome 4: Young people contribute positively to their community.	Young people report their perception of their neighbourhood improves.	63	74	91.40%	116.10%	118
	Young people report a heightened sense of belonging to a community .	63	74	91.40%	116.10%	118
	Young people report feeling their contribution, links with communities and social interaction are improving.	73	71	87.70%	122.03%	118
	Young people report increased motivation to positively influence what happens in their community.	63	65	80.20%	108.47%	118
	Hours of volunteering contributed by participants.	736 (HRS)	521 (HRS)	110.38%	88.77%	1416 (HRS)
Outcome 5: Young people build their personal skills , resilience, and benefit from strengthened support networks and reduce risk taking behaviour.	Young people report feeling more resilient (e.g. believing in yourself, taking things in your stride, being determined, being self-disciplined, being optimistic, adapting to different situations).	72	74	91.40%	123.73%	118
	Young people report positive, supportive networks – including improved relationships with family, friends and peer mentors.	68	72	88.90%	118.64%	118
	Young people report increased access to appropriate services.	74	73	90.10%	124.58%	118
	Young people report positive changes in their behaviour (e.g. reduced risk taking/ increased understanding of risk/ better ability to make positive choices/ improved understanding of rights and responsibilities).	74	76	93.80%	127.12%	118

OUR PARTICIPANTS

In 2024/25, we supported 178 young people in total. 81 participants completed the main Towards New Futures programme with a further 98 taking part in prison and secure unit delivery with a view to future participation in the main programme.

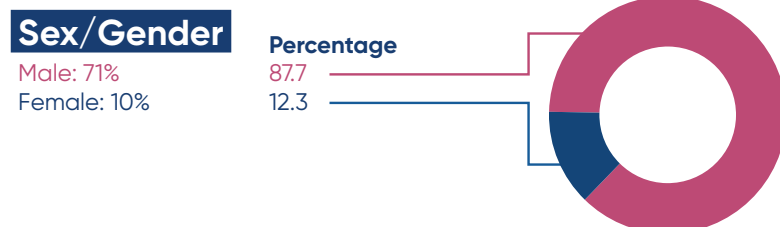
SIMD Breakdown (main programme – 81 participants):



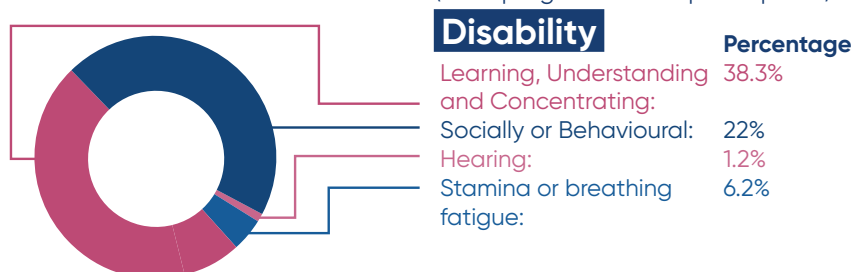
Age (main programme – 81 participants):



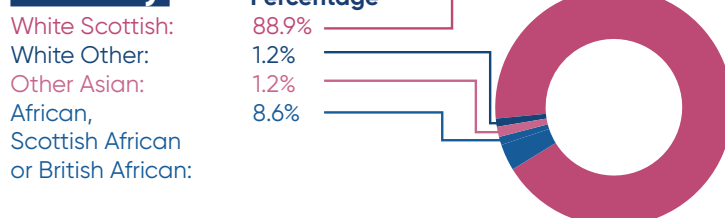
Gender (main programme – 81 participants):



Disability Breakdown (main programme – 81 participants):



Ethnicity



FINANCE

Local Authority Spends	No. of participants	Spend
East Dunbartonshire	5	£7,797.00
East Renfrewshire	3	£4,678.00
Glasgow City	66	£102,921.00
North Lanarkshire	5	£7,797.00
West Dunbartonshire	2	£3,121.00
TOTAL	81	£126,314.00

Spend VS Budget	Actual	Budget
Salaries & Expenses	£104,545	£104,545
Qualifications	£5,964	£5,964
Kit	£2,800	£2,800
Facilities	£1,600	£1,600
Management & Marketing	£11,405	£11,405
TOTAL EXPENDITURE	£126,314	£126,314

Phase 6 Cumulative Spends	Year 1	Year 2	TOTAL
Salaries & Expenses	£102,577	£104,545	£207,122
Qualifications	£5,964	£5,964	£11,928
Kit	£2,800	£2,800	£5,600
Facilities	£1,600	£1,600	£3,200
Management & Marketing	£11,406	£11,405	£22,811
TOTAL EXPENDITURE	£124,347	£124,314	£250,661

We have completed this year's programme within our planned budget.

COMMUNICATIONS SUMMARY



The Foundation remains committed to promoting the CashBack programme to potential candidates and referral partners as well as to sharing the empowering messages and successes that have already had a life-changing impact with Foundation and programme stakeholders, networks and the wider public.

There is a dedicated programme page on the Foundation's website and our communications team regularly share case studies, success stories and other highlights from the programme. With over 133,000 followers across social media platforms for the Foundation and many more following Rangers Football Club, news of CashBack's success continues to reach a wide audience.

This year we launched our own sub-brand of case studies called, Game Changers. This accolade is reserved for participants of our programmes who have one inspirational thing in common – they have been empowered by the Foundation to overcome barriers in their lives and move forward.

We chose Lucy from our CashBack programme to be the first face of this new sub-brand and launched it with her case study following graduation from the course. Her case study remains prominent on the front page of our website.



65 social media posts



4 e-newsletters opened 11,893 times



7 website stories



1 new programme overview video



1 external newspaper story



1 piece in the Foundation's Annual Review



352.269 social media impressions



3,766 social media engagements



1,330 CashBack web page hits

CASE STUDY

CHLOE'S STORY



Chloe Armstrong can be found in and around Ibrox on matchdays but not just as a supporter. Chloe now works as a security guard thanks to the qualifications and support she gained on the Foundation's CashBack programme.

Speaking about her first experiences with the course Chloe said:

"I was in college studying childcare, but I didn't finish that course and dropped out. I was involved with the Trauma Counsellor, Jane McLean, at the Foundation as well at the time and the staff here were saying that CashBack could be an option for me.

"After a bit of thought I decided that this was something that could be good for me and signed up to come along. Knowing the staff before I came was so helpful. I was still a bit nervous but that's just the way I am. I knew that everybody was going to be really supportive."

Chloe explained how important completing qualifications on the programme was for her.

She said:

"Getting qualifications was vital for me, especially qualifying in first aid because that's been really helpful in my job just now. I also got my mental-health first aid qualification too.

"Because I had those qualifications, I found it a lot easier to get into the line of work that I'm in now because I'm prepared for things and didn't need to do these before I started.

"CashBack has helped so much to get me to this point. I don't think that I'd be where I am now and if I hadn't come along to this programme, I definitely wouldn't have the job I have now or I wouldn't even have a job at all."

Since graduating from the course, Chloe has been working with Garrion Security. She is often back working at Ibrox on matchdays but also comes in to speak with current participants about the CashBack programme. She added:

"Since finishing CashBack I've been linking in with Jamie [Community Programmes Manager] to come in and speak to some of the other groups as well.

"It feels great to still be coming back to Ibrox to work even though I'm no longer on the course. It feels even better knowing that I've got a job I like, and this place helped me get there."

Foundation Community Programmes Manager, Jamie Duncanson, also added:

"It's been great to see Chloe continuing to thrive in her current job and it's always a pleasure to have her back at the stadium talking to our groups.

"Chloe's success shows what can be achieved when you put your mind to things and just how important gaining vocational qualifications can be for young people and it was our pleasure to help Chloe get things back on the right track and get her pointing towards a positive future."

CASE STUDY BRAD'S STORY



Graduate, "Brad", from the Foundation's CashBack course said the project helped steer him away from the wrong path.

Brad explained what his life was like before being involved in the CashBack initiative. He said:

"Before I started coming here, I was getting involved in maybe the wrong types of stuff, like drinking and fighting.

"I wanted to distance myself from that behaviour and grow up because I knew that if I continued, I could end up in jail."

Brad talked about how the opportunity to join arose for him and how the Foundation's approach to delivery was different. He said:

"My support worker that I was assigned through the court let me know about the CashBack programme here and thought it would be good for me.

"I support Rangers and the fact that the programme was run through the Rangers Charity Foundation definitely made me feel keen to come along.

"On the first day I wasn't too sure what to expect but the staff that run the programme were great. They were really nice, approachable and like normal people too. I've been to other places where I maybe wasn't given as much help as I needed but the staff here made sure

that I was alright and would help me out if I felt I needed it."

With the ability to complete qualifications while on the programme, Brad wanted to set himself a target before he finished the course. He said:

"My end goal when I first started on the programme was to come away with new qualifications and have a job lined up. I'm now a loader at Graham's in Port Glasgow so I'm out loading up trucks and vans for work.

"Looking back, it's definitely not something that I could have done before coming here and I'm glad the staff gave me that bit of encouragement so that I could sort my life out because it was going down the drain."

Foundation CashBack Coordinator, Zander Carruth, added:

"Brad's journey through the Cashback Programme has been great. Watching him grow in confidence and maturity was a privilege, and his work rate was second to none.

"He consistently demonstrated a strong willingness to better himself, and it's fantastic to see him now thriving in full-time employment. His dedication and determination have truly paid off, and I couldn't be prouder of how far he has come."

When asked to reflect on his experience and his personal development Brad added:

"If I could have a conversation with myself before the course, I would say grow up and get a grip and listen to the people that are trying their best to help you.

"Anybody that has the chance to do this course should do it because it can help change your life and give you responsibility. Don't just come and mess about because you'll throw away a great opportunity if you don't try and make the most of it."

CASE STUDY

LUCY'S STORY



Lucy graduated from the third block of the Foundation's CashBack programme this year.

A former pupil of St Andrew's Secondary School, Lucy, 17, was disengaged in the traditional learning environment. She did not enjoy school at all and barely attended throughout the school term, leaving with few qualifications.

Through involvement in three of our community programmes – culminating in attending CashBack for Communities – Lucy has grown in confidence, gained qualifications and earned a college place for 2025. Lucy said:

"I completed the Foundation's Wider Achievement programme first, then Towards Better Futures, and finally the CashBack course. The school were good in the sense that they identified I might find it better working with the Foundation because I'm really into sports."

She added:

"Coming here I enjoyed it a lot more than school because I was doing things and completing qualifications that were more relevant to me and my life.

"I just found that school was never ever going to be for me. P.E was probably the only thing I would say I enjoyed about school. I found the practical subjects a bit easier but everything else that was mainly sitting in class, I didn't enjoy.

"The qualifications I've completed have been really important. Coming here and completing National 4s and 5s has set me up to go ahead and do something that I want to."

With three different employability programmes now behind her, Lucy reflected on her time with the Foundation and the changes she sees in herself. She said:

"One of the biggest changes I see in myself from before I started working with the Foundation is my confidence. I think the people around me since I've been here have really inspired me.

"That confidence has allowed me to apply for college and I'm now going to do football studies which will hopefully lead me on to a Sports Coaching with Development course. I chose to do that because football has been a huge part of my life almost since I could walk."

Lucy also explained why the delivery approach by Foundation staff can make all the difference. She added:

"The staff here really took the time to help me build a path and set goals. We sat down and worked out a plan that involved me going to college and now at the end of the CashBack programme, I've got a college place!" Foundation Community Programmes Manager, Jamie Duncanson is equally pleased to have Lucy focussed and on the right track.

He said:

"Lucy wasn't engaging in school and at first, she was quite apprehensive about coming here. The school were delighted with the fact that she engaged with us almost immediately.

"Getting Lucy involved was the first step. We were then able to talk to her about what she wanted to get from her time with us so that we could suggest different education-based programmes and help her maximise her potential."

CASE STUDY

NATASHA'S STORY



Natasha Haney first walked into the Foundation's CashBack programme low on confidence and looking for a job. Thanks to the project and the support of the delivery staff, the 19-year-old is now confident in herself and is even enjoying working in the high-pressure environment of a professional kitchen. She said:

"I first heard about the CashBack programme through my sister, Jacqueline. She was on the course before me and knew the staff here. She thought it would be good for me too, so I got in touch. When I first came along, I thought it might be too busy for me and I'd feel quite anxious, but it was really easy to settle in.

"I suffer from really bad anxiety, so I was quite quiet and kept to myself at first but the staff were great."

The support Natasha received didn't end when the sessions did. Thanks to the dedication of the delivery staff and the strong links the Foundation has built with industry partners, Natasha's career goals quickly began to take shape.

She added:

"My mum was a chef before she had kids, my sister Jacqueline is a chef, and so is my sister Kirsteen so it kind of runs in the family. There are great opportunities to progress and work around the world, which was really appealing to me.

"I had an interview with Laura Campbell from Scotsman Hospitality, and the very next day she

phoned me to say there was an opportunity at The Corinthian in Glasgow and that if I wanted it, the job was mine.

"The staff really helped me reach my goal. I was offered the chance to finish the programme before starting the role, but I really wanted to grab the job with both hands."

"Ever since then, I've been working away in the kitchen. I've been there for two months now and I'm really enjoying it."

From the perspective of delivery staff, Natasha stands out as someone who fully embraced the programme and has shown how programmes like CashBack can act as a launchpad for young people.

CashBack Coordinator Zander Carruth said:

"It's great to see the changes in Natasha from when she first walked through the door to now. You can tell she's a lot more confident and passionate about what she's doing. It's fantastic to have participants with that sense of pride in what they've gone on to achieve."

"Natasha's success is not only a testament to her own determination but also to the supportive environment created on the course. Her journey from uncertainty to self-belief highlights the core values of the programme. Natasha is eager to encourage others to take that same first step."

Natasha added:

"If I could speak to someone who was in the same position I was, I'd tell them to do this course. Even if you don't have a clear vision of what you want to do, this place can give you qualifications to help you get started.

"Before the course, I wasn't doing anything. I felt like I could never be successful, and I felt a wee bit like a failure.

"But as I worked through the course, gained qualifications, and eventually got the apprenticeship offer, I had that moment where I no longer felt like a failure."

PARTNER CASE STUDY: SENKA JOVETIC SOCIAL WORKER, YOUTH COURTS



I am a social worker within the Youth Court team that provides intensive support to 16–25-year-old Glasgow residents, who find themselves in conflict with the law. Since establishment in summer 2021, Glasgow Sheriff Youth Court, being a problem-solving court, has focussed on rehabilitation by way of addressing underlying causes of offending, such as unemployment, alcohol/substance misuse, poverty and trauma.

Achieving this is only possible by working together with our partners, such as the Rangers Charity Foundation, who work tirelessly to support our young people to effect positive change. The Foundation's Cashback For Communities – Towards New Futures programme and associated employer engagement initiative are making a particular difference to many of our young people.

From the worker's perspective, I appreciate the fact that even the process of referring young people to the Foundation is made easy, and it does not involve time-consuming forms. Jamie Duncanson and his team then contact our young people and always make every effort to accommodate their needs and vulnerabilities. They also ensure that, in addition to the range of topics covered, young people have the opportunity to learn skills of interest to them. One of my young people was recently supported into an apprenticeship in hospitality and I'm not certain that he would have had such a break if it was not for dedication of the Foundation team delivering the CashBack course.

Jamie and the team also understand the importance of information sharing and maintain regular contact with me, enabling me to update the Court on the progress that a young person is making. They also expressed interest in the workings of the Youth Court and even attended to observe hearings, which then helped them to understand the Court's expectations of our young people. Their feedback on young people's engagement is very much appreciated by the Youth Court Sheriffs, who also positively commented on the range of support offered to our young people by the RCF.

Whilst unemployment and poor use of time are recognised as some of the major barriers to desistance from crime and anti-social behaviour, I am delighted that our young people also have access to mental health support and trauma counselling through the Foundation. Furthermore, some basic health care such as education on impact of alcohol/substance misuse, dental hygiene and healthy eating is often taken for granted; or made inaccessible to young people already disadvantaged by poverty; therefore, the input offered by RCF is invaluable even with regards to this aspect of our young people's wellbeing.

My young people report that they really enjoy attending the Cashback programme and that they are very glad to have completed it; adding that they felt "part of the family", advised "it made me want to get up in the morning", described Jamie and the team as "brilliant guys" who provided them not only with ongoing and often prolonged post-programme support but also a sense of achievement, increased personal resilience and hope for the future; especially at times "when no one else gave me a chance". With some of my young people this also increased desire for community involvement.

I cannot thank the Foundation and the team enough for all they do to support my young people; and given that it really does seem to help divert young people from offending behaviours, I only wish that programme is able to run all the time.

OUR PARTNERS

We regularly collaborate with a number of CashBack Partners, including:

- Access to Industry
- Action for Children
- Barnardo's
- Impact Arts
- Police Scotland (VOW Project)
- Scottish Sports Futures

An integral part of the course content is our wider partner collaboration which enhances not only accreditation but offers extensive support with employability, further training, and further education pathways. We have increased our partnership working significantly over the past year which has provided our course participants with the opportunities they require to progress. Strong partnership work has included liaising with:

Addiewell Prison	Diversion from Prosecution	Hamilton Park Residential Unit	Open Gates	Social Work Services
Apex	Dumbreck Decorators	HI Healthcare	Polmont Young Offenders	Springboard
Bell Group	Elderpark Workspace	HMP Barlinnie	Pursuit Marketing	St Mary's Kenmure Secure Unit
British Army	Ellior	HMP & YOI Polmont	Quarriers	St Paul's Youth Forum
Buchanan Orthotics	Empowering People	Inspire Scotland	Rangers Football Club	STARS
Car Valeting Glasgow	Enable	Jobs & Business Glasgow	Robertson Group	Street League
Chamber of Commerce	Garrion Security	Jobs & Business Glasgow	Rosemount Lifelong Learning	The Lennox Partnership
Citizens Advice Scotland	GeoAMEY	Kibble	Royal Navy	Tigers
City of Glasgow College	Glasgow Towards Better Futures	McTaggart's	Scotsman Hospitality	Timpson's
Community Jobs Scotland	Glasgow Clyde College	Ministry of Defence	Scottish Engineers	Trained Up
Community Justice Scotland	Glasgow Housing Association	MoveOn	Scottish Fire & Rescue Service	University of Glasgow
CSM Facilities	Glasgow Kelvin College	MyBnk	Scottish Qualification Authority	The Wee Bursary
Department for Work & Pensions	Glasgow City Mission	NHS Scotland	Search Consultancy	West College Scotland
Developing Young Workforce	Good Shepherd Centre	NUCO	Skills Development Scotland	Wheatley Group
Disclosure Scotland	Govan Appliance Project	OCS	Skyrora	Youth Courts

GOVERNMENT POLICY CONTRIBUTION

APPLICATION OF THE FAIR WORK FRAMEWORK

The Foundation remains committed to and believes that it is compliant with the following Fair Work First criteria in a way that is relevant and proportionate to the organisation:

- **Appropriate channels for effective voice**
- **Payment of the real Living Wage**
- **Investment in workforce development**
- **No inappropriate use of zero hours contracts**
- **Action to tackle the gender pay gap and create a more diverse and inclusive workplace**
- **Offer flexible and family friendly working practices for all workers from day one of their employment**
- **Oppose the use of fire and rehire practice**

CLIMATE CHANGE

A wide range of methods are used within Ibrox Stadium, where the Rangers Charity Foundation is based, that aimed at lowering our carbon footprint, such as:

- **Using an ongoing project of swapping out all existing incandescent lamps, fluorescent lamps, and mercury vapour lamps replacing them with LED.**
- **Installing PIR motion detectors complete with timers**
- **Monitoring power supplies using data loggers to identify high power usage and rectify where required.**
- **Using a thermal imaging camera to identify heat loss and hotspots on electrical distribution equipment**
- **Stadium hot water is now supplied by the point of use rather than hot water storage**
- **Installing PIR motion detectors complete with timers.**
- **Reducing gas consumption significantly by installing an AC heat pump system within the hospitality suites, dressing rooms etc.**
- **Removing all gas appliances from kitchens and installing electric induction cooking.**

Throughout the Cashback Programme specifically, the Foundation supplies each young person, if they haven't already got one, a free 'Young Scot' card which will give anyone under the age of 22 free bus travel, helping towards meeting our net-zero targets.

The partnership with St Paul's Youth Forum (SPYF) enables each interested participant to be supplied with a working bike, which will be refurbished throughout their scheme.

Foundation staff members car share where possible and have a flexible working framework, allowing home working when suitable. Staff are also provided with reuseable metal water bottles to minimise plastic waste.

We also deliver workshops highlighting the importance of net -zero, emissions and the impact it has on the environment as well as trying to build a climate-resilient and natural future.

GOVERNMENT POLICY CONTRIBUTION

TACKLING CHILD POVERTY: BEST START, BRIGHT FUTURES

Our Cashback 6 Programme is contributing to the Scottish Government's child poverty plan by providing an adaptable, person-centred project that strengthens wellbeing while addressing short-term needs and supporting long-term aspirations including employment and other positive destinations.

Course participants are provided with free lunches, transport and tracksuits. They are also able to use the showers and hygiene products available at the Ibrox Community Complex. Financial advice can be accessed through our partnership with MyBnk and further help is obtainable through Citizen's Advice. We are able to refer participants to bursary and hardship funds.

We also support our young people by providing 'Bikeability' which is a partnership in line with SPYF, where each young person is given an opportunity to repair, rebuild and own bikes which have been donated.

CHILDREN'S RIGHTS WELLBEING IMPACT ASSESSMENT (CRWIA) SUMMARY

Our Cashback Phase 6 – Towards New Futures programme meets and contributes to the furthering of The United Nations Convention on the Rights of the Child (UNCRC) in a range of ways. One way we do this is when constructing policies and initiatives, we prioritise the fundamental rights of the children, ensuring their voices are heard and their well-being is safeguarded.

Below we have an example of Article 39 – Recovery from trauma and reintegration, and ways we amend the programme to ensure all young people have a positive and lasting experience.

ARTICLE 39: RECOVERY FROM TRAUMA AND REINTEGRATION

Most of our candidates have had significant adverse and traumatic childhood experiences, leading to several challenges and barriers in life, including mental health issues, homelessness, poor physical health, substance and alcohol abuse and involvement in the criminal justice system. In recognition of the trauma that our candidates have experienced, they have weekly access to our in-house counselling service, which is based within our premises and continues to be accessible to candidates even after the course is completed. We feel that the counselling service is a crucial element for the CashBack – Towards New Futures programme, not only offering one-to-one trauma support and group work, but also providing a platform for the candidates to feel more confident and self-assured in playing an active role in their communities as well as in wider society.

All delivery staff have this year completed the 'Keeping The Promise' award and are trained in trauma-informed care.

Below is the Rangers Charity Foundation Children's Rights Wellbeing Impact Assessment.

www.rangerscharity.org.uk/wp-content/uploads/2025/04/Children-Rights-Wellbeing-Impact-Assessment-December-23.pdf

OTHER SOFT OUTCOMES

Our CashBack programme continues to be a support mechanism for the most challenging and vulnerable young people, who reside within some of the most deprived Scottish Index for Multiple Deprivation areas and face numerous barriers. Many candidates have ongoing issues with substance and alcohol abuse and may experience homelessness or reside within care homes. Employment may not be a realistic or suitable progression route for some of the young people and soft skill development or ongoing support with other areas including the Foundation's Counselling Service, remains the priority. Examples of other critical support provided in Phase 6 include:

- **Ongoing dialogue with the candidate's referrer and stakeholders e.g. social worker, parent/guardians**
- **Referral to other required services through e.g. Alcoholics Anonymous, Rosemount Lifelong Learning and Young Parent Service**
- **Provision of at least one meal a day and travelling expenses (additional food also provided)**
- **Linking candidates in with our homelessness partners Glasgow City Mission**
- **Access to the "Wee Bursary" project that can support with alleviating poverty**
- **Ongoing Trauma Counselling**
- **Provision of appropriate reference and diversion from prosecution in court cases**
- **Workshops from Citizens Advice Scotland and MyBnk Scotland on managing finances**
- **Training kit provided**
- **Access to other Rangers Charity Foundation community programmes**



YEAR 3 PRIORITIES

Priorities going forward for the remaining year of Phase 6 are to:

Continue to evolve and enhance provision by increasing partner and employer engagement including volunteer opportunities

.....
Increase our recent referral provision with the Youth Courts and Diversion from Prosecution

.....
Expand our delivery reach to more candidates by utilising our new referral sources within additional local authorities

.....
Continue to offer our crucial aftercare support mechanism for current and previous CashBack participants to gauge their current status and wellbeing

.....
Use our bespoke communication materials to promote the course to referral partners and stakeholders, including prisons



ORGANISATIONAL UPDATES

OUR MISSION

The 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

WE ARE A FOUNDATION FOR...

Healthy Lives

Potential

Everyone and Anyone

Our Local Community

A Better World

Giving

Dreams

The Foundation continues to deliver its varied charitable work across seven key thematic pillars. Our focus, as part of our existing strategy, is to make a tangible and meaningful difference, particularly for people who may be vulnerable, affected by poverty or face barriers, and we do this principally via a broad range of community programmes and local, and national charity partnerships. In addition, we aim to be as generous and compassionate as possible by responding to thousands of requests from people seeking to raise funds for causes close to their own hearts and providing special experiences for those in need of a boost.

ORGANISATIONAL OVERVIEW

1. We exceeded expectations in the delivery of Year 2 in Phase 6 of our CashBack - Towards New Futures delivery, continuing to build upon the success of our work during Phase 5 to make a positive and lasting difference for some of Scotland's most vulnerable young people.
2. We were able to champion and assist a range of local, national and international charity partners, including: Glasgow Children's Hospital Charity; Glasgow City Mission; The Simon Community; Scottish Action for Mental Health; TAPS (Tragedy Assistance Program for Survivors) and Forces Children Scotland.
3. Our SQA Programme of Wider Achievement for secondary school pupils who may be disengaged from school and their education benefitted 257 pupils from 21 schools across eight local authority areas.
4. Cumulatively, 2,170 primary school pupils across Glasgow have benefitted from a range of tailored educational programmes focused upon health and wellbeing and diversity and inclusion, delivered by our inspiring community coaches.
5. We have continued to be compassionate to those in need of a boost by arranging letters of support from first team players to be sent to those affected by illness, bereavement and difficult circumstances and provide Dream Day experiences for those in need.
6. We launched our "Game Changers" series to celebrate individuals who have made significant positive changes in their lives through participating in the Foundation's initiatives.
7. Our Trauma Counselling Service continues to enhance and provide tailored and invaluable expert support to a range of participants attending our programmes.
8. In addition to our Armed Forces Fund, the Foundation has coordinated Armed Forces Day, the annual observance of Remembrance at Ibrox and a third partnership event in Glasgow with TAPS, an American charity supporting bereaved military families. Alongside the Club, we were also proud to have our MOD Employer Recognition Scheme Gold Award renewed.
9. The Foundation's Hub in the Community initiative, based in four secondary schools, each with a dedicated Hub Officer, is delivering a range of programmes and one-to-one support to pupils who may be at risk of disengaging from their education or who need additional support to help fulfil their potential.
10. Our recently revamped Ibrox Community Complex delivery venue opposite the stadium is thriving – acting as a focal point for many of our community programmes whilst benefiting from regular lets from a range of valued partners and groups.



**RANGERS
CHARITY
FOUNDATION**

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