



From the Permanent Secretary
Department for Culture, Media and Sport
100 Parliament Street
London
SW1A 2BQ



**Infrastructure
and Projects
Authority**

From the Chief Executive
Infrastructure and Projects Authority
1 Horse Guards Road
London
SW1A 2HQ

**To: Michael Livingston,
Senior Responsible Owner for the EURO 2028 Programme (2024 - 2025)**

**From: Susannah Storey, DCMS Permanent Secretary, and
Nick Smallwood, Chief Executive Officer of the Infrastructure and Projects Authority**

14/11/2024

Dear Michael,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE EURO 2028 PROGRAMME

We are writing to confirm your appointment as Senior Responsible Owner (SRO) of the **UEFA European Championships 2028 (EURO 2028)** programme with effect from 11 October 2023. This letter sets out your responsibilities for the programme during its transition phase (from bid stage towards delivery) until mid 2025 at the latest, and the support you can expect from your department and the Infrastructure and Projects Authority.

As SRO, you are directly accountable to Susannah Storey, under the oversight of accounting officer for DCMS, and to Ministers, as set out in the Civil Service Code, and should deliver the programme during this period, in accordance with the overall programme objectives (and related interim objectives to be agreed by the Programme Board) and policy intent as set by Ministers.

The EURO 2028 programme is delivered through a partnership model with other stakeholders including UEFA, the Football Associations in England, Scotland, Wales, Northern Ireland and Ireland, the Devolved Administrations and the Government of Ireland, the EURO 2028 Special Purpose Vehicle (UK and Ireland 2028 Ltd.), UK Sport, and host local authorities and stadia. UK Sport is an executive non-departmental public body sponsored by DCMS and also have their own Accounting Officer who will have delegated responsibility for the portion of UK Government funding that will be channelled through them to other partners such as UK and Ireland 2028 Ltd (the private company to be established in order to coordinate tournament delivery) and host local authorities.

Within this delivery model, as SRO you have personal responsibility for ensuring progress is made towards the delivery of UK Government's commitments to the programme. This encompasses - to the extent it falls within the remit, scope and control of the UK Government: securing and protecting its vision; ensuring that it is governed responsibly; reported on honestly; escalated appropriately; and for influencing the context, culture, and operating environment of the programme, including maintaining a constructive relationship with partners. We note that the UK Government is not a full delivery partner in this event, and many of the key decisions related to the tournament are reserved by UEFA, or a matter for other partner organisations. Your accountability for delivery in line with the programme objectives is framed accordingly.

You are also responsible for ensuring the ongoing viability of the programme. Where issues arise which you are unable to resolve, you are responsible for escalating these to the DCMS Delivery & Risk Committee (DRC) and, when appropriate, the accounting officer.

EURO 2028 is included in the Government Major Projects Portfolio (GMPP). In addition to your internal accountabilities, SROs for GMPP projects and programmes are personally accountable to Parliamentary Select Committees. This means that, through the duration of this period, you will be held personally accountable to and could be called by Select Committees to account for and explain the decisions and actions you have taken to deliver the UK Government's contribution to the EURO 2028 programme.

It is important to be clear that your accountability relates only to implementation, within the agreed terms in this letter; it will remain for the Minister to account for the relevant policy decisions and development.

More information on this is set out in [Giving Evidence to Select Committees - Guidance for Civil Servants](#), sometimes known as the Osmotherly Rules. Information on the roles and responsibilities of the SRO are detailed in the Infrastructure and Project Authority's guidance on [the role of the senior responsible owner](#). You should also make yourself familiar with the [Government Functional Standard for Project Delivery](#), the requirements of the Government Project Delivery Framework, and the guidance and requirements for project delivery as set by the DCMS Project Delivery Centre of Excellence.

Time commitment and tenure

You are required to undertake this role initially until mid 2025 (to cover the transition period) at the latest, unless agreed otherwise. Progress towards this will be reflected in your personal objectives.

This will be a part time role which requires 75% of your time. We note that your portfolio covers directly complementary work, including the oversight of related major events, working closely with the other members of the EURO 2028 partnership, and overseeing significant infrastructure delivery programmes that relate to EURO 2028 impact and legacy.

It is anticipated, as the programme and wider tournament planning progresses towards delivery, that SRO responsibilities will then be held at SCS2 level, reflecting the increasing in-year budget and profile of this work in the run-up to the tournament itself. A new SRO Appointment Letter will be issued at that stage. DCMS will ensure that IPA are involved in any future SRO appointments/changes related to the programme.

You should make sure that you have appropriate knowledge management arrangements in place and could manage an orderly handover to a new SRO if required. Changes to the SRO position are subject to IPA approval.

Objectives and Vision

The strategic objectives of the UK Government's EURO 2028 programme are:

1. **Hosting** - To support the hosting of matches across the UK and Ireland, boosting civic pride amongst local residents in host cities.
2. **Socio-economic benefits** - Deliver estimated socio-economic benefits of up to £2.4 billion to cities and communities across the UK.
3. **Financial** - Ensure Value for Money in the investment of all UK Government funding.

4. **Spectators** - Deliver a wide reaching tournament. Attract international visitors to the UK during tournament time and use technology to deliver a digitally connected tournament.
5. **Participation** - Deliver a strong and sustainable legacy programme that drives participation and volunteering, with a particular focus on improving diversity across the game.
6. **Future bidding success** - Increase support domestically and internationally to host future major sporting events.

Further interim objectives, which are consistent with the strategic objectives above, should be developed, agreed and tracked by the Programme Board, reporting into DCMS's Delivery and Risk Committee.

The partnership's vision for EURO 2028 is:

- To deliver the biggest sporting event ever jointly hosted across the UK and Ireland, delivered in partnership with UEFA, the Football Associations and other government partners, and leaving a lasting positive legacy for local communities.
- To make football more inclusive, more accessible and more family-friendly - delivering a welcoming, exciting and safe festival, which players and fans will enjoy in every city and at every game.

Proposed changes to the vision and objectives which impact on the benefits realisation must be authorised by the accounting officer and may be subject to ministerial approval.

Your personal objectives and performance criteria are to deliver the UK Government's commitments to the EURO 2028 programme, in line with the strategic objectives agreed by the DCMS Secretary of State set out above and further described in the Business Case.

You are expected to run your project in accordance with the [Government Functional Standard for Project Delivery](#), the other [Functional Standards](#) as applicable to EURO 2028 and the requirements of the Government Project Delivery Framework.

Extent and limit of accountability

Finance and Controls

HM Treasury spending controls will apply on the basis set out within the department's delegated authority letter. Where the programme exceeds the delegated authority set by HM Treasury, the Treasury Approval Point process will apply, and the details of each approval process must be agreed with your HM Treasury spending team. You should consult departmental finance colleagues to gain a full understanding of this process.

You should note that where expenditure is considered novel, contentious, repercussive, or likely to result in costs to other parts of the public sector, HM Treasury approval will be required, regardless of whether the programme expenditure exceeds the delegated authority set by HM Treasury. If in doubt about whether approval is required you should, in the first instance, consult departmental finance colleagues before raising with the relevant HM Treasury spending team.

The overall estimated budget, resourcing requirements and tolerances for your project/programme will be agreed as part of the approval process. You will be expected to deliver within these tolerances and report quarterly on these as part of GMPP reporting. None of the agreed budget should be assigned to other, linked programmes, if not part of the EURO 2028 programme, as currently scoped - unless otherwise agreed by you, your Accounting Officer and HMT.

You should operate at all times within the rules set out in [Managing Public Money](#). In addition, you must be mindful of, and act in accordance with, the specific HM Treasury delegated limits and Cabinet Office controls relevant to the EURO 2028 programme. Information on these controls can be found here: [Cabinet Office controls](#).

Delegated authority

- You are authorised to approve expenditure each year in accordance with the profile agreed with HMT and the DCMS Chief Financial Officer.
- Where issues arise which you are unable to resolve, you are responsible for escalating these issues to the Permanent Secretary.

These authority limits are subject to change, and other conditions or tolerances may be set as part of the business case approval and ongoing monitoring processes which you should then operate within. Where issues arise which take you outside of these authority limits which you are unable to resolve, you are responsible for escalating these issues to the DRC and, when appropriate, the accounting officer.

Appointments

You should ensure the programme has sufficient staff resources and capabilities to support you in the management of the programme and make other appointments as required for the control and delivery of your programme within your delegated authority.

Governance

You should pay attention to ensuring effective governance for your programme. It is noted that a programme board has already been established with appropriate membership - including expert, independent membership - and clear terms of reference.

The programme is part of the DCMS major projects portfolio and will have oversight from the Delivery & Risks Committee (DRC). DRC is the sole DCMS committee responsible for monitoring delivery performance and risks of the department's major projects and programmes, providing oversight and assurance for all of DCMS policy and delivery activity. The committee meets on a monthly basis.

It is noted that the programme has already secured approval from DCMS Finance Committee and HM Treasury via the Full Business Case in March 2023. You should also ensure that the programme remains aligned to the strategic outcomes, costs, timescales, and benefits in line with the approved business case as well as monitoring the context within which the programme is being delivered to ensure it remains valid.

Where a change impacts the scope, costs, benefits, or planned delivery milestones agreed as part of the agreed business case, you are responsible for following the agreed change request approval process and setting a new, approved, business case baseline.

An accounting officer assessment has already been completed for the programme upon entry to the GMPP and that this has been published on GOV.UK as part of the government's transparency requirements on major projects. You are responsible for bringing to the attention of the accounting officer any material changes in the programme which could require a new accounting officer assessment to be completed and published.

Assurance

You should ensure that appropriate and proportionate assurance is in place and agree on the level and frequency of assurance reviews through the maintenance of an integrated assurance and approvals plan. You should develop this plan and its maintenance in collaboration with the Departmental Assurance Coordinator and the Infrastructure and Projects Authority (IPA). It is noted that the first IPA assurance review took place in September 2024.

As a GMPP programme, IPA will lead on independent programme assurance activity. However, we welcome your intention to establish an Independent Challenge and Assurance Panel, to support this assurance on a more regular basis, as well as other related steps, such as appointing an independent major events expert to your Programme Board and engaging with UK Sport's own governance and assurance framework.

Programme status, reporting and transparency requirements

You are responsible for ensuring the honest and timely reporting on the position of the programme to the Infrastructure and Projects Authority while it remains on the GMPP and for providing reports and information to the DCMS Project Delivery Centre of Excellence as required. Information on the programme will be published annually by the Infrastructure and Projects Authority.

Personal Development

As SRO of a GMPP programme, you are required to complete the Major Projects Leadership Academy (MPLA) qualification, and are participating in this at present. To widen experience and understanding of the role, SROs are expected to become accredited IPA assurance reviewers and to lead or participate in such reviews for other government departments or other areas of DCMS as appropriate. You will be required to participate in such reviews at least once every 12 months to maintain your accreditation.

You will be part of the department's cohort of major project leaders who will be expected to support each other, share good practice and lessons learned and to collectively develop solutions. You should liaise with the department's Head of Profession for project delivery to discuss the maintenance and development of your delivery and leadership skills. The IPA will help identify an appropriately skilled mentor with suitable capacity to support you in this role.

Further Support

The DCMS Project Delivery Centre of Excellence will be available to provide you with support and guidance throughout the lifecycle of your programme and, together with the DRC, will take steps to help resolve and escalate risks, issues or constraints that are acting as a blocker to successful delivery. You should also draw on DCMS's wealth of experience on delivering major events and ensure that, where relevant lessons learnt, are incorporated into the planning and delivery of EURO 2028. The chair of the Delivery and Risk Committee and the department's Head of Profession will provide ongoing support and guidance to ensure the programme is appropriately overseen throughout this phase.

The Infrastructure and Projects Authority will also be available to you for support, advice, and assurance throughout the programme's time on the GMPP. This includes the appointment of an independent adviser to support the programme in this phase.

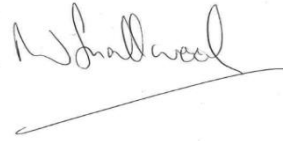
We would like to take this opportunity to wish you every success in your role as SRO.

Yours sincerely,



SUSANNAH STOREY

Permanent Secretary, Department for Culture,
Media and Sport



NICK SMALLWOOD

Chief Executive Officer, Infrastructure and
Projects Authority

CONFIRMATION OF ACCEPTANCE OF APPOINTMENT

I confirm that I accept the appointment of Senior Responsible Owner for the **EURO 2028 Programme**, including my personal accountability for implementation, as set out in the letter above.



MICHAEL LIVINGSTON

10/10/2024