



HM Government

To: Michael Livingston,
Senior Responsible Owner for the EURO 2028 Programme (2025 - 2029)

From: Susannah Storey CB, **DCMS Permanent Secretary**, and
Becky Wood, **Chief Executive Officer of the National Infrastructure and Service Transformation Authority**

13/11/2025

Dear Michael Livingston,

APPOINTMENT AS SENIOR RESPONSIBLE OWNER FOR THE EURO 2028 PROGRAMME (2025 - 2029)

Further to the letter Nick Smallwood and Susannah wrote to you on 14/11/2024, we are now writing to confirm your continued appointment as Senior Responsible Owner (SRO) of the **UEFA European Championships 2028 (EURO 2028)** programme throughout the delivery phase, originally effective from 11 October 2023. This letter sets out your responsibilities for the programme during its delivery phase and through until March 2029, and the support you can expect from your department, Government Project Delivery and the National Infrastructure and Service Transformation Authority (NISTA).

As SRO, you are directly accountable to Susannah Storey, as 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, as well as the policy intent as set by Ministers.

The EURO 2028 programme is delivered through a partnership model with other stakeholders including UEFA, UK & Ireland 2028 Ltd., the Football Associations in England, Scotland, Wales, Northern Ireland and Ireland, the Devolved Administrations and the Government of Ireland, 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 & Ireland 2028 Ltd. 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 and escalated appropriately; and 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.

The EURO 2028 programme 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 NISTA 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 until March 2029, unless agreed otherwise. Progress towards this will be reflected in your personal objectives. Any changes to the agreed time commitment or tenure of the role, as set out above, will require both departmental and NISTA consent.

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 UEFA EURO 2028 partnership, and overseeing significant infrastructure delivery programmes that relate to UEFA EURO 2028 impact and legacy.

Objectives and performance criteria

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

1. **Hosting** - To support the hosting of matches around our nations and regions to reach as many communities as possible, boosting civic pride amongst local residents in host cities.
2. **Socio-economic benefits** - Deliver estimated socio-economic benefits of £3.2bn to cities and communities across the UK (£3.6bn across the UK and Ireland).
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 and impact 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, have also been developed and will continue to evolve. These are tracked on a bi-monthly basis by the UK Government EURO 2028 Programme Board, with issues escalated to the DCMS DRC where necessary.

Any proposed changes to scope which impact on this intent or the realisation of benefits must be authorised by the UK Government EURO 2028 Programme Board and may be subject to further levels of approval.

The partnership's vision for UEFA EURO 2028 is:

- To deliver the best ever EURO in 2028; played out across nine stadia in eight cities. The five-association partnership, backed by governments with decades of major event experience, will deliver a tournament which unlocks far-reaching social and economic benefits and enhances the UK and Ireland's reputations as a visitor destination and as world-class hosts of major events. With around three million tickets, more fans will enjoy games than at any previous EURO and the tournament will be used to bring people together, deepen local pride, inspire positive social change and grow a more diverse and inclusive game.

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 set out above and further described in the approved 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 the EURO 2028 programme, and the requirements of the Government Project Delivery Framework.

Extent and limit of accountability

Finance and Controls

Funding for the delivery of the tournament has been approved by HM Treasury Approval Process in March 2023. This has confirmed the budget forecast of up to £557m to support delivery of the tournament and realisation of the associated benefits. This was announced publicly via Written Ministerial Statement on 13 November 2025. HM Treasury spending controls will apply on the basis set out within the department's delegated authority letter. Should the programme exceed 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 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, including contingency, and resourcing requirements for your programme have been agreed as part of the approval process. You will be expected to deliver within this budget and report quarterly on this 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 Operating 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 a full time Programme Director and sufficient staff resources and capabilities to support you in the management of the programme. You should make other appointments as required for the control and delivery of your programme within your delegated authority.

Governance and assurance

You should pay attention to ensuring effective governance for your programme. It is noted that the UK Government EURO 2028 Programme Board was established in February 2024, with appropriate membership - including other government department representation and expert independent membership - and clear terms of reference. It will be important for you to be sufficiently supported by other Government departments to deliver on elements of the programme for which they are responsible.

The programme is part of the DCMS major projects portfolio and will have oversight from the DCMS 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, which was then refreshed in July 2025. 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 also been completed for the programme and 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.

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 NISTA. It is noted that the first Infrastructure and Projects Authority (IPA) assurance

review took place in September 2024 and the programme is currently preparing for its next NISTA assurance review later this month (November 2025).

Although you are directly accountable for this programme, you are also expected to support delivery of the department's overall strategic objectives. This means that you are expected to work collaboratively with other SROs and project directors in adjacent projects and programmes and with the DCMS portfolio to manage dependencies, resources, schedules, and funding to support delivery of the overall change the department needs to achieve its strategic objectives.

Programme status, reporting and transparency requirements

The programme status at the date of your appointment is reflected in the most recent quarterly return on the programme to NISTA and is the agreed position as you continue formal ownership of the programme.

You are responsible for ensuring the honest and timely reporting on the position of the programme to NISTA while it remains on the GMPP and for providing reports and information to the DCMS Project Delivery Centre of Excellence and the DCMS Delivery and Risk committee as required. Reporting should include carbon measurement, and other sustainable development goals demonstrating evidence that the project contributes to an overarching environmental strategy and is aligned with defined Net Zero pathways. Information on the programme will be published annually by NISTA.

Evaluation

Evaluation of major projects is a requirement. Given the scale and complexity of major projects, it is essential that they are evaluated properly to learn lessons and help ensure accountability. As an SRO of a GMPP project, you are responsible for ensuring that your programme has proportionate and suitably resourced evaluation in place. Evaluation planning should begin from the very start of the policy development and the initiation of the programme or project. Progress with the development and implementation of evaluation plans will be monitored through the major project assurance process.

You are also responsible for registering all planned, live and completed evaluations on the Government Evaluation Registry. [Guidance on using the evaluation registry](#) is available on GOV.UK.

Development and support

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 NISTA 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. NISTA will help identify an appropriately skilled mentor with suitable capacity to support you in this role.

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 and wider UK government's wealth of experience and expertise on delivering major events and ensure that, where relevant, lessons learnt are incorporated into the planning and delivery of UEFA

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.

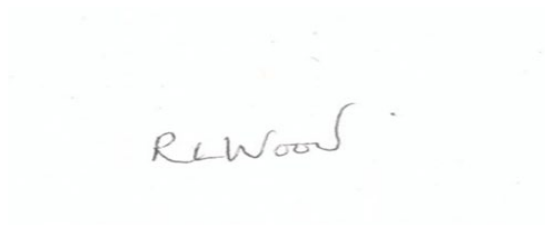
We would like to take this opportunity to wish you every success in your role as SRO.

Yours sincerely,



Susannah Storey CB

**Permanent Secretary, Department for Culture,
Media and Sport**



Becky Wood

**Chief Executive Officer, National Infrastructure
and Service Transformation Authority**

**Senior Accountable Officer for Project Delivery
across Government**

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

13/11/2025
