



UEFA EURO 2028 UK & IRELAND

TOURNAMENT EVALUATION SERVICES
SUPPLIER BRIEFING

12 January 2026

01

WELCOME

AYSHA KHOURY
EURO 2028 PROGRAMME MANAGER, UK SPORT

AGENDA

Time	Agenda Item	Speaker
10.30	1. Welcome	Aysha Khoury EURO 2028 Programme Manager, UK Sport
10.35	2. UEFA EURO 2028 – Tournament Introduction	Chris Bryant Managing Director, UK&I 2028
10.45	3. Government Partner Introduction	Julie Osmond Head of Event Wales, Welsh Government
10.55	4. Evaluation Programme & Procurement Overview	Todd Cooper EURO 2028 Lead, UK Sport
11.25	5. Evaluation Framework	Andy Tong Owner, Andy Tong Consulting
11.50	Comfort break	
12.00	6. Q&A Panel	Todd Cooper, Julie Osmond, Andy Tong
12.25	7. Closing Remarks	Aysha Khoury EURO 2028 Programme Manager, UK Sport
12.30	8. Networking opportunity	
13.00	9. Close	



TODAY'S OBJECTIVES



- Share our initial plans for the EURO 2028 Evaluation Programme
- Enable prospective suppliers to understand the requirements of the contract and the key parties involved
- Understand objectives of hosting partners
- Networking and opportunity to meet other prospective suppliers
- Obtain information from the market; keen to understand views and any feedback

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TOURNAMENT INTRODUCTION

CHRIS BRYANT
MANAGING DIRECTOR, UK&I LTD



THE GLOBAL STAGE



5 billion viewers around the world



3 million fans in stadiums

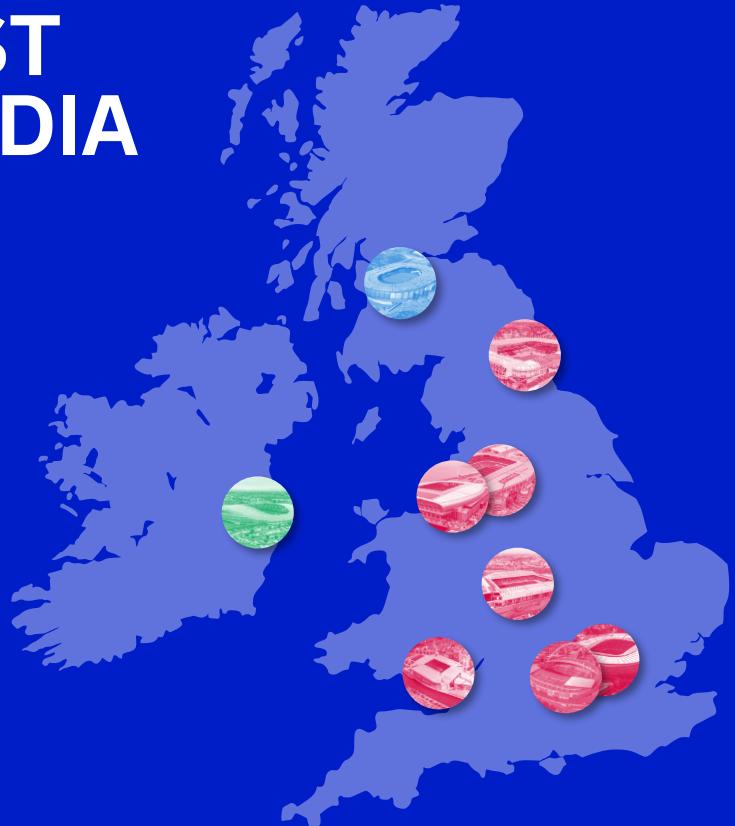


6 million visitors in fan zones (Germany)



>1 million international visitors

EURO 2028 HOST STADIA



- 1 Wembley Stadium (London)
capacity: 86,000
- 2 National Stadium of Wales (Cardiff)
capacity: 73,000
- 3 Tottenham Hotspur Stadium (London)
capacity: 60,000
- 4 Manchester City Stadium (Manchester)
capacity: 58,000
- 5 Everton Stadium (Liverpool)
capacity: 50,000
- 6 St James' Park (Newcastle)
capacity: 50,000
- 7 Villa Park (Birmingham)
capacity: 48,000
- 8 Hampden Park (Glasgow)
capacity: 51,000
- 9 Dublin Arena (Dublin)
capacity: 50,000

*Stadium capacity as per actual planning, and all seated

EVENT POSITIONING

PURPOSE

Deliver the best-ever EURO to **engage** fans worldwide and **inspire** positive change through football.

IMPACT THEMES

ECONOMIC

Driving growth for reinvestment

FOOTBALL

Strengthen the game's fundamentals

SOCIAL

be at the core of society

PRIORITY THEMES

An **unforgettable** summer of football

A **welcoming** tournament

United communities with football at their heart

DRIVERS

Work to the highest **governance** standards

Pursue a culture of **sustainability**

Proactive stakeholder dialogue and **partnership**

DELIVERING IMPACT



COMMUNITY PROGRAMME

Largest ever community programme

Bring communities together

Inclusion in football



VOLUNTEER PROGRAMME

Inclusive volunteer experience

Foster connection, pride and community

Reflective of local communities



SUSTAINABILITY

Operational excellence

Positive action and innovation

Advocacy of sustainable practices

THE PARTNERSHIP

Host Governments



Ríochtána hÉireann
Government of Ireland



UK Government



Scottish Government
Riaghaltas na h-Alba
gov.scot



Northern Ireland
Executive



Councils



GREATER
LONDON
AUTHORITY



Stadia

ETIHAD STADIUM



SCOTLAND'S NATIONAL STADIUM



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GOVERNMENT PARTNER INTRODUCTION

JULIE OSMOND
HEAD OF EVENT WALES, WELSH GOVERNMENT



TOURNAMENT EVALUATION PROGRAMME OBJECTIVES



Objectives

- To deliver a single, comprehensive, cohesive evaluation programme which services the needs of partners
 - Government Partners – UKG, SG, WG, and GOI
 - Football Partners – FA, SFA, FAW, FAI, UEFA
 - Host City partners – Birmingham, Cardiff, Dublin, Glasgow, Liverpool, London, Manchester, Newcastle
- An evaluation that accounts for cross-partner priorities and nation specific requirements
- Ensure evaluation work meets research and Green and Magenta Book requirements
- Ensure outputs and findings are rigorous, have academic credibility and can withstand scrutiny
- Ensure value for money is realised through Evaluation Supplier procurement process
- To develop a strong, meaningful partnership with the appointed supplier(s)
- To leave residual value for the major events sector

Why evaluation matters

- Evidence-based decision making
- Shared priorities
- Longer-term impacts on towns and communities

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EVALUATION PROGRAMME & PROCUREMENT OVERVIEW

TODD COOPER
EURO 2028 LEAD, UK SPORT



TOURNAMENT EVALUATION PROGRAMME & PROCUREMENT



- What we are looking for from the appointed supplier
- Proposed tournament evaluation governance arrangements (including Steering Group)
- Procurement process
- Contract components
 - Part 1: evaluation of the benefits and impacts of UEFA EURO 2028
 - Part 2: evaluation of Scottish Government legislation for EURO 2028
- Background on Specification Part 2
- Contract timeline including key outputs
- Detail on key outputs

KEY REQUIREMENTS

KEY ATTRIBUTES SOUGHT FROM APPOINTED SUPPLIER



- Ability to deliver Contracting Authority and Hosting Partner objectives
- Effectively engage with partners from the public/ private sector
- Innovative thought and new approaches to areas of Added Value
- Understand and have extensive experience of implementing a full range of mega event research and analysis techniques using multiple modes of communication
- Be comfortable operating in an environment with media and academic scrutiny
- Have the expertise and capability to deliver a complex, multi-faceted Evaluation Programme across multiple jurisdictions

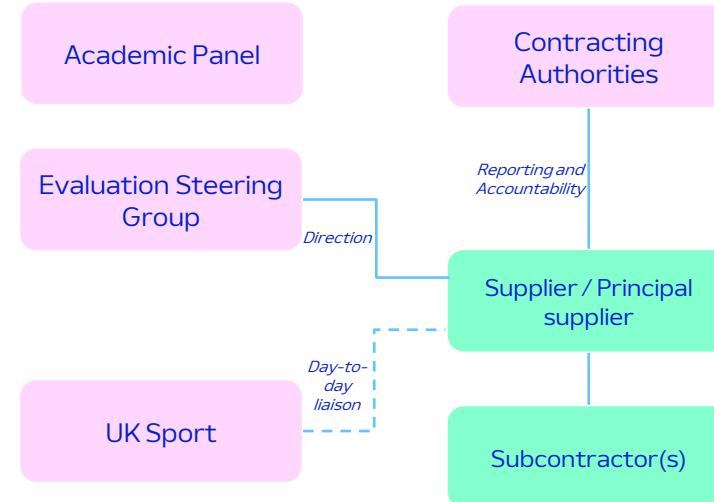
TOURNAMENT EVALUATION GOVERNANCE



TOURNAMENT EVALUATION GOVERNANCE



- Appointed Supplier will be accountable to the Contracting Authorities – UKS, SG, WG
- Will report to and take direction from the Tournament Evaluation Steering Group
- Day to day liaison will be managed through UK Sport
- Principal contractor / subcontractor model welcomed
- Academic Panel providing critical support to programme (will meet periodically throughout lifecycle of programme)



TOURNAMENT EVALUATION STEERING GROUP

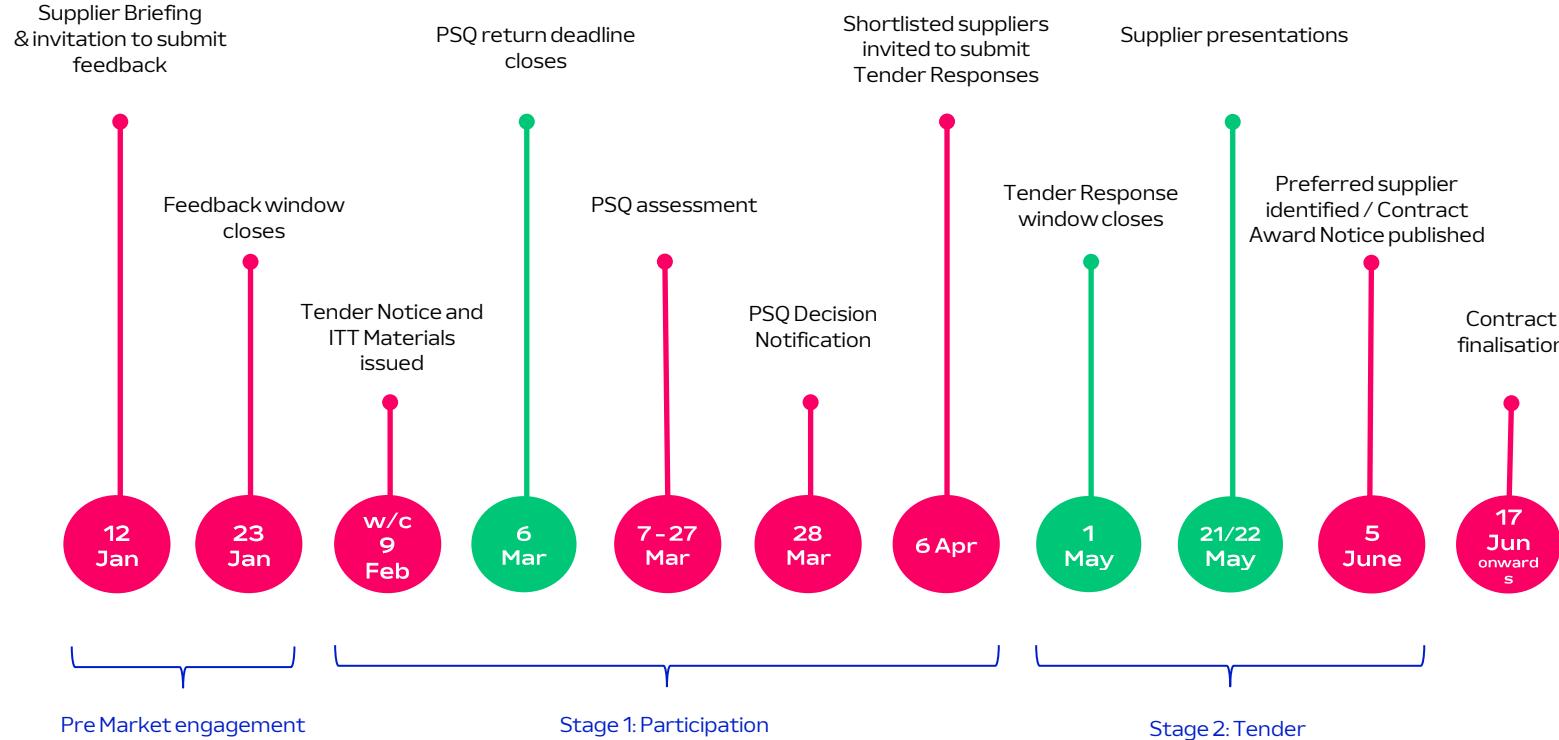


- Provide direction to, and primary decision-making forum for, the Evaluation Programme
- Monitor and review performance of appointed evaluation supplier
- Review and approve all major evaluation programme outputs
- Support planning for evaluation related comms/PR moments
- Identify and appoint the Academic Panel
- Quarterly meeting cycle; Appointed supplier to join meetings as an attendee



PROCUREMENT PROCESS

PROCUREMENT PROCESS TIMELINES (2026)



PROCUREMENT PROCESS



- 'Competitive Flexible Process' as designated in the Procurement Act 2023
- PSQ to be completed and evaluated using assessment criteria:
 - Conditions of participation – legal and financial
 - Quality criteria
 - Ability to meet Additional Obligations
- Shortlisting following PSQ stage: 6 supplier(s) to progress to Tender Response Stage
- Tender Responses to be assessed on cost and quality criteria
 - Technically focused questions
 - Critical assessment of the Evaluation Framework
 - Details of approach to addressing areas of Additional Value – soft power, additionality, sustainability, participation, feelgood factor/pride
- All shortlisted supplier(s) to present to Assessment Panel of Government and Football Partners
- Precise guidance on Tender Responses and Presentation topic to be included in the ITT

CONTRACT COMPONENTS

CONTRACT COMPONENTS



Two Major Components:

- **Specification Part 1:**
 - Cross-nation, multi-jurisdictional evaluation of the benefits and impacts of UEFA EURO 2028 tournament from 2026-2030
 - 6 key outputs from 2026 - 2030
 - Expected proportion of contract: 90-95%
- **Specification Part 2:**
 - An evaluation of the operations provisions of the Scottish Government UEFA European Championship (Scotland) Bill
 - 4 key outputs from 2026 to 2030
 - Expected proportion of contract: 5-10%
- **Services for Specification Part 1&2 being procured by UK Sport through the procurement process detailed today**

SPECIFICATION PART 2: SCOTTISH GOVERNMENT LEGISLATION



SPECIFICATION PART 2: OVERVIEW



Purpose of the Evaluation

The evaluation reviews the operation and effectiveness of the UEFA European Championship (Scotland) Bill and its regulations.

Legislative Context

The Bill supports Scotland's role as UEFA EURO 2028 co-host, tackling unauthorised ticket resale, ambush marketing and unauthorized trading.

Statutory Obligations

A final evaluation report must be published by 31 December 2030 at the latest to ensure accountability and compliance.

Future Implications

The evaluation is expected to inform any future consideration of the regulatory environment for major events in Scotland.

SPECIFICATION PART 2: SCOPE AND OBJECTIVES



Evaluation Scope

Focuses on Bill's provisions alone and excludes broader economic or social impacts of EURO 2028 hosting.

Key Focus Areas

Addresses ticket touting, street trading, marketing and advertising, and enforcement effectiveness.

Objectives of Evaluation

Assess legislation sufficiency, communication effectiveness, implementation success, and behavioural changes.

Stakeholder Impact and Comparisons

Examines effects on enforcement, businesses, supporters, human rights, UEFA compliance, and host country comparisons.

SPECIFICATION PART 2: RESEARCH APPROACH



Mixed-Method Research Approach

The evaluation should combine desk research, administrative data analysis, and stakeholder consultations for comprehensive insights.

Key Stakeholders Involved

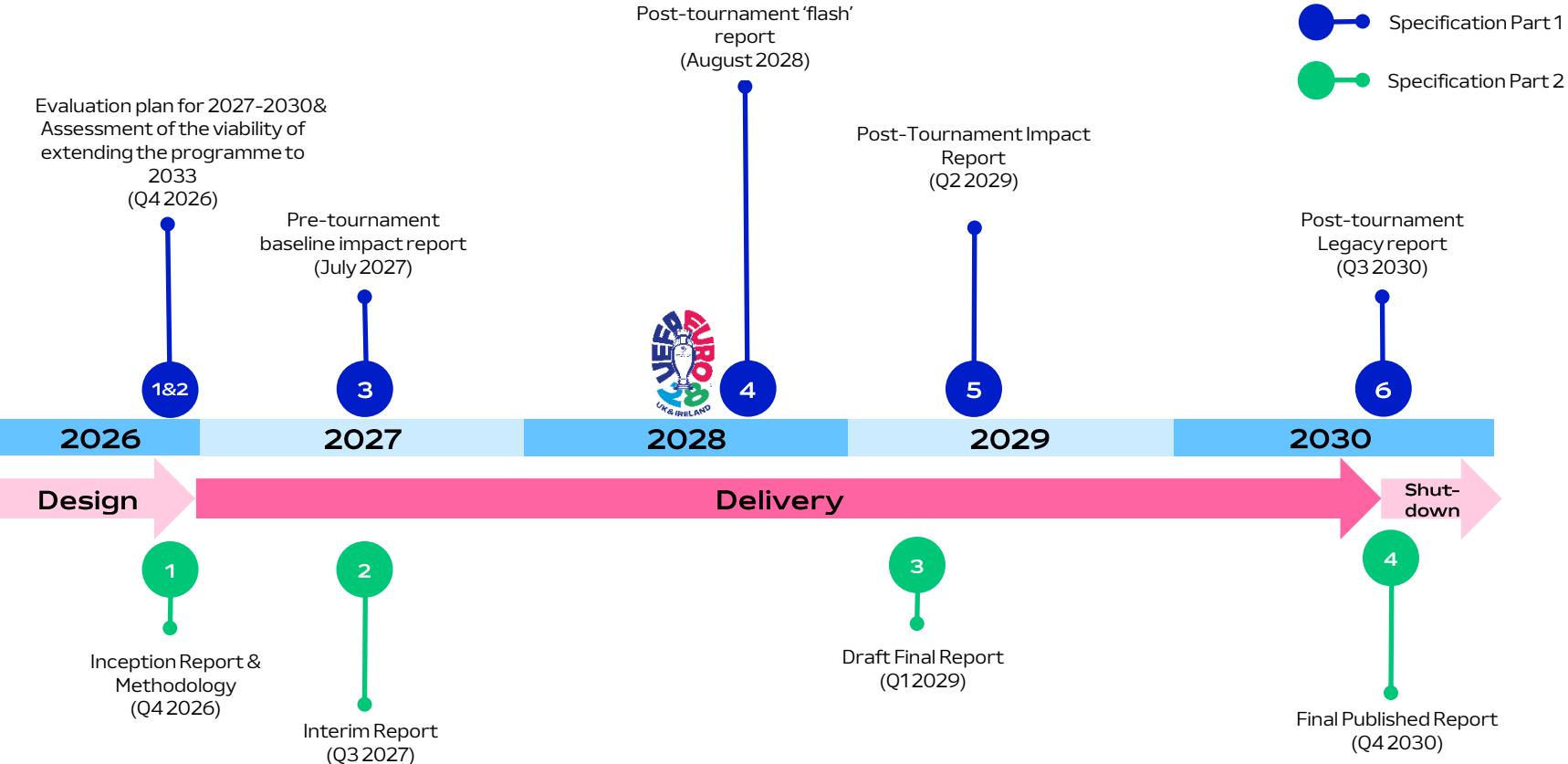
Stakeholders include public agencies, community councils, football groups, businesses, and advertising agencies.

Legal and Ethical Considerations

The evaluation should consider human rights (for example how the enforcement of offences within the Bill interacted with human rights), to what extent the Act balanced commercial and social interests, and comply with GDPR and data protection laws.

CONTRACT TIMELINE

CONTRACT TIMELINE & KEY OUTPUTS / KPI'S



OUTPUTS: SPECIFICATION PART 1

OUTPUTS: SPECIFICATION PART 1



Output	Expected Content	Date
1 Evaluation Plan	Programme Methodology and Approach; Programme Gantt; Programme Framework; Supporting Logic Chains and Theory(ies) of Change; Evaluation Question suite; Future deliverables content	Q4 2026
2 Assessment of viability of extending the programme	An assessment of the value, costs, interventions and activity which would need to be undertaken to extend programme to include an additional legacy report in 2033 (2026 Q4)	Q4 2026
3 Pre-Tournament Evaluation Report	Observations on interventions programmes and changes required; Detailed Evaluation Questions; Progress Update including set-up of primary research/counterfactual analysis and other data collection; Findings across a number of variables as they pertain to the impact evaluation of pre-tournament outputs and outcomes	July 2027
4 Post-Tournament Flash Report	Visitation; Spend; GVA; Jobs; Advertising Value; Social Value (participation and volunteering); Supporter sentiment; Resident sentiment	August 2028
5 Post-Tournament Impact Report	Impact evaluation ONLY; Tournament Evaluation; Content to be substantively determined during Evaluation Plan	Q2/3 2029
6 Post-Tournament Legacy Report	Impact evaluation and Value for money evaluation; Tournament Legacy Evaluation; Any revisions to Post-event Tournament Evaluation; Content to be substantively determined during Evaluation Plan	Q3 2030

OUTPUTS: SPECIFICATION PART 2



OUTPUTS: SPECIFICATION PART 2



Output	Expected Content	Date
1 Inception & Methodology Report	Research methodology , Gantt chart, risk assessment, evaluation approach , evaluation questions (10-15 pages)	Q4 2026
2 Interim Report	Changes to inception report, detailed evaluation questions, progress summary (20-30 pages)	Q3 2027
3 Draft Final Report	Impact evaluation (30-40 pages)	Q1 2029
4 Final Published Report	Revised impact evaluation , accessibility versions (30-40 pages)	Q4 2030

CONTRACT VALUE



CONTRACT VALUE AND PAYMENT SCHEDULE



- Estimated contract value: £2.25m (including VAT)
- Public funding linked to financial year
- Payment plan anchored to:
 - Supplier Run Rate - ensuring contract can be resourced appropriately
 - Outputs
- Suppliers asked to complete pro-forma with pricing information during Tender Response stage – partners keen to understand where added value is being provided

	Financial Year/Output	%
Resource	2026/27	7.5
	2027/28	10
	2028/29	10
	2029/30	10
	2030/31	2.5
Specification Part 1 Outputs	Contract Execution	5
	Pre Tournament Evaluation Report	5
	Post-Tournament Flash Report	10
	Post Tournament Impact Report	20
	Post Tournament Legacy Report	20

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EVALUATION FRAMEWORK

ANDY TONG
OWNER, ANDY TONG CONSULTING

EVALUATION FRAMEWORK: PURPOSE



- An **indicative Evaluation Framework** providing a holistic picture of Delivery Partner requirements
- The **Draft Evaluation Framework** is 95% complete, but suppliers are asked to comment during Tender stage
- Main purpose of early Framework development is to underpin a successful tendering process and delivery:
 - Clarity on stakeholder requirements, including the trade-off between breadth and depth
 - Clarity on supporting information available to chosen consultant
 - Provision of a realistic fee envelope
 - Reduce chances of scope change / need for significant further consultation in planning phase
- The Framework covers:
 - Inputs
 - Activities
 - Outputs
 - Outcomes
 - Metrics
 - Prioritisation
 - Geographical Coverage

EVALUATION FRAMEWORK: EVOLUTION



- Initial Evidence Review:
 - 2028 Business Case; UEFA Event Positioning Deck; UEFA Organisation Deck; UK&I Impact & Legacy Charter; National Plans and best practice documents
 - High levels of consistency between nations/partners from previous discussions and coordinated national plans feeding up to Legacy & Social Impact Framework
 - Already 4 x “frameworks” covering impact: these are consistent, but another required to consolidate and go deeper for evaluation
- Individual and collective consultations with Government Partners, Host Cities and UEFA
- 3 Working Group Meetings
- > 100 comments on the Evaluation Framework covering surplus requirements, omissions, prioritisation, terminology etc.
- A Draft Evaluation Framework that stakeholders buy into as consistent with their own, and collective, objectives

EVALUATION FRAMEWORK: PRIORITISATION



- Government Partners expressed high-level prioritisation preferences across 10 themes, which were then scored into Tier 1 (Gold), Tier 2 (Silver), and Tier 3 (Black)

Rank	Theme	Score
1	Boost tourism and visitation	19
2	Social impact through participation, volunteering and wider engagement	24
3	Build foundations for future major events	25
4	Develop trade and investment	27
5	Cultural change in football and wider society	29
6	Inclusion across football participation	30
7	Inclusion across football workforce	30
8	Support suppliers and local business	32
9	Foster togetherness and inclusivity in education	33
10	Invest in inclusive grassroots facilities	36

- A first cut Draft Framework was developed scoring each component on these preferences. The Framework was then modified during further consultation to change individual designations and remove components
- There are additional requirements in 5 focus areas for added value/best practice: additionality; feelgood factor/pride; participation; soft power; and sustainability & environment

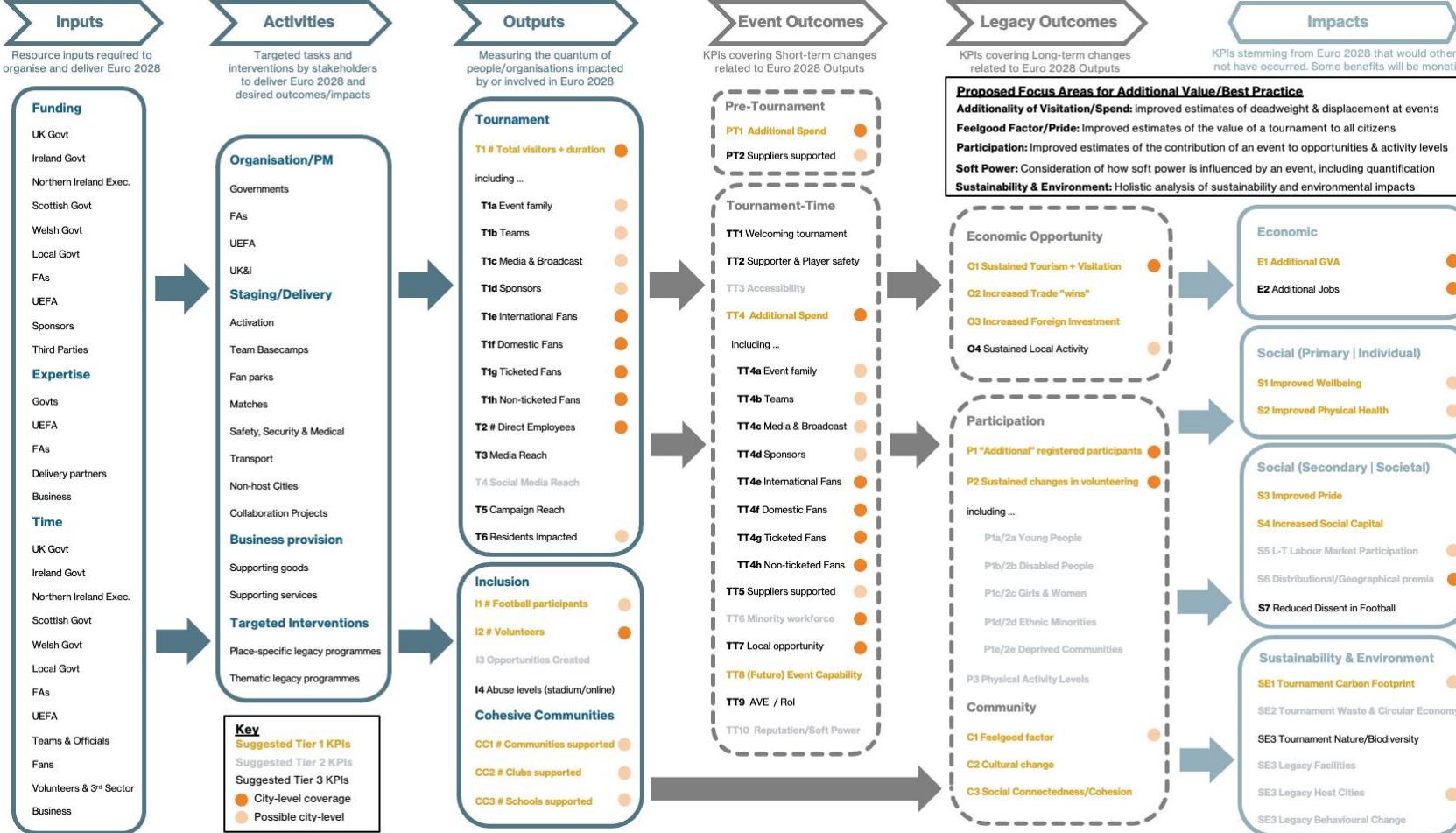
EVALUATION FRAMEWORK: GEOGRAPHIES



- Geographically complex for both analysis and reporting – consistency required
- UK & Ireland – collectively and individually
- 4 Nations – Scotland, Wales, Northern Ireland (no hosting), England
- 8 Host Cities, 9 stadiums

Host Cities	Stadium(s)
1. London	1. Wembley Stadium 2. Tottenham Hotspur Stadium
2. Dublin	3. Dublin Arena
3. Glasgow	4. Hampden Park
4. Cardiff	5. National Stadium of Wales
5. Birmingham	6. Villa Park
6. Liverpool	7. Everton Stadium
7. Manchester	8. Manchester City Stadium
8. Newcastle	9. St James's Park

EVALUATION FRAMEWORK



EVALUATION FRAMEWORK: SUPPORTING TABLE



- A supporting table is available for all indicators covering prioritisation, definitions, data availability and any specific/further requirements. As an example:

Framework Component	Code	Tier	Area	Description	UK Business Case KPI/Objective	Ireland Business Case KPI/Objective	Data Availability/Primary Sources	Data Frequency
Total Visitors & Duration	T1	1	Outputs/ Tournament	Total number of visitors and Length of Stay (LOS) from the tournament across all visitor types	0.9m International Visitors	105k International Visitors	Ticket data for stadium attendees only origins and geocoded (UEFA)	One-off
Event Family	T1a	3	Outputs/ Tournament	Visitors from UEFA and non-team organisations (e.g. FAs)			Accreditation data by category (UEFA)	One-off
Teams	T1b	3	Outputs/ Tournament	Players, coaches, analysts, medical and other team staff			Accreditation data by category (UEFA)	One-off
Media & Broadcast	T1c	3	Outputs/ Tournament	Accredited media/broadcast professionals + any unaccredited social media content makers		€8m spend	Accreditation data by category (UEFA)	One-off
Sponsors	T1d	3	Outputs/ Tournament	Visitors attending from or as guests of sponsors		€112m spend by organisers and sponsors	Accreditation data by category (UEFA)	One-off
International Fans	T1e	3	Outputs/ Tournament	Fans visiting the city who reside outside the UK or Ireland			Ticket data for ticket holders only origins and geocoded (UEFA)	One-off
Domestic Fans	T1f	3	Outputs/ Tournament	Fans visiting the city who reside in the UK or Ireland, including outside the city			Ticket data for ticket holders only origins and geocoded (UEFA)	One-off
Ticketed Fans	T1g	3	Outputs/ Tournament	Fans visiting the city (& non-host cities) with at least one match ticket	2.8m tickets sold	329k tickets sold	Ticket data for ticket holders only origins and geocoded (UEFA)	One-off
Non-ticketed Fans	T1h	3	Outputs/ Tournament	Fans visiting the city (& non-host cities) without a match ticket			Potentially collected by host cities	One-off
Direct Employees	T2	3	Outputs/ Tournament	Those employed at the tournament in a paid			Accreditation data (UEFA)	One-off
Media Reach	T3	3	Outputs/ Tournament	Unique viewers, impressions, and frequency from traditional media - e.g. TV, radio, print media			UEFA research	One-off

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Q&A PANEL

TODD COOPER, JULIE OSMOND, ANDY TONG

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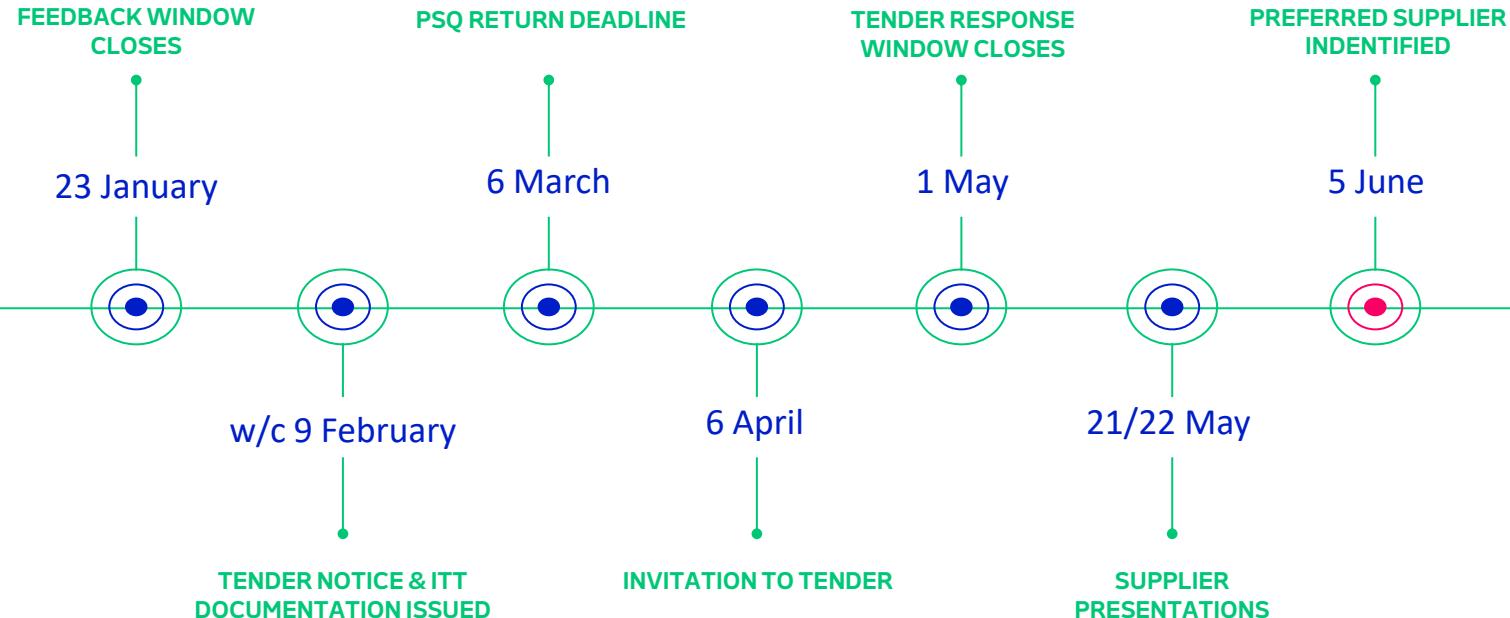
CLOSING REMARKS

AYSHA KHOURY

EURO 2028 PROGRAMME MANAGER, UK SPORT

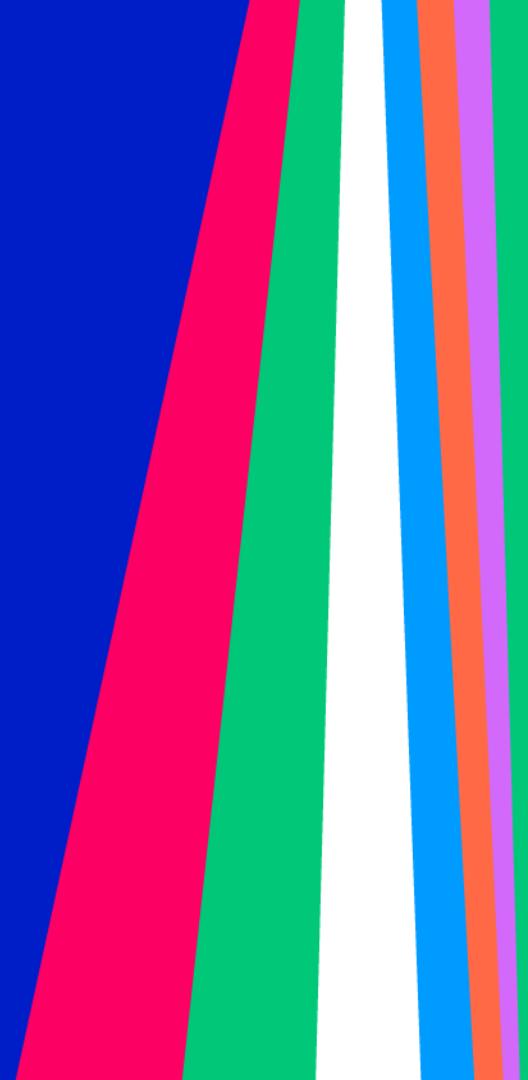


KEY UPCOMING MILESTONES RECAP



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NETWORKING OPPORTUNITY





THANK YOU

TOURNAMENT EVALUATION: HOW TO SUBMIT FORMAL FEEDBACK



- Formal questions/ feedback can be submitted from Tuesday 13 January 2026, using the form linked below
- The deadline for questions/feedback is **17.00, 23 January 2026**. Anything submitted after this date will unfortunately not receive a response
- Written responses to formally submitted feedback will be shared on Find a Tender, after 23 January 2026
- [Feedback Form](#)