



Volume 2

The Specification

London's New Year's Eve Event 2026 - 2029

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TABLE OF CONTENTS

0. DOCUMENT CONTROL	4
0.1. Document History	4
0.2. Final Version Approval.....	4
1. INTRODUCTION PLEASE NOTE THIS DOCUMENT IS BEING PUBLISHED BEFORE THE DEBRIEF PROCESS FOR THE 2025 EVENT HAS TAKEN PLACE. 5	
1.1. Background	5
1.2. Objectives	5
2. SCOPE.....	7
2.1. Event Date and Time	7
2.2. Event Location	7
2.3. Project Management & Budget Management	9
2.4. Event Management Plan	10
2.5. Event Creative	11
2.6. Event Management and Production	12
2.7. Crowd Management and Stewarding	17
2.8. Traffic Management.....	20
2.9. C3 (Command, Control and Communications) / Event Communication (Radios) ..	21
2.11. Communications	21
2.12. Licenses and Permissions	23
2.13. Ticket Operations.....	24
2.14. Catering / Concessions.....	25
2.15. Equality & Diversity	25
2.16. Access.....	26
2.17. Event sustainability	26
2.18. Event Insurance	30

3. Income and revenue	33
4. Event Owner	36
4.1. Greater London Authority (GLA).....	36
4.2. External Relations Unit	36
5. Stakeholders	38
5.1. Multi Agency Stakeholders	38

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0. DOCUMENT CONTROL

0.1. Document History

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0.2. Final Version Approval

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Reviewed by

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1. [HTTP://ONESPACE.TFL.GOV.UK/LU /CMS/CMSLIBRARY/GN/G2304.PDF](http://onespace.tfl.gov.uk/lu/cms/cmslibrary/gn/g2304.pdf)INTRODUCTION

PLEASE NOTE THIS DOCUMENT IS BEING PUBLISHED BEFORE THE DEBRIEF PROCESS FOR THE 2025 EVENT HAS TAKEN PLACE.

1.1. Background

New Year's Eve is a big night for London and the city has consistently been at the forefront of global celebrations for much of the last two decades.

The creation of London New Year's Eve Event single supplier framework 2026-2029 is to ensure flexibility in responding to the specific needs and requirements of delivering a world class show for London on New Year's Eve. The event is delivered in an environment that can often be uncertain or changing and a single supplier framework ensures lessons learned from each event can be incorporated into planning of consecutive years.

The creative and technical specification for the event in any given year during the term of the framework, will be provided year on year, when the budget has been approved. The specification may be developed further each year by the GLA in consultation with the Service Provider and consultation with agencies and broadcast partner(s). Any amendments to the specification will continue to cover the broad event principles of delivering a ticketed event for the public to attend on 31 December each year which includes a show. For the purposes of this specification, we have assumed an event with the show focused on the London Eye.

Partnership working is key to the successful delivery of the London New Year's Eve Fireworks.

1.2. Objectives

The GLA seeks a Service Provider to deliver four iterations of the Mayor of London's New Year's Eve Event. The primary purpose of the event is to promote London nationally and internationally as a global city, strengthening its reputation across the UK and overseas, and raising confidence to visit, study and do business in London. It will generate a wider economic impact for London via the spend of attendees through hospitality, benefitting local businesses. Where possible the event should highlight and encourage sustainable activities and work towards the target of a zero-carbon city by 2030 whilst ensuring the event supply chain is sustainable and/or offsetting its carbon emissions.

1.2.1. Strategic Objectives

The event has four strategic objectives that include;

1. Safety and Security - Deliver a safe event for attendees, staff, and those in the surrounding area, ensuring risks in Zone Ex areas are minimised through strategic collaboration and effective partnership working with key stakeholders.
2. Effective Crowd Management - Establish a unified and collaborative approach to crowd management by clearly defining roles and responsibilities across the event.

3. World-Class Representation - Position London as a premier global destination for tourism and major events by producing an innovative and visually spectacular event that reflects the city's unique diversity, creativity, and values.
4. Value for money – ensure the event is delivered demonstrating value-for-money to the public purse.

1.2.2. Operational Objectives

Public safety is paramount and should be at the forefront of all operational planning and delivery, it must take into consideration London's complex environment and consider the backdrop of New Year's Eve in the capital city.

The operational objectives are:

1. Plan and deliver a safe and successful event, ensuring ticket holders (up to 100,0000) are able to safely ingress and egress from the event.
2. Support the safe delivery of the surrounding Zone Ex areas in partnership with other key stakeholders.
3. Develop and manage positive relationships with key stakeholders, including emergency services, local authorities, land-owners, businesses and residents.
4. Minimise the impact on the day-to-day operation of London's 'business as usual' so far as possible, whilst noting the need to deliver a safe and secure event.
5. Ensure best value is obtained from all third-party suppliers.

1.2.3. Creative Objectives

The GLA wants London to remain the focal point of New Year's Eve celebrations around the world, creating a world class shareable moment for the events ticket holders and broadcast audience (and/or other traditional and digital mediums).

The creative proposal for the show should therefore present a contemporary and exciting view of London with strong visual imagery. It should include recognised themes and events, ensuring a balanced and diverse world view. Consideration should also be given to how significant global / national moments could be included, including those which might arise in the months or weeks before the show.

The show needs to embody and showcase London's unique values which are:

- FAIRER: An open, welcoming and prosperous city for all recognising that London's diversity is its greatest strength. That is full of possibility.
- GREENER: A world leader in entrepreneurial sustainability and, improving the quality of London for all.
- SAFER: Londoner as a safe place for everyone no matter who you are or where you are from.

2. SCOPE

The Greater London Authority (GLA) is seeking a detailed, viable and fully costed proposal to deliver the 2026 Mayor of London's New Year's Eve Fireworks, ensuring world-class production standards and an outstanding audience experience. The appointed supplier will be required to:

- Design and deliver a live event primarily intended for broadcast on and around the London Eye, showcasing London as a leading global city. The event must combine creative, technical and logistical excellence to produce a visually spectacular and safe experience for both live and broadcast audiences.
- Manage a ticketed live audience of approximately up to 100,000 people ensuring robust crowd management, security, accessibility and compliance with all relevant health and safety legislation.
- Deliver the event within a core budget of £7,255,000 demonstrating cost-effectiveness, transparency and value for money. The proposal should include a comprehensive financial plan covering all aspects of production, staffing, infrastructure and contingency arrangements.
- Develop and implement a comprehensive revenue generation strategy aimed at diversifying income streams and reducing dependency on the Greater London Authority (GLA) budget. This plan should identify and leverage new commercial opportunities, partnerships, sponsorships, and innovative funding models to create sustainable, long-term revenue growth. The approach must align with organisational values, deliver measurable financial outcomes, and ensure resilience against future budgetary constraints.

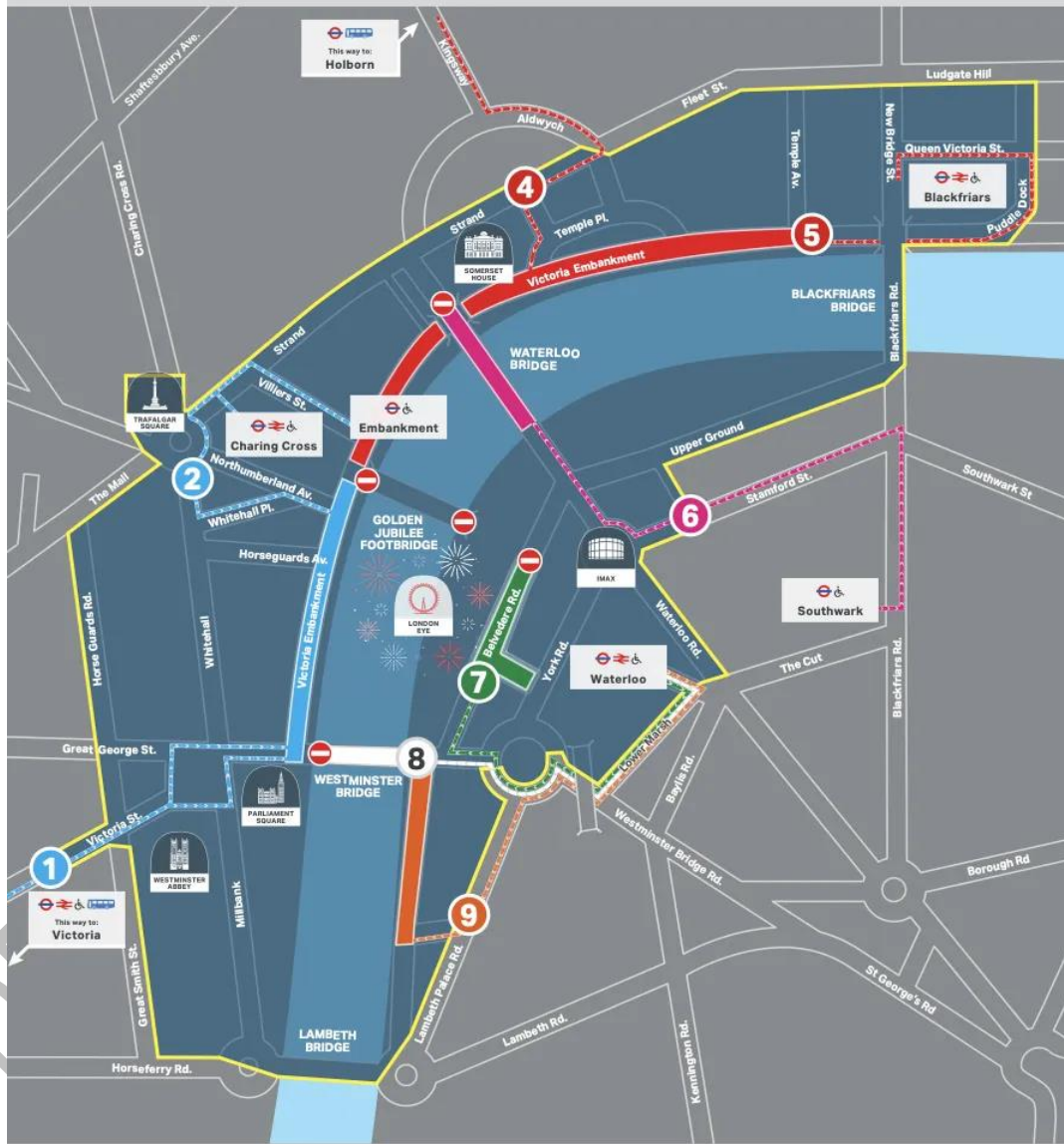
2.0. Event Date and Time

- Live Event - 31 December into 1 January
- Show times a minimum of from 00:00 to 00:12
- Expected opening of gates from 18:00

2.1. Event Location

- 2.1.0. On and around the London Eye, with on-site ticketed audiences watching from controlled viewing areas with sightlines to the show, on Westminster Bridge, along Victoria Embankment from Westminster Bridge to Blackfriars, Waterloo Bridge, Belvedere Road and the river walkway in front of St Thomas's Hospital.

MAYOR OF LONDON'S NEW YEAR'S EVE FIREWORKS TICKETED VIEWING AREAS AND ARRIVAL ROUTES



KEY

- Step-free Access
- No Access
- Event Perimeter
- Restricted Area - No access without a ticket

- Arrival Routes for Viewing Areas
- Gate Entrance Numbers
- Blue Viewing Area
- Red Viewing Area

- Pink Viewing Area
- Green Viewing Area
- White Viewing Area
- Orange Viewing Area

Start planning your journey on: [Plan a journey - Transport for London \(tfl.gov.uk\)](https://www.tfl.gov.uk/plan-a-journey)

- 2.1.1. The management of Zone Ex areas outside of the event perimeter remain a challenge for the event, and is one of the biggest risks, for all partners and stakeholders. Strong collaboration and consultation with other agencies and partners plans outside of the event footprint is needed to maintain and ensure close joint working, deconflicting of risks, sharing of information and maximisation of resources.

Zone Ex areas as set out in section 2.7.9.

2.2. Project Management & Budget Management

- 2.2.0. The Service Provider will be responsible for all project and budget management during the planning and delivery of the event ensuring there is continued monitoring and management of all project deliverables. This includes;

- Produce, maintain and update a comprehensive Project Plan and Key Milestones Document to record tasks and actions across the timeline, and track progress on the project. These documents will be accessible for input from the GLA at all times in a shared drive.
- Produce, maintain and update as required, financial records including a comprehensive budget. The GLA should be kept fully informed on key changes to the budget and approval sought before budget is committed.
- Updated budgets should be provided to the GLA every two weeks unless advised otherwise.
- Ensure that all expenditure is best value for money by undertaking clear transparent procurement processes ensuring a minimum of three quotes are sourced for all third-party suppliers.
- The Service Provider will be responsible for ensuring the event is delivered to budget, ensuring efficiencies and savings for the GLA are identified and presented as well as demonstrating that value for money has been achieved.
- Manage document control processes between the Service Provider and the GLA as well as with multi agency stakeholders to ensure documents can be reviewed by allotted deadlines including version history and document sharing to all required agencies.
- Maintain meeting action trackers for client and multi-agency meetings.
- Schedule and manage weekly client meetings chaired by the Service Provider. Set agendas in collaboration with the GLA (agendas to be agreed two working days before), and provide notes to attendees, capturing all meeting actions, within 48hrs after the meeting.
- Provide a comprehensive post event evaluation and debrief report addressing key learnings from the event.
- The Service Provider will provide a competent and qualified team to plan, consult and deliver in the following areas:
 - Project Management
 - Creative show development
 - Operations (stakeholder consultation, Business and Resident communications and licencing and permissions)
 - Operational Comms (specific details of this area can be found in section 2.11)
 - Ticketing and accreditation
 - Crowd Management

- Technical Production
- C3 and resilience
- Event Safety
- Procurement and Sustainability
- Revenue Generation

2.3. Event Management Plan

2.3.0. The Service Provider will be responsible for providing the following (without limitation) within a comprehensive Event Management Plan that includes, as a minimum (in the document or as part of its appendices):

- Event Overview
- Agency and Stakeholder roles and responsibilities
- Event Operations
- Crowd Management Plans
- Security and Stewarding Plans
- Traffic Management Plans
- Technical and site infrastructure
- Show production
- C3 Plan
- Health and Safety Plans
- Medical Plan
- Incident and Emergency Plans
- Safeguarding Plan
- Weather Management Plan
- Site production schedule
- Contact lists
- Site plan/s (produced in CAD or similar) with location grid (to A3 and A1 size)
- Collation of all contractor drawings, calculations, and documentation as required
- Zone Ex Plans
- Event specific risk assessments (including a fire risk assessment)
- Communication Plans
- Ticketing and ticket holder communications plans
- Signage and wayfinding plan
- Construction Design Management (CDM) plans
- Waste management plans
- Accreditation/pass system
- Contractor details

2.3.1. The Service Provider will be responsible for ensuring the plan is kept up to date through the delivery of the planning process and will provide the GLA with an updated copy in the agreed timeframes.

2.3.2. The Service Provider will provide documentation provided in an electronic (either MS Word, PDF or via a dedicated and secure FTP site) and hard copy format.

2.3.3. Each issue of the EMP and supporting documentation should be shared with the GLA on Microsoft Word for review and comment at least five working days prior to being

shared with the Licensing Operational Safety Planning Group (LOSPG). Comments will be shared by the GLA with the Service Provider at least one full working day ahead of the LOSPG submission.

2.4. Event Creative

- 2.4.0. The duration of the show should be a minimum of 12 minutes and provide an exceptional viewer experience for television broadcast, ticket holders and provide video and still footage to support marketing objectives.
- 2.4.1. The show creative should be innovative and include a 'world's first' moment that is the biggest or the best and which makes London's show unique.
- The core elements anticipated to be used within the show are:
 - Fireworks
 - Music, SFX and other audio
 - Lighting of Queen's Walk and London Eye
 - Hologauze or Drones
- Additional considerations:
- Other element that supports the delivery of creative messaging
- 2.4.2. The Service Provider will develop deliverable creative options, that may be developed further with the GLA through the creative development process.
- 2.4.3. The creative show will be signed off in full by the GLA throughout the creative process. The Service Provider must also work with the GLA to gain other relevant approvals, such as television broadcaster(s).
- 2.4.4. In line with the GLA's ambition for the delivery of a show that speaks to all Londoners, the Service Provider is required to ensure engagement and representation of London's creative diversity is given high priority within its creative proposal and throughout its creative and production teams.
- 2.4.5. The Service Provider, as part of the planning process should seek to engage and receive approval from the relevant authorities regarding the inclusion of iconic landmarks and buildings including specifically Big Ben and the London Eye in the New Year's Eve show.
- 2.4.6. The Service Provider must carry out at the earliest opportunity full and detailed assessments for each special effect proposed and for each location they are proposed for, identifying risks to health and safety as well as the risk of any crowd management issues. Risks to the successful delivery of the show from weather or other external factors should also be considered and highlighted at an early stage.
- 2.4.7. The Service Provider, as part of the development of a creative proposal for the show, may wish to utilise the many buildings in London that have in-built LED and other lighting systems suitable for lighting the external aspect of the buildings. This would be subject to approval by the relevant building owners/management and the GLA.

- 2.4.8. Costs for the creative programming proposal should include all contracting, including licenses (songs, voiceovers, sound and contributor clips and any other element of the soundtrack and show), travel arrangements, per diems, riders and any work visas that may be required. All elements of the creative programming will be subject to prior approval by the GLA.
- 2.4.9. The Service Provider must create a soundtrack to accompany the show to enhance the impact of the agreed theme and messaging. Music should appeal to a wide-ranging audience of varying musical tastes, with a focus on the core themes within the show's objectives. The Service Provider must pay appropriate licenses for music and sound within the soundtrack.
- 2.4.10. The Service Provider must also identify 'sound clips' for example news or sports commentary to overlay the soundtrack to further enhance the theme and help tell the story. The Service Provider must pay appropriate licenses for sound clips within the soundtrack.
- 2.4.11. All creative choices must reflect the GLA's priorities around diversity and inclusion and will be signed off by the GLA.
- 2.4.12. The Service Provider will work with event partners when implementing sponsorship benefits into the creative show.
- 2.4.13. The Service Provider must include the live (or if relevant pre-recorded) use of Big Ben chimes at midnight.
- 2.4.14. The Service Provider must design all aspects of the show to be suitable for broadcast, both in terms of the visual scale and dimensions, and the content and messaging.
- 2.4.15. The Service Provider must maintain close liaison with the broadcast partner throughout the development of the show to ensure it is achievable and reach the core aims and objectives of the show.
- 2.4.16. The above is subject to review and the supplier is invited to suggest any other proposals that would meet the GLA's objectives.

2.5. Event Management and Production

- 2.5.0. The Service Provider will be entirely responsible for the infrastructure necessary to deliver the event in accordance with the creative proposal and crowd safety as set out in this specification. Production requirements are dependent on the creative content and will need to be included in any budgets and production planning.

Lighting

- 2.5.1. The Service Provider will provide any special effects, show or architectural lighting as per the creative proposal. While utilising existing infrastructure such as lighting inside each of the pods on the London Eye and along the Queens Walk.
- 2.5.2. The Service Provider will provide lighting towers as required to facilitate 24-hour working and comply with night-time safe working during build and de rig. Lighting towers should also be provided for crowd management requirements including access

(soft ticket check/First Point of Contact (FPOC), Ticket Check and Security Check) and egress of ticketed spectators and Zone Ex areas where required.

PA and Sound

- 2.5.3. The Service Provider must ensure high-quality sound systems be provided in all ticketed viewing areas with a live on-site audience, and that these minimise sound spread beyond these locations. These systems must be able to be used for public messaging as well as playing the show soundtrack.
- 2.5.4. The Service Provider must ensure PA's are installed at each FPOC, Ticket Check and Security Check for public messaging. PA systems should have the ability to broadcast pre-recorded messages as well as live sound.

Barriers and Fencing

- 2.5.5. The Service Provider must ensure an appropriate combination of T-Shield, T-Hoard, Ready Hoard, Heras, Heavy Duty and Lightweight barriers as appropriate are used to:
- secure the event footprint perimeter to prevent non-ticket holders from accessing the event;
 - secure infrastructure and back of house operating areas and exclusion zones
 - support crowd management operations;
 - create access/egress points at ticketed viewing areas;
 - create back of house production areas as necessary.
- 2.5.6. The Service Provider must include suitable barriers to facilitate crowd management measures around Trafalgar Square, including mojo barrier around Trafalgar Square fountains.

Infrastructure

- 2.5.7. The Service Provider must provide marquees and cabins as appropriate for back of house production and technical offices as well as at each ticket entry point.
- 2.5.8. The Service Provider must provide gantry and/or tower structures at each FPOC to create highly visible entrance points for ticket holders.
- 2.5.9. The Service Provider must provide ground protection where necessary.
- 2.5.10. The Service Provider must provide temporary toilet facilities for ticketed viewing areas, taking guidance from the HSE Event Safety Guide (the 'Purple Guide') regarding quantities. A high dependency unit is required for the accessible viewing area.

Crew Welfare

- 2.5.11. The Service Provider must provide suitable crew catering comprising of tea, coffee, water, and biscuits throughout the on-site delivery of the event.
- 2.5.12. Depending on contractual requirements with individual suppliers the Service Provider can either provide per diems or an appropriate hot meal lunchtime and evening meal on the show-day for all show contractors and staff.

2.5.13. The Service Provider must provide refreshment facilities and an evening meal at the Event Control Room (ECR) for GLA staff and others working in ECR. This should include a range of options suitable for relevant dietary requirements.

Temporary power, distribution and cable management

2.5.14. The Service Provider must provide appropriate power, distribution and cable management for the show, back of house production compounds, ticketed viewing areas and entry gates.

2.5.15. The Service Provider must ensure that all temporary power requirements are drawn from the most sustainable sources which are fit for purpose and achievable within budget. All power sources for event critical and show critical provision should always be supported by appropriate backup supply to ensure resilience.

2.5.16. Where possible use of mains power or zero emission solutions, such as hydrogen generators should be preferred. As an absolute minimum, temporary generators must comply with the standards set out in London's 'Low Emission Zone' for Non-Road Mobile Machinery: <https://www.london.gov.uk/what-we-do/environment/pollution-and-air-quality/nrmm>

2.5.17. The Service Provider must ensure that all cable distribution is suitably protected, including wheelchair friendly cable ramp provision across public and/or high-footfall backstage areas. Cables must be suitable for use in the open air to IP67 and RCD/MCB protected.

2.5.18. The Service Provider must appoint appropriately qualified Site Electrician(s) who must be present throughout the event at all event sites and must provide an Electrical Safety Certificate in respect of all temporary electrical installations required for the event prior to its commencement.

Event Control

2.5.19. The Service Provider must set up and manage a suitable ECR and Event Liaison Team (ELT) within TfL's Palestra building for delivery of the event. This should also include a suitable space for a Communications Cell to operate.

2.5.20. The facility at Palestra is open plan office space and already has access to power, WIFI, welfare facilities and TfL CCTV. The Service Provider will need to review the number of desks and layout. They will also need to scope and budget for any additional requirements they need to successfully deliver the event including but not limited to radio communications, storage, additional technology, Wi-Fi boosters and additional CCTV (including access to MPS CCTV).

2.5.21. In order to provide accurate issue logging and situational awareness we also require the Service Provider to provide a logging system which is operated online, where multiple agencies can log and escalate issues for resolution. A back-up solution should be prepared should the logging system fail.

2.5.22. The Service Provider should schedule ECR briefings in advance ensuring full attendance by all those due to be present in the room during event.

2.5.23. The Service Provider should appoint a competent Event Control Manager during delivery of the event ensuring they have primacy and a leading role in the room. This includes but is not limited to:

- Facilitating and ensuring effective information sharing within the Event Control Room (ECR).
- Facilitating briefings and meetings to establish and maintain a common operating picture, managing the escalation of incidents, and maintaining an audit trail.

CCTV

2.5.24. The Service Provider must install CCTV cameras across the event footprint at key defined locations with feeds into the ECR for monitoring across the event night and post event review whilst adhering to GDPR processes.

2.5.25. The Service Provider should scope and budget for the use of CCTV Crowd density visualisation mapping of known busy areas.

2.5.26. The Service Provider should ensure access to CCTV footage for an appropriate length of time after the event, to be agreed with the GLA and ensure this adheres to all GDPR and legal requirements.

Signage, Wayfinding and Branding

2.5.27. The Service Provider should install adequate signage to support crowd management ensuring there is a clear end to end visitor experience, and that the signage plan supports the requirements of the crowd management plan.

2.5.28. The Service Provider will ensure appropriate signage is printed, delivered and installed at the correct locations. Signage may be in the form of printed, trotters, mobile variable (advertising trucks) / programmable messaging signs (VMS) and should be positioned at suitable and appropriate locations around the event footprint and Zone Ex to support crowd management, movement and public messaging.

2.5.29. The Service Provider will provide all Health and Safety signage, as appropriate to the activity being undertaken, in all technical/backstage areas, and any public areas where identified event risks require it.

2.5.30. The Service Provider will consult with stakeholders to seek approval and agree where/what the infrastructure signage is attached to and complete adequate risk assessments.

Plant and vehicles

2.5.31. The Service Provider, or their appointed infrastructure provider, will provide all plant requirements (Fork truck/MEWP etc) as appropriate.

2.5.32. The Service Provider will ensure that all contractors are aware of any provision or lack thereof for parking at installation locations.

Site Management and crew

2.5.33. The Service Provider is responsible for the management of the areas where there is event infrastructure in place, during all build / breakdown and show periods. This includes a team of experienced site crew to work under the supervision of the Production Manager as required.

Fire Prevention

2.5.34. The Service Provider is responsible for the supply of adequate firefighting equipment and accompanying signage commensurate with the event fire risk assessment and activities being staged.

Consumables

2.5.35. The Service Provider will supply all consumable items and Personal Protective Equipment as appropriate to activities being undertaken.

First Aid/ Medical

2.5.36. The Service Provider is responsible for supply of adequate First Aid provision for staff and contractors during the show and all build / breakdown periods. Where specific crowd management infrastructure is used in an area there may also be a requirement to provide public First Aid provision at this location(s). All First Aid provision requires the prior written approval of the London Ambulance Service (LAS).

2.5.37. First Aid provision should be made for the show, however, it is noted that LAS and St John Ambulance have a considerable New Year's Eve operation in the West End, regardless of the New Year's Eve event, and therefore consultation should take place with LAS and St John Ambulance to establish clear areas of responsibility and areas of collaboration for mutual benefit, where relevant.

Waste Management

2.5.38. The Service Provider will work with the relevant local authorities, and the GLA's Waste Management contractor, to produce and manage a sustainable waste management plan across the areas impacted.

2.5.39. The Service Provider will reduce total waste produced by minimising consumption, using resources productively, increasing reuse and recycling and using refurbished, recycled, and recyclable products and materials from accredited sustainable sources. Specific focus should also be on reducing the amount of single use plastic items such as water bottles and coffee cups.

Event Accreditation

2.5.40. The Service Provider will be responsible for accreditation across all event sites, to include production of full-colour laminated pass (and/or wristband) and lanyard. Pass sheets to also be provided for security use.

Health and Safety Management

- 2.5.41. The Service Provider must ensure that health and safety be considered, planned and implemented in accordance with key health and safety and licensing legislation, including Health and Safety at Work Act 1974, Managing of Health and Safety at Work Regulations 1999 and other relevant acts or regulations applicable to the Events industry.
- 2.5.42. The Service Provider must ensure that the whole event is organised in accordance with relevant key guidance applicable to the Event Industry, including guidance from Health and Safety Executive (HSE), and best practise set out in HSE Event Safety Guide (the 'Purple Guide'), IOSH and other relevant sources.
- 2.5.43. The Service provider must ensure that all activities associated with the delivery of the event comply with CDM legislation. The GLA are the CDM Client and The Supplier will be the CDM Principal Designer and Principal Contractor.
- 2.5.44. The Service Provider must;
- Ensure that all elements comply with all relevant Health and Safety Legislation and guidance.
 - Provide professional verification of the safety of all temporary structures to the relevant local authority Building Control officers to allow for Temporary Structures Licences to be issued.
 - Keep the event site in a safe condition and keep working areas of the event site secure against trespassers and members of the public, whilst still maintaining as much public access as possible.
 - Ensure the safety of all equipment and staff either directly employed by the Service Provider or sub-contracted as necessary to provide the event.
 - Accept responsibility for the safety of all ticketholders, staff, artists, and any invited guests.
 - Accept responsibility for the loss of or any damage caused to any equipment in or on the event site and for any damage caused to the site itself, as a result of the action of the Event Producer or its subcontractors.
 - Provide a suitably qualified Event Safety Officer to take responsibility for Health and Safety during build, breakdown and during the event.
 - Competent Nominated Event Safety Officers must have received industry recognised qualifications relevant for an event of this nature.
- 2.5.45. The Service Provider will produce all Health and Safety event documentation for the LOSPG. This shall include, but shall not be limited to, production of site-specific event risk assessments, collation of method statements and completion certificates suitable for the activity being staged.

2.6. Crowd Management and Stewarding

- 2.6.0. The Service Provider will appoint a company or companies to provide all security and crowd management requirements identified for the event including set-up and breakdown periods (SIA and non-SIA accredited as applicable). This includes but is not limited to:

- Providing static site security and stewards during build and breakdown periods.
- Providing security and stewards for the management of the viewing areas, including within viewing areas particularly in high-demand locations such as around vendors, concessions, and toilets, access into viewing areas (including FPOC, ticket and security checks) and dispersal of audiences.
- Providing security and stewards to support the last mile routes to and from dedicated stations.
- Providing security and stewards at Zone Ex locations which are identified through the planning process to require elements of crowd management, notably Lambeth and Blackfriars Bridge, St James's Park /Horse Guards Road, Parliament Square and Trafalgar Square, Waterloo Station.
- Provide response team(s) to deal with public disturbances / breaches and other incidents.
- Fulfilling the traffic management duties as per the Traffic Management plan.
- Providing representation from the stewarding company/companies as a part of the Event Control Room.
- All security personnel and stewards must be in appropriate high visibility uniforms.

2.6.1. The Service Provider will appoint a competent and qualified Crowd Management specialist to write the Crowd Management Plan for the event, which is developed and delivered in conjunction with the appointed stewarding company/companies. The Crowd Management Plan for the event must receive confirmation of no objection from the LOSPG. The plan shall include (without limitation):

- Detailed plans for management of crowds, including access and dispersal, in and around the event footprint.
- Detailed plans for management of Zone Ex areas around the event footprint including around Trafalgar Square in collaboration with the MPS.
- Stewarding and security plans for any other organisations/individuals as identified and agreed by the GLA through the planning and stakeholder liaison process.
- A robust coordination and communication process between multiple stewarding companies to ensure a consistent and coordinated operation across the sites.
- Use of DIM_ICE and RAMP analysis, Risk and Congestion Mapping and Decision Support Analysis.

2.6.2. All stewards are required to have knowledge or be provided with adequate briefing to perform their role including:

- Advising the public of access routes for the ticketed viewing areas
- Sound knowledge of central London and if not, at least the area in which they are working, and proximity of key transport hubs.
- Good understanding or briefing on how the stations will operate and other transport services available throughout the event.
- Knowledge and understanding of key messages when ticketed viewing areas open / close etc.
- Understanding of command structures and how to raise issues in a timely manner.
- Providing a visible point of assistance for any people in the crowd requiring help for any reason.

- 2.6.3. All stewards should receive an on-post verbal briefing as well as a handbook. Senior stewarding roles should attend an in person briefing session in the weeks leading up to the event. A minimum of three briefing sessions should be scheduled to ensure all sectors have been briefed appropriately.
- 2.6.4. The Service Provider should ensure that stewards and entry points are equipped with appropriate resources to carry out their duties, including search tables, hand-held wands, and receptacles for seized items at all points of entry. Clear signage explaining the search process and identifying prohibited items should also be in place.
- 2.6.5. The Service Provider should explore crowd management options that enable earlier admissions and later arrivals, with a clear focus on site readiness methodology, including arrival profiles and searching requirements, and the use of measures such as fast lanes to improve the efficiency of the search and arrival process.

Last Mile Routes for Ticket Holders

- 2.6.6. The Service Provider will need to identify Last Mile Routes for each ticketed viewing area, developing plans to connect the gate with a pre-designated transport hub. Signage and stewarding should be positioned from the transport hub directing ticket holders towards the appropriate entrance, and at key decision points on the immediate approach to the viewing areas if not using the transport hub.
- 2.6.7. The Service Provider will also need to develop plans for egress routes to designated stations. Return queue management will be needed including provision of barriers, tower lights (where necessary), toilets (where necessary) and stewarding.

Zone Ex

- 2.6.8. Considerable work has been undertaken to identify the shared responsibilities in zone ex areas between different stakeholders. This area of work is essential to the successful delivery of the event and should be a continued focus for future planning. In particular, continuing to build strong working relationships and collaboration with MPS, Westminster, Lambeth, Southwark, City of London, and The Royal Parks is essential.
- 2.6.9. In operational planning, it should be considered that:
- There is continuing non-compliance from crowds/the public at events generally.
 - There are increasing numbers of people coming into the capital on 31 December without tickets, or a clear destination, with the aim to gain entry or try to view this event from outside the event footprint.
 - The resources available and allocated to deliver/respond beyond the event footprint in Zone Ex areas, such as transport hubs, some bridges and the event periphery should be appropriate and proportionate but considered in the context of shared responsibility and joint partner working.
- 2.6.10. The Service Provider has joint responsibility of agreed Zone Ex areas and must provide dedicated management, working with the other relevant stakeholders with responsibilities in each area. The following list of locations have been identified as areas to manage or monitor through joint partner working, but is not limited to:
- Lambeth Bridge

- Millbank (Horseferry Road to Thorney Street incl. roundabout)
- Trafalgar Square
- Lambeth Palace Road (Orange #9 entrance to Albert Embankment)
- St. James's Park
- Queen Victoria Memorial / The Mall / Duke of York Steps
- Horse Guards Road
- Blackfriars Bridge
- Southwark Bridge
- Waterloo Station / Bayliss Road
- The Strand (Pedestrianised Area and Charing Cross to Aldwych)
- Victoria Street
- Southbank (Waterloo Bridge to Blackfriars Bridge, including The Cut)

2.6.11. The Service Provider must develop a dedicated Zone Ex plan in collaboration with other responsible agencies and partners which includes roles and responsibilities for spaces outside the viewing areas including queuing systems, wayfinding and the roles of security, stewards and other agencies.

2.7. Traffic Management

2.7.0. The Service Provider will employ or engage a suitably qualified traffic management consultant to work with the Metropolitan Police, Transport for London, and local authorities, to design and implement a suitable traffic management plan, whilst minimising disruption to other road users.

2.7.1. Road closures required to facilitate the event will be applied for by the Service Provider under Section 14 and 16 TTO's (Temporary Traffic Orders). The TTO's need to be in effect for all necessary road closures to take place.

2.7.2. The Service Provider is required to consult with the relevant agencies and authorities around other road closures and traffic management which may be in place on the night of New Year's Eve in central London and to ensure that any closures to support the event are made such as to avoid clashing with or disruption to those wider traffic management operations.

2.7.3. The Service Provider will therefore provide the following services and infrastructure where required:

- Advance Warning Notification to all road users (to be up seven (7) days in advance of the event and removed following the event).
- All temporary signage and barriers to comply with the relevant sections of the Highways Act.
- Plans as required to aid in the LOSPG planning process.
- A detailed traffic management plan and application to statutory agencies to enable the event to be staged legally under the relevant sections of all relevant Acts of law.

2.7.4. The above services may be provided via Transport for London (TfL), but it is the responsibility of the Service Provider with support from the GLA, to liaise with TfL to ensure this is completed on time.

2.7.5. The Service Provider will be required to liaise with the organisers of other events taking place within the vicinity. This includes the New Year's Day Parade, to ensure a smooth handover of road closure, as well as Winter Wonderland and the Trafalgar Square Christmas Market.

2.7.6. The Service Provider will be required to work with TfL and Local Authorities on a Micromobility Plan which looks at the impact and mitigations of Santander Cycle Hire locations, e-cycles and e-scooters.

2.8. C3 (Command, Control and Communications) / Event Communication (Radios)

2.8.0. The Service Provider shall be responsible for producing and delivering a comprehensive C3 Plan, in collaboration with the GLA and key stakeholders. They will also be responsible for managing the live ECR via the ECR Manager and ELT.

2.8.1. The Service Provider is responsible for a central London-wide multi-channel radio system to permit communications between the various elements of the event and sites. This is to incorporate a base station located in ECR and to provide an adequate provision of radios to ensure effective communications. In addition, 10 radios shall be made available for use by the GLA as well as a headset / cans for a member of staff to be positioned with The Mayor.

2.8.2. Given the large event footprint it is recommended that the radio supplier offer on-site back up and technical support to ensure any issues can be dealt with efficiently and quickly.

2.8.3. The Service Provider will provide any specialist equipment required to ensure that radio systems are available and operational in the ECR and ELT.

2.9. Testing & Exercising

2.9.0. The Service Provider should prepare and facilitate a robust testing programme in collaboration with key stakeholders. This should involve scheduling of Tabletop Exercises (TTX) and consultation with relevant partners to ensure that scenarios are appropriate for the event and provide a true test of plans.

2.9.1. The Service Provider will need to plan and facilitate the TTX session including the production of hot debrief report, outlining learnings to be included in future iterations of the plans.

2.9.2. The Service Provider will need to support and participate in any multi-agency led TTX's including MPS Hydra, Port of London Authority's River Partners TTX and Network Rail's Waterloo TTX.

2.10. Communications

Strategic Communications

2.10.0. The Service Provider will need to work with the GLA Strategic Communications Manager to provide an overarching coordination of operational comms.

2.10.1. The GLA will facilitate engagement with stakeholder comms teams via Communications Working Group meetings and produce a Crisis Communications Plan / Operational Comms Plan in coordination with the Service Provider.

2.10.2. The Service Provider will need to work with the GLA Strategic Communications Manager to set up and manage the Communications Cell on the live event, based out of the ECR.

Operational Communications

2.10.3. The Service Provider will work with the GLA Strategic Communications Manager to draft operational comms messaging to be used on the ground during the live event.

This includes, but is not limited to:

- PA Announcements
- VMS & LED van messaging
- Crowd and emergency messaging

Marketing

2.10.4. The GLA will develop a marketing and communications campaign with the overarching objective of supporting ticket sales and informing any sold-out status, followed by promoting the television broadcast and stopping/minimising additional crowds forming in Central London in the hope of seeing a display. This messaging will be balanced against the show's objective of the positive promotion of London, nationally and internationally. The Service Provider will work with the GLA to ensure that the delivery of the event is aligned to the marketing and communications messages going out to the public.

2.10.5. The Service Provider will ensure that all suppliers and venues do not engage in marketing and communications and social and media activities promoting their involvement in the event without seeking approval from the GLA. Any articles or press releases by suppliers must be cleared with the GLA before publication and must include mention of the official title of the event as confirmed by the GLA.

2.10.6. The Service Provider must ensure suitable caution and control is implemented to avoid leak of critical information regarding the show content and locations, to prevent unmanaged crowd build up. This will require the use of suitable legal non-disclosure agreements, as well as careful management with trusted stakeholders.

Business, Resident and Neighbourhood Liaison and Communications

2.10.7. The Service Provider will liaise with businesses and residents who are impacted by the event and must start sufficiently early in the planning process and with timely updates provided to the GLA as required. This liaison may need to involve a series of meetings or similar consultations. Any such liaison must be done with consideration of the risks of conflicting with public messaging about the event. For information, the 2025 event has seen the provision of nearly 70,000 business and residents access passes.

2.10.8. The Service Provider must provide and manage an appropriate communications channel for businesses and residents to raise issues and concerns during the build,

show and breakdown.

2.10.9. The negative impact to businesses and residents should be minimised as much as is practicable. This includes access for business and residents to their properties within the event footprint.

Media Management

2.10.10. The Service Provider will be responsible for the provision of media accreditation, and any designated media areas.

2.10.11. The GLA will manage the relationships with the media, the media requests and the approval and distribution of media accreditation for the event.

2.10.12. The GLA will assign the reasonable resources of its press office to be present at the event, including a Press Office function for media enquiries.

2.10.13. The GLA will select the broadcast partner for the event. The broadcast partner will require significant broadcast infrastructure, the responsibility for which remains with them. However, the Service Provider will be expected to work very closely with the broadcaster/s to assist and facilitate their requirements where possible.

- The Service Provider may be required to provide services such as, but not limited to:
- Use of sterile areas with a good line of sight to the light/special effects shows
- Distributed mains power. Other cable distribution to be the responsibility of the broadcaster.
- Provision for sound feeds etc.
- Facilitation of satellite trucks. In the event of such facilities not being able to be provided on site, the broadcaster will be expected to apply to appropriate local authorities where relevant, for suspension of parking bays.

2.11. Licenses and Permissions

2.11.0. New Year's Eve has not previously been considered licensable under the 2003 Licensing Act, albeit with some licensable content being included, which is considered 'incidental' to the main activity being staged. Should this change, the Service Provider will be responsible for acquiring the relevant event licenses.

2.11.1. The Service Provider will be responsible for applying for and obtaining all licences and permissions, including payment of relevant fees, and providing copies to the GLA as part of the event management plan. These may include but are not limited to:

- Civil Aviation Authority (CAA) – Notice to Airmen
- Port of London Authority (PLA) – Notice to Mariners
- Performing Rights Society (PRS/PPL)
- Section 30 licences
- Crane and HIAB licences
- Trading licenses
- Parking suspensions

- Loudspeaker consent
- Traffic Orders & Temporary Traffic Order
- Parking Suspensions
- Land usage agreements
- Crane licenses, etc

2.11.2. The Service Provider will be responsible for ensuring the use of the public highway as event viewing areas or for other structures is granted by TfL, the Metropolitan Police, Westminster City Council, or other relevant London borough via application for a Temporary Traffic Order (TTO).

2.11.3. The permission of individual landowners and / or tenants (as appropriate) should be sought in respect of the grant of use of private land and / or buildings. Landowners may include but not limited to; Royal Parks, GLA Facilities Management, River Partners, Westminster City Council, City of London, London Borough of Lambeth, and Southwark.

2.11.4. Any relevant license and permissions for music, audio and visual clips within the creative show must be sought by the Service Provider.

2.12. Ticket Operations

2.12.0. The Service Provider will tender for a ticketing partner, seeking a minimum of three competitive quotations. The ticketing partner should be in place in July to ensure the first round of tickets are able to go on sale by mid-September. A second round of sales will be required around the end of November/ first week of December.

2.12.1. The GLA would expect a tripartite agreement contract between the GLA, The Service provider and the ticketing partner. The ticketing income will come directly into the GLA.

2.12.2. The ticketing partner must be able to provide a robust system that can allow for a tiered pricing system and fully digital tickets, as well as offering a discount option for London postcodes.

2.12.3. The ticketing provider must provide customer service facilitation as required to support the purchasing of bulk ticket requests from event partners.

2.12.4. The ticketing partner must be able to provide a system which can facilitate an optional charity donation at checkout.

2.12.5. The ticketing partner must be able to provide a system which can facilitate an official fan to fan re sale site to help combat unofficial second selling.

2.12.6. The ticketing partner must ensure that all ticket purchasing options are fully accessible, enabling people with access requirements, to buy tickets independently and reasonable adjustments provided, where required, in line with relevant accessibility standards and legislation.

2.12.7. The event will only be accessible to ticket holders. The number of tickets will be up to 100,000.

- 2.12.8. The Service Provider will work with the GLA and the appointed ticketing partner to advise and ensure that the correct content and visuals are included across all platforms.
- 2.12.9. Purchases shall be made through an online platform which meet all government cyber security guidelines and is accredited to ISO 27001 and Payment Card Industry Data Security Standard (PCI DSS) and/or all applicable legislation at the time. All costs and commissions payable from the ticketing partner will be made directly to the GLA.
- 2.12.10. The Service Provider will work with the GLA and other organisations such as Action Fraud, the National Cyber Security Centre, MPS, Google to reduce the prevalence of fake tickets being sold through unauthorised methods.
- 2.12.11. The Service Provider should explore options for capturing accurate data regarding number of fake tickets during the event.
- 2.12.12. The ticket provider will facilitate a series of communications with ticket holders pre and post event. They will also have the ability to communicate with ticket holders during the event.
- 2.12.13. The ticketing partner will be required to issue ticket holders with a post event survey within three days of the event.

2.13. Catering / Concessions

- 2.13.0. The GLA manage the tender process for catering concessions for the event. The Service Provider will need to work with the GLA and relevant local authorities on the tender documentation. The Service Provider will need to meet with and arrange site visits with the appointed supplier on event logistics and ensure all relevant licensing and safety documentation is in place.
- 2.13.1. The Service Provider will facilitate the requirements of the catering concessions including, facilitating entry onto the site, providing adequate space, monitoring build and operational periods by an Environment Health Officer.

2.14. Equality & Diversity

- 2.14.0. It is essential that the Service Provider delivers the services in a manner which recognises the diversity of London's population and is in line with the GLA's policies on Equality and Diversity, including its Sustainable Events Policy.
- 2.14.1. Therefore, in delivering the event, the Service Provider shall act to ensure that equalities and diversity are fully considered, including, but not limited to:
- ensuring representation within a delivery team which reflects the diversity of London and that tackles employment and pay gaps, including in the team which delivers the creative development of the show.
 - Ensuring that all staff, directly employed and sub-contracted are familiar with relevant statutory regulations and with the requirements of the contract in this respect.

- Ensuring appropriate equalities training to managers, staff, and sub-contractors at all levels who are employed in the delivery of the services.
- Implementing appropriate procedures to deal promptly and sensitively with complaints about discrimination, from staff or the public.

2.15. Access

2.15.0. The event must be produced and delivered with an integrated and robust approach to access. The Mayor and the GLA are committed to fulfilling their responsibilities to operate an accessible events programme, and to working with other stakeholders and partners to achieve this.

2.15.1. The Service Provider will assess any impacts on access for staff, contractors and public, where relevant, in relation to all elements of the shows and provide suitable mitigations as relevant and according to its available budget. These may include, but not be limited to:

- Site layout, accessible routes and ramping
- Arrivals (parking, walking, bus etc.)
- Signage
- Stewarding
- Accessible toilets
- Accessible vendors
- Accessible viewing areas

2.15.2. The Service Provider is expected to take all reasonable measures to adhere to access guidelines, report openly any exceptions and ensure sub-contractors are also subject to the same requirements.

2.15.3. It is essential that the Service Provider factors in accessible viewing areas into the plans with the appropriate services provided.

0.1 Event sustainability

2.15.4. The Mayor's vision is to develop London as an exemplary, world-leading, and sustainable international city.

2.15.5. Sustainable development is 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'. Sustainable development is usually defined in three ways; economic, social, and environmental. For London, the Mayor has identified goals based on these themes:

- Strong, diverse, long-term economic growth

- Social inclusivity to give all Londoners the opportunity to share in London's future success.
- Fundamental improvements in London's environment and the use of resources

2.15.6. The GLA's Responsible Procurement Policy, is a strategic document setting out the GLA Group's plans, ambitions, and commitments for pioneering socially, environmentally, and economically sustainable procurement to deliver improved quality of life and better value for money. TfL will proactively conduct its procurement process in line with the GLA Group Responsible Procurement Policy and the GLA Event Sustainability Policy, within its obligations as a Best Value authority, and in compliance with EU and UK legislation.

2.15.7. The Service Provider should operate in line with the GLA Group Responsible Procurement policy as suppliers are requested to demonstrate how they will deliver the GLA Group Responsible Procurement Policy in line with the themes of:

- improving supply chain diversity
- embedding fair and inclusive employment practice
- enabling skills, training, and employment opportunities
- promoting ethical sourcing practices
- improving environmental sustainability

2.15.7.0. In July 2025 the Mayor published a revised [Responsible Procurement and Social Value Policy](https://www.london.gov.uk/rp-policy), which reflects his continued determination to use the GLA Group's vast buying power to help create a fairer, greener and more equitable city. Full details can be found here: www.london.gov.uk/rp-policy

2.15.8. The GLA's approach to event sustainability through Responsible Procurement will embed the principles and best practice elements of the ISO 2012-1 standard. The Service Provider must be aware of the requirements of this accreditation and provide an outline Sustainability Management Plan, identifying key sustainability issues and actions they might take in delivering this event.

2.15.9. The GLA recognises its duty to demonstrate leadership in the field of event sustainability management by conducting its event related activities in line with the GLA Event Sustainability Policy.

2.15.10. The priority areas as identified within the Events Sustainability Policy include the following:

- To use energy efficiently and reduce carbon emissions from energy consumption generated by events
- To reduce the amount of event waste in general, and single use plastic waste in particular
- To reduce the environmental impact of transport use
- To support and promote the GLA Food Commitment
- To promote and encourage diversity and inclusion
- To respect and preserve our national heritage
- To encourage the living wage

2.15.11. These priority areas of the Responsible Procurement Policy and Events Sustainability Policy will have targets and KPIs that will need to be delivered and reported against. This will include the Service Provider monitoring and gathering data for the GLA, including calibration records measuring waste and energy and to provide information on the Carbon Impact measures.

2.15.11.0. As part of the development of the Sustainability Management Plan, the GLA will work with the Service Provider to define and report against specific objectives, targets and KPIs relevant to this project and in line with the Responsible Procurement Policy and GLA Event Sustainability Policy. The Service Provider should describe how they propose to operate in line with both policies for the event, as well as proposing innovative solutions to reduce carbon emissions (e.g. alternatives to diesel generators), managing waste, encouraging the London living wage, and reducing single use plastic.

2.15.12. The Service Provider should provide to the GLA details of its own competencies, including qualifications, training, trade certificates and licences, and those of its sub-contractors.

2.15.13. The Service Provider will be required to implement and report the actions within the Sustainability Management Plan throughout the duration of the

contract, including communicating objectives to managers, staff and sub-contractors at all levels who are employed in the delivery of the services.

2.15.14. The GLA's Event Sustainability Policy and Responsible Procurement Policy, and the sustainability objectives for this event will also be communicated to other participant stakeholders, such as community groups, sponsors, programme, and media partners.

2.15.15. The Service Provider, suppliers and sub-contractors are required to adhere to requirements to meet the minimum emission standards set out in the NRMM Low Emission Zone Policy and register any Non-Road Mobile Machinery (NRMM) used at events via the [GLA NRMM register](#) in support of London's air quality targets. Suppliers should:

- ensure that all NRMM used to deliver the Services (as set out in the Scope of Works) meet the progressively tightening emission requirements of the GLA's NRMM Low Emission Zone, as set out in the Mayor's London Environment Strategy (Policy 4.2.3) ("Low Emission Zone Requirements")
- demonstrate compliance with the Low Emission Zone Requirements by using the GLA's NRMM register to log all applicable NRMM used to provide the Services (this should be completed before the NRMM is brought to site)
- apply to the GLA for an exemption for any NRMM that does not meet the Low Emission Requirements
- stop using and remove from site all NRMM that do not meet the Low Emission Zone Requirements and where an exemption request has been rejected by the GLA
- aim to source and manage external suppliers that are able to provide low or zero emission NRMM, temporary power and power distribution for events, such as hydrogen generators
- continue to comply with the Low Emission Zone Requirements throughout the delivery of the Services and any amendments to those requirements which may be implemented from time to time
- ensure that all vehicles and NRMM used in performing the Services are regularly serviced and switched off when not in use
- Further information regarding the Low Emission Requirements can be found at [london.gov.uk/what-we-do/environment/pollution-and-air-quality/nrmm](https://www.london.gov.uk/what-we-do/environment/pollution-and-air-quality/nrmm)
- To speak to someone about the NRMM requirements in London and how to use the register, please email NRMM@london.gov.uk

2.15.16. The GLA recognises its duty to demonstrate leadership in the field of event sustainability management by conducting its event related activities in

line with the GLA Event Sustainability Policy. The priority areas as identified within the Events Sustainability Policy include requirements to:

- use energy efficiently and reduce carbon emissions from energy consumption generated by events
- reduce the amount of event waste in general, and plastic and single-use waste in particular
- reduce the environmental impact of transport use
- support and promote the GLA Food Commitment
- promote and encourage diversity and inclusion
- respect and preserve our national heritage
- encourage the living wage

2.15.17. The GLA's Event Sustainability Policy and Responsible Procurement Policy, and the sustainability objectives for this event will also be communicated to other participant stakeholders, such as concessions, community groups, sponsors, programme, and media partners.

2.15.18. The service provider is required to capture all sustainability data and provide a post event report on the environmental impact of the event and the steps which were taken to mitigate against this impact. This report should include but is not limited to:

- Emissions from fireworks and other show elements
- Energy usage
- Emissions from venue and temporary power sources
- Impact of travel to and from the event for attendees and staff
- Carbon emissions impacted by choice of materials used across the event.
- Concessions impact including emissions, food waste and materials used
- Waste volumes and post event recycling information
- Impact of transport for production infrastructure
- Live streaming and filming impact
- Food and beverage impact
- Audience travel data (data to be provided by post event survey)
- NRMM data
- Other relevant data as referred to in the GLA Responsible Procurement Policy and GLA sustainability Policy.

2.16. Event Insurance

2.16.0. The Service Provider shall be required to manage all risks associated with the design, delivery, and management of the event.

2.16.1. The Service Provider is required to have appropriate insurance covers in place. The levels of insurance are to be further defined in consultation with the GLA insurance managers as the wider impact of the final event is further developed.

2.16.2. Based on previous events it is anticipated that the following insurances may be required:

- Public liability insurance of a minimum of £30 (thirty) million pounds for each and every occurrence or series of occurrences arising out of any one occurrence which will include the provision of an Indemnity to Principals clause within the policy. This must also include additional cover to the value of £100 {one hundred} million pounds specifically for claims relating to the physical and business operation of the London Eye.
- Product liability insurance of a minimum of £30 (thirty) million pounds in aggregate for any one or a series of claims which will include the provision of an Indemnity to Principals clause within the policy. This must also include additional cover to the value of £100 (one hundred) million pounds specifically for claims relating to the physical and business operation of the London Eye.
- Employers' liability insurance of a minimum £30 (thirty) million pounds in aggregate for any one or a series of claims which will include the provision of an Indemnity to Principals clause within the policy.
- Property insurance to cover the cost of the fireworks and the contractors' equipment to deliver the display to their reinstatement value or as agreed with the Authority.
- Professional Indemnity Insurance to the value of £3 (three) million pounds in the aggregate for any one or a series of claims.
- Marine insurance for impact damage and marine liability for a minimum limit of £30 (thirty) million pounds for each and every occurrence or series of occurrences arising out of any one occurrence, where the contractor uses equipment on the River Thames

2.16.3. In the situation that venues require insurance levels greater than this, the Service Provider will work with the GLA to negotiate the position and where agreed will make arrangements for increased cover for the specific location.

2.16.4. The GLA, prior to the set-up/installation of any activities, will require copies of valid and dated insurance certificates. These may also be required by specific stakeholders.

2.16.5. The Service provider will be responsible for entering into relevant contracts with event partners, local landowners, local authorities, businesses and any other stakeholders and required.

2.16.6. The Service provider will ensure that any subcontractor used in connection with the event have adequate public liability to a minimum of £10m each and every occurrence and employers' liability insurance to comply with statutory requirements to cover their activities associated with the event.

2.17. Key risks to mitigate:

2.17.0. Although significant progress has been made to manage and mitigate the following risks in 2024 and 2025, these remain the key risks to address in planning of the 2026 event. These are the known risks at the time of writing this document ahead of the 2025 event debrief. It is likely that others will be highlighted at the start of planning:

- Ticket holders not able to gain access to the event, causing both reputational and financial risk to the GLA and the Mayor of London.
- Breaches of barrier lines, causing risk to safety of staff, ticket and non-ticket holders through possible overcrowding in the event footprint.
- Overcrowding outside the entrance gates (Zone Ex areas), causing risk to safety of staff, ticket and non-ticket holders.
- Overcrowding in non-ticketed areas with a reasonable view of the fireworks. In planning the 2026 event, particular focus should be given to the planning of St James's Park and Horse Guards Road and Blackfriars, Vauxhall, Lambeth and Southwark Bridges to ensure risk to safety of staff and non-ticket holders is mitigated and reduced.
- Emergency vehicles unable to use access routes, especially across the river.
- Ingress and egress operation at Waterloo station and surrounding area as a main transport hub for ticketed viewing areas and also for a significant number of non-ticketed people in London.

2.17.1. There are a number of contributing factors and issues, which increase the likelihood and impact of the above risks and therefore need to be considered as part of the planning and which the Service Provider will mitigate as far as reasonably possible, including:

- Install timeframes to provide ample contingency to allow for delays (such as impacts from adverse weather).
- Security of the event perimeter.
- Location of entry gates and queuing systems and their proximity to each other.
- Fraudulent tickets
- Large numbers of non-ticket holders' intent on seeking a view, arriving between 23:00 and 00:00 and gathering outside the event perimeter.
- Communication with ticket holders (and non-ticket holders) on the ground to support with compliance of crowds.
- Stewards' knowledge of event details and local areas to assist ticket holders and non-ticket holders
- Management and stewarding of areas outside the event footprint (Zone Ex), clarity on roles and responsibilities and partners plans, for example stewards and MPS.
- Clear communication channels and information sharing within the ECR.
- Contingency plans to manage anticipated risks of overcrowding and adverse weather.
- Engagement from some external stakeholders (local authorities, agencies, B&R) late in the event planning timeline.
- Complex and conflicting stakeholder requirements contradicting or impeding on the delivery of event plans. E.g., Agencies/ stakeholders taking decisions against the plan, without consultation and engagement with ECR.

3. INCOME AND REVENUE

3.0. Income and revenue

- 3.0.0. The Event is subject to ongoing budget and financial challenges, against a backdrop of rising costs. These rising costs present a growing risk to the Event's long-term viability and financial sustainability and necessitate the development of diversified and reliable income streams.
- 3.0.1. To address this challenge, the Service Provider will have demonstrable experience in revenue generation for large-scale live events. The Service Provider will take a strategic and proactive approach to identifying, developing, and supporting new and existing revenue opportunities, with the objective of reducing reliance on public funding while maintaining the Event's accessibility, quality, and reputation.
- 3.0.2. The Service Provider will develop, propose, and, where appropriate, support the implementation of commercially viable revenue-generating initiatives. These initiatives should primarily focus on sponsorship, brand partnerships, and hospitality offerings (including corporate packages), but may also include other appropriate income streams aligned with the Event's objectives.
- 3.0.3. It is expected that all revenue generated from the performance of this contract will be provided directly to the GLA and not used to set off any direct costs.
- 3.0.4. All revenue proposals must:
 - Be financially robust and demonstrate clear return on investment.
 - Align with the Event's brand, values, and public-sector responsibilities.
 - Be deliverable within the Event's complex operational, logistical, and regulatory constraints.
 - Avoid compromising audience experience, safety, or inclusivity.

3.1. Financial Sustainability and Revenue Generation

- 3.1.0. The Service Provider will be responsible for producing a clear and structured revenue-generation strategy that outlines short-, medium-, and long-term opportunities. This strategy should include realistic income projections, risk assessments, and implementation timelines.
- 3.1.1. The Service Provider should demonstrate an understanding of the live events market and the sponsorship landscape, including current trends, sponsor expectations, and best practice in ethical and responsible partnerships. Where appropriate, the Service Provider may be required to work collaboratively with the GLA and other appointed suppliers to ensure that revenue-generating activities are integrated seamlessly into the overall Event delivery.

3.2. Sponsors and Partnerships

- 3.2.0. The Service Provider will have responsibility for the development and management of sponsorships and partnerships.
- 3.2.1. The Service Provider will identify, target, and secure suitable financial sponsors and brand partners whose values and objectives align with those of the Event and the GLA.

- 3.2.2. The GLA reserves the right to refuse working with a suggested sponsor in line with the [GLA and TfL Sponsorship Policy](#) (see link)
- 3.2.3. The Service Provider will conduct market research to identify potential sectors and brands with a strong strategic fit.
- 3.2.4. The Service Provider will design and develop tiered sponsorship packages (e.g. Gold, Silver, Bronze, or equivalent), clearly articulating the benefits, rights, and deliverables associated with each tier.
- 3.2.5. The Service Provider will ensure packages are flexible enough to accommodate bespoke partnerships where appropriate.
- 3.2.6. The Service Provider will lead negotiations with prospective sponsors to secure favourable commercial terms and long-term value.
- 3.2.7. The Service Provider will work with the GLA to ensure all agreements meet legal, governance, and procurement requirements.
- 3.2.8. The Service Provider will manage sponsor outreach, communications, and ongoing relationship-building throughout the contract period.
- 3.2.9. The Service Provider will act as the primary point of contact for sponsors, ensuring a high standard of service and responsiveness.
- 3.2.10. The Service Provider will coordinate and oversee sponsor deliverables, including branding, on-site activations, digital exposure, hospitality, and VIP experiences.
- 3.2.11. The Service Provider will ensure all sponsor activity is delivered to an agreed standard and does not negatively impact the Event's audience experience or operations.
- 3.2.12. The Service Provider will provide regular progress reports to the GLA detailing sponsorship pipeline activity, secured income, and projected revenue.
- 3.2.13. The Service Provider will produce a post-Event sponsorship impact report evaluating performance against objectives, sponsor satisfaction, audience reach, and financial outcomes.

3.3. Hospitality

- 3.3.0. The Service Provider will design, manage, and deliver high-quality hospitality packages for the New Year's Eve Fireworks event in London. They will be responsible for creating an exceptional guest experience that reflects the iconic nature of the event. The event attracts significant public attention and serves as one of the capital's most recognised celebrations. Hospitality packages need to form an important part of the event's offer, providing premium experiences for attendees.
- 3.3.1. The Service Provider will develop a suite of premium hospitality packages tailored to the event's audience to include;
- Exclusive areas
 - Food and beverage
 - Entertainment

- Premium services
 - Exclusive view of the fireworks
- 3.3.2. The Service Provider will recommend the locations for hospitality experiences, the number of attendees which could be accommodated within these hospitality zones, suggest ticket prices, ticket selling method and estimate the potential profit to be made. Consideration should particularly be given to the potential use of the blue viewing area and the surrounding area as a viable space for hospitality experiences.
- 3.3.3. The Service Provider will provide hospitality catering (food and beverage) of high quality, suitable for a prestigious event, provide staffing, including hospitality hosts, wait staff, and customer service personnel, manage guest check-in, and access control.
- 3.3.4. The Service Provider will supply furniture, décor, lighting, and branding materials as required and ensure accessibility needs are fully met for guests with accessibility requirements.
- 3.3.5. The Service Provider will provide venue management including the setup, operation, and breakdown of hospitality areas within the designated event zone(s). The Service Provider will provide all power, infrastructure, and temporary structures as required.

3.4. Deliverables

- 3.4.0. The Service provider will provide:
- Full hospitality plan including menus, layout, staffing, and guest journey.
 - Detailed risk assessments and method statements.
 - Staffing plan, including training and roles.
 - Sustainability plan and waste-management strategy.
 - Post-event report evaluating performance, issues, and recommendations.

3.5. Other revenue streams

- 3.5.0. The Service Provider will assess the event for further opportunities to create revenue streams including but not limited to:
- Merchandise
 - Activations
 - Concessions
 - Other appropriate opportunities

4. EVENT OWNER

4.0. Greater London Authority (GLA)

- 4.0.0. The GLA was created following a referendum in 1998, when Londoners voted in favour of a directly elected Mayor to represent London's interests, and a London Assembly to scrutinise their work.
- 4.0.1. The Mayor is responsible for making London a better place for everyone who visits, lives or works in the city. The Mayor provides citywide leadership, setting an overall vision for London and creating plans and policies to achieve it.
- 4.0.2. The Mayor is elected every four years.
- 4.0.3. The London Assembly is a watchdog for London and holds the Mayor and their advisers to public account. The Mayor must consult the Assembly before producing their statutory strategies and budget, including City Hall's share of council tax.
- 4.0.4. Assembly Members are elected every four years by Londoners to represent their interests on vital issues like the economy, transport, housing, and crime.
- 4.0.5. Further background information of the work of the GLA can be found here: [Who We Are | London City Hall](#)

4.1. External Relations Unit

- 4.1.0. The External Relations unit, within the Strategy & Communications Directorate, is responsible for all external-facing communications and engagements on behalf of the Mayor of London. The unit includes a series of high-performing teams covering, press, marketing campaigns, creative services, strategic, digital and internal communications. It also includes the Events for London Team, who are responsible for delivering the Mayor of London's event programme within which the Mayor of London's New Year's Eve Fireworks sits.

4.2. GLA Event Manager

- 4.2.0. The Service Provider will be required to liaise appropriately with the GLA.
- 4.2.1. A GLA Event Manager will be nominated as your primary point of contact within the GLA for all matters connected with the event delivery.
- 4.2.2. The GLA will sign off all significant decisions and any other decisions that might impact upon the public perception of the event, have a substantial impact or change to the budget or may have reputational repercussions.
- 4.2.3. The GLA will object to any element of the event or related activities, which, in the view of the GLA is contrary to the intended purpose of the event.

- 4.2.4. The GLA will attend weekly project meetings that are convened and managed by the Service Provider to receive regular updates on progress and to ensure that the delivery of the event meets deadline requirements.
- 4.2.5. The GLA will, where required, arrange additional ad hoc contract monitoring meetings, which the Service Provider will be expected to attend, should issues arise which are not resolved through, or appropriate for, the regular project meetings.
- 4.2.6. The GLA will support, where possible and needed, the Service Provider, in the facilitation, liaison and consultation with all key stakeholders and partners.
- 4.2.7. The GLA will develop a marketing and communications campaign with the overarching objective of informing ticket sales and any sold-out status, followed by promoting the television broadcast and stopping/minimising additional crowds forming in Central London in the hope of seeing a display. This messaging will be balanced against the show's objective of the positive promotion of London, nationally and internationally.
- 4.2.8. The GLA will manage all media relationships, including any media requests to attend the event through its Press Office Team.
- 4.2.9. The GLA reserves the right to request alternatives or refuse suggested plans they deem to have a negative impact on the event, London or the GLA.

5. STAKEHOLDERS

The Service Provider will be required to liaise appropriately with the following stakeholders:

5.0. Multi Agency Stakeholders

5.0.0. The event will require the support and input of several statutory agencies, businesses and residents, landowners, and authorities, expected to be involved in the event. Key agencies/stakeholders expected to be involved in any situation include:

- Westminster City Council (WCC)
- City of London Corporation (CoL)
- London Borough of Lambeth (LBL)
- London Borough of Southwark (LBS)
- London Borough of Camden (LBC)
- Metropolitan Police Service (MPS)
- British Transport Police (BTP)
- Marine Policing Unit (MPU)
- City of London Police
- London Fire Brigade (LFB)
- London Ambulance Service (LAS)
- NHS Trust
- Transport for London (TfL) – Surface Transport & River Services
- London Underground
- London Buses
- Network Rail (NR)
- Port of London Authority (PLA)
- HM Coastguard
- London Fire and Emergency Planning Authority
- Television Broadcaster (currently BBC)
- The Royal Parks
- South Bank Employers Group / Place Management Group
- London Eye
- Any/all other local authorities relevant to the event
- All buildings and landowners linked to the event
- Business and residents impacted by the event

5.0.1. As part of the operational planning with stakeholders, the Service Provider will be required to identify and / respond in a timely manner to issues or matters of concern and seek to support resolution of such issues to enable successful delivery of the event.

5.0.2. The Service Provider will be responsible for engaging with all stakeholders from the very start of the planning process identifying their needs, areas of concern and what parts of the event planning and delivery process they need visibility of, what they must be consulted on, key dates and dependencies and any issues where their sign off is required.

- 5.0.3. The Service Provider will consult with the above listed key stakeholders for permissions as follows:
- Use of the public highway for installation and/or facilitation of the event including ticketed viewing areas via application for Section 14 & 16 Temporary Traffic and Road Orders (TTRO)
 - Permissions for the use of and access to the River Thames (including a river closure for the night of the event)
 - Receive a confirmation of 'no objection', or equivalent agreement to the event plan, from the local authorities and key stakeholders listed above, within whose borders the event takes place.
- 5.0.4. The Service Provider will maintain good communications with all stakeholders and provide them with updates as appropriate.
- 5.0.5. The Service Provider must attend whatever meetings are considered necessary in the timeframe. These will include:
- Licensing Operational Safety Planning Group (LOSPG)
 - LOSPG sub-working group meetings:
 - Crowd Visitor Management Group (CVMG) overarching and all associated geographical working groups to cover all operational management sectors.
 - Traffic and Transport sub-working group
 - Communications sub-working group
 - Medical sub-working group
 - River Partners sub-working group
 - C3 sub-working group
 - Tactical Partners Group
- Plus, any other ad-hoc meetings as required.
- 5.0.6. The Service Provider will agree and arrange all necessary meetings and provide the GLA and other statutory agencies with detailed minutes and such other records of these meetings.
- 5.0.7. The Service Provider will be responsible for all on-going dialogue with local authorities, the Metropolitan Police, Transport for London, British Transport Police, River Partners and other statutory agencies as appropriate as a part of the LOSPG process. The GLA will support this activity through the C3 Structure where needed.
- 5.0.8. The Service Provider will fulfil requests/reasonable requirements as set by statutory bodies by their deadlines (in agreement with the GLA).
- 5.0.9. The Service Provider will be responsible for managing the Event Control, ELT and C3 process with representation and support from the GLA, during the event. This is to include an operational, tactical, strategic command structure across the event and will require the service provider to feed into monthly meeting of these groups where necessary.

C3 Structure and Responsibility

- 5.0.10. During the delivery of the event, the GLA will establish a wider C3 structure, incorporating both Tactical and Strategic (virtual) calls. The Service Provider will be

required to engage with this structure as appropriate, including liaising to support a coordinated battle rhythm, providing relevant information, and attending meetings as requested.

Strategic (Gold) Coordination

5.0.11. The Strategic Group will be chaired by the GLA. Its role is to hold overall responsibility for the cross-partner strategic management of the event and to set the strategic framework within which lower levels of command will operate. The Strategic Group will have provided pan-London oversight and act as the escalation point for issues raised by the Tactical Group in relation to the New Year's Eve event.

Tactical (Silver) Coordination

5.0.12. The Tactical Group will be chaired by the GLA. Its purpose is to provide coordinated, cross-command centre tactical management of the event. The Tactical Group will maintain key situational awareness across London and act as the escalation point for the Event Control and Event Liaison Teams.