

# BlueLight Commercial Annual Report & Accounts 2021/22



# Contents

<b>Introduction</b>	<b>3</b>
<b>Reports</b>	<b>15</b>
Governance Statement	19
Statement of Accounting Officer's Responsibilities	20
Corporate Governance Report	21
<b>Accounts</b>	<b>23</b>
Directors' Report	24
Board Sub-Committee Reports	26
Audit Committee	26
Nominations & Remuneration Committee	27
Independent Auditors' Report to the Members of BlueLight Commercial Limited	28
Statement of Comprehensive Income	33
Statement of Financial Position	34
Notes to the Financial Statements	35
Detailed Surplus and Deficit Account	41
Schedule to the Detailed Accounts	42
Glossary	44





# Introduction

Welcome to the BlueLight Commercial Annual Report & Accounts 2021/22.

We are delighted to present our Annual Report and Accounts following our second year of incorporation.

BlueLight Commercial was established in 2020 by the Home Office as a not for profit, private company limited by guarantee, to work in collaboration with blue light organisations and local/national suppliers, to help transform their commercial services and deliver benefits back to the front line.



# Chair's Statement

I'm delighted to be able to share with you BlueLight Commercial's Annual Report and Accounts for 2021/22 and reflect on the achievements of the past year as the company welcomed nine new members and made great progress in our joint 'Journey to Commercial Excellence'.



**Matthew Scott**  
Police and Crime Commissioner  
Kent & Chair of BlueLight  
Commercial Board

I strongly commend the work that our Chief Executive Officer, Lianne Deeming has done over the last year in developing a more collaborative approach to the market and congratulate the whole team on working together with members to deliver a more comprehensive range of national commercial activity. I also thank the members of the Board for their support, scrutiny, and engagement over the past year.

Following the outcome of the recent Police Comprehensive Spending Review, BlueLight Commercial continues to support the £100m cashable and efficiency savings for corporate services and commercial procurement, ensuring that value is achieved from every penny spent across blue light services. Working in collaboration with members, BlueLight Commercial has a critical role to play in our ability to achieve our annual savings targets.

Last year saw the BlueLight team launching new frameworks and contracts for Fleet Vehicles covering everything from high performance response vehicles to Rigid Inflatable Boats, Protected Personnel Carriers and Lenco SWAT BearCat, continuing to support the delivery of PPE to front line teams, the development of our approach to Contingent Labour and the creation of a National Dynamic Purchasing System for the next generation of Physical Forensic Services.

Whilst savings realised from this activity has a direct impact on improving our operational capability, developing a more collaborative approach also leads to improved products and services in support of our operational teams. Through collaboration we ensure best practices are shared and applied, for example the creation of the new Major Construction Framework Database Tool in the development of Special Policing Services Fees and Charges guidance and capability.

The team also provided strategic commercial support to several forces undergoing significant commercial transformation programmes and organisational redesign.



In addition, a multi-faceted commercial capability learning and development programme was launched to enable commercial capability to be developed across members. Not only does this support commercial professionals, but also our leaders and operational teams involved at any stage of the commercial lifecycle.

Driven by the communities we serve and our employees, we are increasingly being asked to stand up for the core values and key issues that impact all our lives, from diversity and inclusion, tackling modern slavery, to our environmental impact. BlueLight Commercial through the Social Value and Sustainability Programmes are helping members ensure that we can build more sustainable and ethical supply chains that deliver tangible social value to our local communities.

It is anticipated that continued global uncertainty will create significant budgetary and supply chain pressures over the next year, so it has never been more important that BlueLight Commercial continues to provide critical market guidance, Strategic Supplier Relationship Management, commercial, and legal support to members across areas such as raw material and micro-chip shortages, supply chain disruption, and energy pricing.



The solid foundations BlueLight Commercial has already built, together with the flexibility and innovation from our suppliers, means there is so much that we can achieve together to support Police and Crime Plans priorities and the strategic objectives of our non-police members.

With many more commercial projects underway such as work on the next generation Police Aviation Services, Drones, Uniform and Selected Medical Practitioners, 2022/23 already promises to deliver further benefits and we look forward to working closely with our partners and members in bringing them to fruition.

I thank Lianne and the team again for all their efforts and wish them continued success.







# Chief Executive Officer's Statement

I am immensely proud of the achievements of the team during 2021/22 in support of our forces and partners during such extraordinary circumstances. The work and commitment of our people has been recognised externally through an accreditation by Investors in People and Living Wage Employer.



**Lianne Deeming**  
Chief Executive Officer,  
BlueLight Commercial

Over the last year the team have built on the foundations that were created during the Year of Transformation in 2020, embedding the Commercial Lifecycle Model and continuing to work collaboratively with our members in support of their objectives.

We continue to lead the commercial activity of the Aviation Fleet Replacement Programme, recently completing the first stage of tendering under the chosen negotiated procedure. We developed an innovative national approach for Contingent Labour, which is set to deliver cashable savings and efficiencies, ensuring that forces have access to the staffing resources required in support of operational delivery. Partnering with Forensics Capability Network, we created a National Dynamic Purchasing System for the next generation of Physical Forensic Services and are now supporting early adopter forces to place contracts for the business-critical services that this arrangement will deliver.

The development of our centres of expertise complements and underpins our approach; Analytics, Social Value, Capability, Revenue and Shared Services have been pivotal to the value we provide to members.

2021 saw the launch of an inclusive Capability Programme to support commercial acumen and competency across all levels of our member organisations. Training courses have been delivered to senior leaders, procurement professionals and operational employees, including Contract Management, Financial Awareness, Public Procurement Regulations and Social Value.

Work also commenced on the replacement of the national e-procurement tool, and new national spend analytics and business intelligence tools have been developed. The use of analytics is central to driving effective decision making and over the last 18 months we have begun a substantial programme to improve both the availability and quality of data.



Our commitment to finding innovative commercial solutions that support the net zero carbon agenda meant we continued to drive the social value agenda with our supplier base including piloting SME activity with our partners Go4Growth.

The coming year will continue to test us as we navigate supply chain issues and the fiscal landscape. We will continue to be agile in aligning our support to the changing priorities of our stakeholders and members, continuing to collaborate and focus on finding sustainable commercial solutions that maximise value linked to the needs of our members and the communities they serve.

All of this would not be possible without the BlueLight Commercial team who will continue to develop new commercial best practices and strive towards high performance.

Finally, I'd like to thank our members for continuing to support us and enabling effective collaboration. We look forward to working with you even more closely as we continue to transform commercial services together.





# About BlueLight Commercial

## Introduction

BlueLight Commercial was established in 2020 by the Home Office, to support policing and other member organisations to transform commercial activity through a more agile commercial operating model, increasing capability and fostering collaboration to drive efficiencies and create best value. We seek to leverage spend to make a meaningful difference to our members and their wider communities, working with them to deliver a combination of financial, commercial, environmental, and social value benefits. We're owned by our members and have been set up to be able to act as a contracting authority, creating a single voice to the market with an agile commercial engagement model.

## Membership

Membership is open to any organisation involved in the delivery of efficient and effective commercial services in support of blue light services. Over the past year we have welcomed nine new members. As our membership grows so does our ability to maximise the value we can deliver through a consolidated single voice to the market. The current membership of BlueLight Commercial consists of policing bodies representing the 43 police forces of England and Wales, The College of Policing, National Crime Agency, Royal Gibraltar Police, Sovereign Base Areas Police (Cyprus), Civil Nuclear Constabulary, British Transport Police, Kent and Medway Towns Fire Authority, Police Service of Northern Ireland and Jersey Police Authority.

## Vision / Mission / Values

### Our Vision

To be the trusted partner and 'go to' commercial service.



### Our Mission

To work with blue light organisations to deliver value through commercial expertise and innovation, ensuring the responsible and sustainable use of public resources.



### Our Values

Our values define our culture. They guide our actions and behaviour internally, shape our engagement with stakeholders externally defining how we do business and what can be expected from us.

- Be the Best
- Be the Difference
- Be Open
- Be Responsible
- Be a Team







## What We Deliver

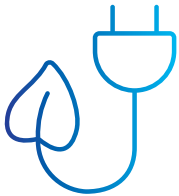
We continue to support our members to develop and deliver commercial excellence, enabling them to maximise the value that can be created from their commercial activity.

Delivering Commercial Excellence is about creating value and delivering across three key areas:



### Bottom Line Impact

Creating value through the delivery of cashable, efficiency and cost avoidance savings, cost recovery and revenue generation leading to bottom line improvements.



### Sustainable Future

Creating a more sustainable future through our commercial activities to maximise the social value impact we can have on our communities.



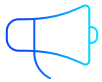
### Transforming Commercial Activities

As seen in our Fleet, Contingent Labour and Aviation procurements we have maximised value through collaborative working to achieve a single coordinated approach to the market, removing duplication of effort and costs by utilising an agile, collaborative market engagement model together with market and analytical expertise. We will continue to adopt this proven successful approach to further procurements while also further developing commercial and contract management capabilities and continuing to improve supplier relationship management.



## Benefit Delivery & Value Creation

BlueLight Commercial is uniquely placed to deliver added value, capability, expertise and to drive real change in policing and the wider blue light services on a national level by way of the following:



National approach to commercial activities/single voice to the market.



Support the delivery of Home Office projects.



Avoidance of the same commercial activity being undertaken multiple times by individual members, ensuring that there is no needless duplication of work and effort at a time when finance and resources are already stretched.



Support the delivery of national innovation e.g. drones and new beyond the line-of-sight drones.



Lead on the sustainability agenda for policing.



Development of Supplier Relationship Management programmes and Strategic Supplier Management processes across multiple members.



Develop commercial acumen at all levels in policing.



Identify and support reduction of contract leakage.



Implement the full commercial life cycle and move policing away from just the procure phase.



Provide market analytics and consultancy advice.



Support forces on national legal activities.



Undertake market engagement, innovation and development at a national level.



Efficiency improvement – the existence of BlueLight Commercial permits the optimisation of organisational design and reallocation of local resources to deliver additional value.



Support Members with revenue generation and cost recovery guidance and capability.



## Performance Highlights

BlueLight Commercial has significantly supported members in 2021/22 across the commercial lifecycle through national contracts and frameworks; development of centres of expertise to compliment and underpin our approach in data and market expertise, social value, commercial capability, revenue and shared services and through member transformational programmes.

During 2021/22, we not only delivered 100% of our grant deliverables, but also expanded the membership base and delivered both non cashable and cashable benefits, alongside sustainability and commercial transformation projects.

The direct cashable and cost avoidance benefits that were delivered and managed by BlueLight Commercial for all our members, realised £10.6m of direct benefits in 2021/22.

Through this we contributed towards the overall cashable procurement savings realised by forces in England and Wales of £36.2m and efficiency savings of £14.8m.

Total savings and efficiencies delivered across police forces in England and Wales:

### Cashable Procurement Savings £36.2m v target £20.0m

#### Annualised Savings - 21/22



### Efficiency Savings £14.8m v target £3.0m (based on 15 force returns and forecast from 10 forces)

#### 2021/22 Efficiency Savings - Enabling Services














The cashable and efficiency savings that were delivered across the 43 police forces significantly exceeded the financial targets for 2021/22. BlueLight Commercial's role in this was to provide coordination of the efficiency programmes, deliver analytics and advice for policing across England and Wales and directly contribute to these savings through collaboration, best practice sharing, such as in fleet and vehicles, towards the delivery of the cashable and efficiency savings across forces.





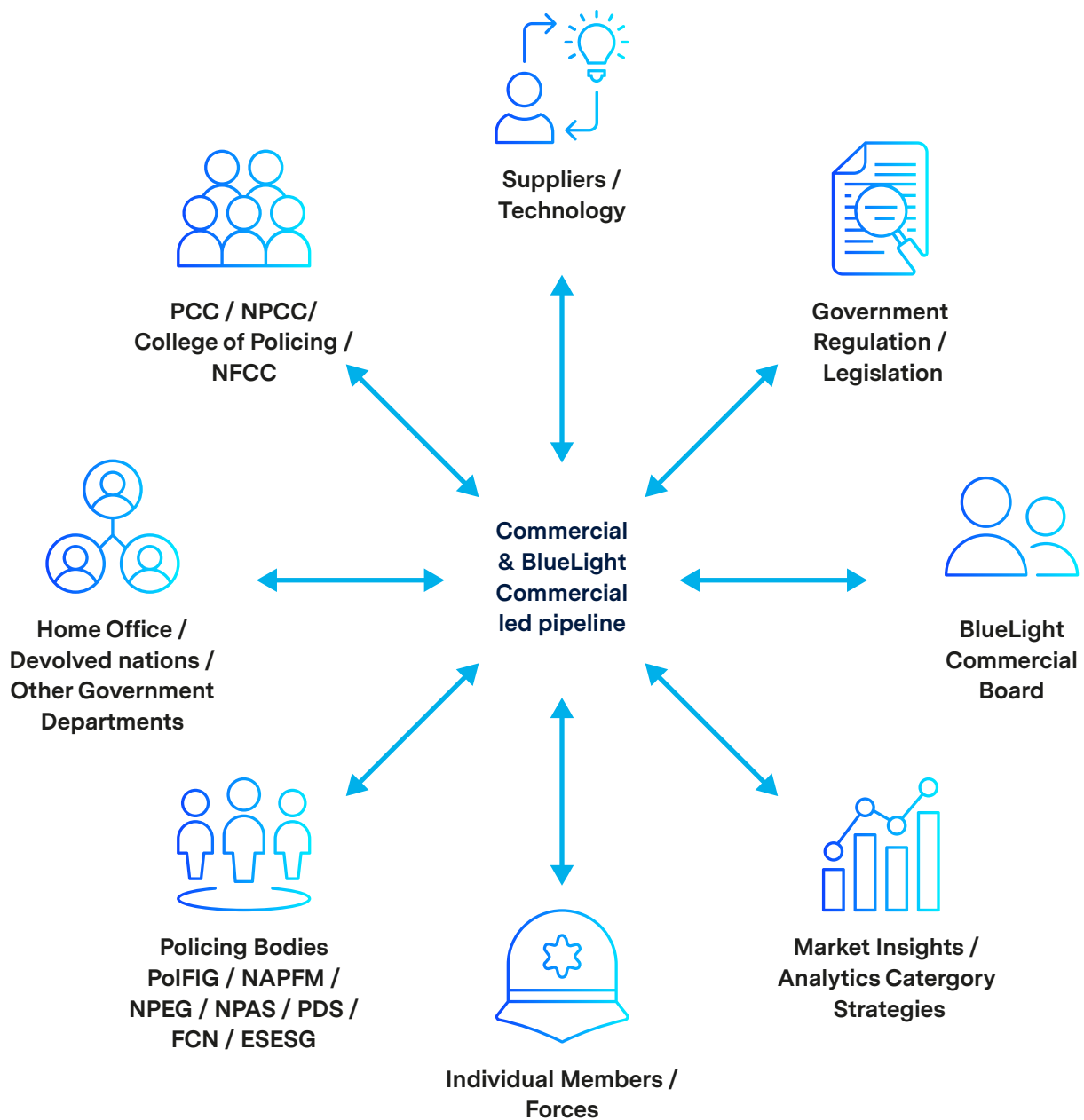
A summary of benefits delivered directly by BlueLight Commercial activities, across all members, are as follows:

OVERALL BLUELIGHT COMMERCIAL					
<b>100%</b> of grant objectives delivered	<b>£7.8m</b> cashable savings	<b>£2.8m</b> cost avoidance	Over <b>200</b> contracts let or novated	<b>9</b> new members	<b>31</b> supplier engagement sessions
 <b>FLEET</b> <b>£7.68m cashable savings</b> <b>£660,000 cost avoidance</b> <b>National frameworks/ contracts delivered for</b> <ul style="list-style-type: none"> <li>National vehicle fleet</li> <li>Protected Personnel Carriers</li> <li>Tyres – supply &amp; fit</li> <li>Rigid Inflatable Boats</li> <li>Management of supplier issues</li> <li>Telematics</li> </ul>	 <b>AVIATION</b> <b>£256,340 cost avoidance</b> <ul style="list-style-type: none"> <li>Outline business case and tender published</li> <li>Drones RFI issued</li> </ul>	 <b>ESTATES &amp; ENERGY</b> <b>£85,000 cost avoidance</b> <ul style="list-style-type: none"> <li>Construction framework matrix tool developed</li> <li>Furniture guidance</li> <li>Global market intelligence and supply security reporting</li> </ul>			
 <b>OPERATIONS</b> <b>£56,000 cost avoidance</b> <ul style="list-style-type: none"> <li>Custodial health services standard specification &amp; supplier market engagement events</li> <li>Mounted Police protective clothing supplier engagement event</li> <li>Selected Medical Practitioners</li> <li>Market development</li> </ul>	 <b>STRATEGIC COMMERCIAL &amp; LEGAL SUPPORT</b> <b>£650,000 cost avoidance</b> <b>£153,000 Legal cost avoidance</b> <b>Commercial</b> <ul style="list-style-type: none"> <li>Individual force strategic consultancy</li> <li>Organisation design / training / templates</li> <li>Development of Dynamic Purchasing System for next generation Forensic Services</li> </ul> <b>Legal</b> <ul style="list-style-type: none"> <li>Forensics, Fleet and NPAS legal support</li> </ul>	 <b>SUSTAINABILITY</b> <b>£262,930 cost avoidance</b> <ul style="list-style-type: none"> <li><b>43</b> forces submitted baselining data</li> <li>National sustainability programme &amp; workstreams established</li> </ul>			
 <b>ENABLING SERVICES</b> <b>£118,000 cashable savings</b> <b>£277,000 cost avoidance</b> <ul style="list-style-type: none"> <li><b>77</b> spend data submissions</li> <li>National spend analytics tool</li> <li>3rd party spend tool replaced with Atamis</li> <li>Cashable savings templates and reporting</li> <li>Power BI spend analysis tool</li> <li>PPE stock co-ordination &amp; migration to DH&amp;SC</li> </ul>	 <b>CAPABILITY</b> <b>£50,000 cost avoidance</b> <ul style="list-style-type: none"> <li><b>1096</b> people trained in commercial acumen</li> <li><b>50</b> commercial lifecycle templates created</li> <li>Learning Management System launched</li> <li>Commercial and Professional Capability Skills Framework</li> <li>Living wage and Investors in People Accreditation</li> </ul>	 <b>REVENUE</b> <b>£219,000 cost avoidance</b> <ul style="list-style-type: none"> <li><b>22</b> contracts and templates created</li> <li><b>40 forces + 3 other members of PoIFIG</b></li> <li>SPS guidance <b>+13%</b> increase</li> <li>Freeport impact assessment</li> <li>Cost overhead airports established</li> </ul>			
 <b>PEOPLE &amp; PROFESSIONAL SERVICES</b> <b>£219,000 cost avoidance</b> <ul style="list-style-type: none"> <li>Contingent Labour contract awarded</li> <li>New E-Procurement</li> </ul>	 <b>SOCIAL VALUE</b> <b>£262,930 cost avoidance</b> <ul style="list-style-type: none"> <li><b>86</b> social value force case studies</li> <li><b>43</b> forces trained and dashboard</li> <li><b>836</b> suppliers registered</li> <li>Supplier toolkit</li> <li>Commercial application and measurements toolkit</li> <li>Force dashboards</li> <li>Go-4-growth supporting market development with SMEs</li> </ul>				



## How Commercial Activity is Commissioned

Our commercial pipeline and activities are influenced by a wide group of stakeholders as well as analysis of current fiscal and market intelligence, and emerging technologies. The commercial pipeline and BlueLight Commercial led activities are developed and managed by our people and the strategy is signed off by the Board.





## Finance – Grant Funding

BlueLight Commercial is funded by a Home Office grant allocation. The grant funding is awarded as a one-year settlement but is part of three-year business plan. In our second year of operation the funding award was £5m.

The funding allocation for 2022/23 is £5.7m.

Home Office grant funding was originally planned to be available until March 2023 and therefore one of our key priorities for financial year 2021/22 was to identify and deliver the future funding strategy for our organisation beyond the original grant funding period. The future strategy / CSR report was approved by the board and submitted to the Home Office in Q3. A further report for the Treasury has been submitted in Q1 (2022/23) detailing the strategy, costs and expected benefits realisation for the next 3 years. The aim of the strategy is to ensure that BlueLight Commercial becomes a sustainable organisation.

As a not-for-profit organisation any income that the company generates by developing the customer base or charging for services such as analytical expertise can be re-invested into the future structure and capabilities of the company.

## Key Issues & Risks

Risk management is co-ordinated at both strategic and operational levels.

The Audit Committee provides the scrutiny of the overall system of risk management and reviews the risk register at a strategic level to ensure the effectiveness of managing actions with regularity.

Key operational risks and associated management actions are reviewed by the Senior Leadership Team. A Risk Register is in place with cyclical review. Our risk management practices are aligned to the guidance and main principles of HM Treasury's Orange Book.

The key issues and risk to delivering our objectives at a strategic level are:

- Organisational capacity, capability & competence: There is a risk that capacity, capability or competence of people employed by BlueLight Commercial is not of an appropriate level to deliver.
- Errors & omissions: There is a risk that inappropriate or erroneous advice given to stakeholder/s and/or national procurement activity proves to be ineffective.
- Supply chain failure: There is a risk that supply chain members fail or performance not satisfactory.
- Business continuity: There is a risk of a loss of critical individual within senior leadership team /key personnel business continuity.





# Reports

Report on sustainability, ethics, values,  
and/or corporate and social responsibility.



## Creating a More Sustainable Future

As one of the largest public services, policing has a collective responsibility to reduce the impact that our activity has on the environment and to ensure that we create a long-term sustainable future through our commitment to delivering Social Value and Sustainability.

We are ensuring that all procurement activity is conducted in a sustainable and ethical manner, that delivers maximum social impact.

Aligned to the 17 United Nations Sustainable Development Goals that define a sustainable future for all, our work is focused on two key areas:

1. Achieving a significant reduction in our carbon emission.
2. Ensuring social value is comprehensively embedded throughout all procurement activity and decision making.

## Sustainability Programme

Together with The National Police Chiefs' Council (NPCC), Association of Police and Crime Commissioners (APCC) and College of Policing, in 2021 we launched the National Sustainability Programme to focus on delivering a unified strategy and policy with the development of roadmaps for transport and estates to mitigate the impact on climate change and putting plans in place to meet the governmental 2030 Net Zero Carbon targets.

The initial focus is on supporting three key workstreams covering:

- Strategy and Policy
- Estates and Energy (Electricity and Gas)
- Transport – Fleet and Aviation – (vehicles and charging infrastructure)





## Embedding Social Value

BlueLight Commercial is playing a lead role in the delivery of social value capability, awareness and adoption within the membership base, to enable the creation of opportunities for small businesses, charities, and social enterprises to support policing with service delivery. Our work helps embed social value best practice tools and techniques within organisational processes and helps forces demonstrate and measure the positive societal contributions they are creating in their communities. In collaboration with NETpositive Futures 2021 we saw the delivery of:

- Social Value training, support, dashboards and case studies for all forces.
- The creation of the National Social Value Application and Measurement Toolkit to provide guidance and support to forces on how to embed social value successfully and effectively in all stages of the commercial lifecycle.
- Rollout of the Supplier Social Value Action Planning Tool to 859 suppliers. Helping them respond to the social value considerations and identify best practice actions that can be made to improve their social value impact.
- The adoption of Procurement Policy Notice (PPN) 06/20, requiring a minimum weighting of 10% of the total score for social value throughout all our contracts.
- Launch of Go-4-Growth collaboration – focusing on supporting small and micro businesses in bidding for public sector contract







## Supply Chain & Ethical Standards

Good commercial practice is critical to the delivery of public goods and services. We ensure that all procurement activity is undertaken in line with The Public Contract Regulations 2015 in an open, transparent, non-discriminatory and proportionate manner. We ensure that we have an appropriate balance between quality and cost when evaluating suppliers' bids.

We have developed policies to ensure a consistent framework for operating and that any breaches to our code of conduct can be raised and actioned:

- Anti-Bribery Policy
- Equality, Diversity & Inclusion Policy
- Sustainability Policy
- Whistleblowing Policy



## Information Security Procedures

BlueLight Commercial data and information handling procedures comply with statutory and regulatory requirements.

During 2021/22 there have been no material breaches and no incidents reportable to the Information Commissioner's Office.

The Privacy Programme of work continues to be developed and implemented across BlueLight Commercial and its functions. The Privacy Programme delivers a robust Privacy Management Framework for BlueLight Commercial, comprising of governance inventory, data mapping, privacy-related policies, privacy-related processes, risk & control security for privacy third party risk management, incident response training and awareness monitoring and auditing to ensure that the General Data Protection Regulation (GDPR) principles are fully embedded into and form part of the fabric of BlueLight Commercial in all that it undertakes.



## Fraud, Bribery & Whistleblowing

BlueLight Commercial has policies and guidance in place in relation to conflicts of interest, fraud, gifts, hospitality and whistleblowing and to ensure compliance with the Bribery Act 2010.

There have been no reported or attempted reported cases of fraud or whistleblowing in 2021/22.

## Governance Statement

The Board of Directors has the overall responsibility for reviewing the effectiveness of the governance, risk management and system of internal control for the company.

As Chair of the Board, and in conjunction with the Audit Committee, I conclude that BlueLight Commercial has a sound system of governance, risk management and internal control during the financial year 2021 / 22.

I make this decision based on the assurance from the Audit Committee, through regular review of the evidence provided by the CEO and through the opinion of the annual audit provided by Barnes Roffe.

**Matthew Scott – Chair of the Board**





## Statement of Accounting Officer's Responsibilities

The Board of Directors has the overall responsibility for the proper conduct and financial operation of the company.

The CEO has been appointed as the Accounting Officer of BlueLight Commercial. The responsibilities of an Accounting Officer are to ensure the monitoring of expenditure through the provision of reports, maintenance and review of proper financial records; evaluate internal management systems, procedure and risks in order to provide recommendations; and to ensure compliance with accounting and tax laws. The CEO is also assigned as the Project Manager in respect of the Home Office grant allocation.

In preparing the accounting, the Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- Observe the Accounts Direction issued by HM Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis;
- Make judgements and estimates on a reasonable basis;

- State whether applicable accounting standards as set out in the Government Financial Reporting Manual have been followed, and disclose and explain any material departures in the financial statements;
- Prepare the financial statements on a going concern basis; and
- Confirm the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgement required for determining that it is fair, balanced and understandable.

In line with Home Office grant conditions, I as the Accounting Officer, and in conjunction with the Audit Committee, have taken all the necessary steps to make myself aware of any relevant audit information and to ensure that the appointed auditors are aware of that information. So far as I am aware, there is no relevant information of which the auditors are unaware.

The Accounting Officer confirms compliance with all of the above requirements.

**Lianne Deeming – CEO**







## Corporate Governance Report

The purpose of this corporate governance report is to provide an overview of our governance arrangements and to demonstrate how the Board has monitored and overseen the company's operation throughout the reporting period, 1 April 2021 – 31 March 2022.

The management of BlueLight Commercial was directed by the Board which comprises the Chair, PCC Non-Executive Directors, Chief Constable Non-Executive Directors, and an Independent Non-Executive Director. Matthew Scott has been the Non-Executive Chair of the Board throughout the reporting period. A profile of all members of the Board and Company Secretary can be found on our website [www.bluelightcommercial.police.uk](http://www.bluelightcommercial.police.uk).

The purpose of the Board is to monitor and oversee the company's operation, ensuring competent and prudent management, sound planning, proper procedures for the maintenance

of adequate accounting and other records and systems of internal control, and for compliance with statutory and regulatory requirement. The Board considers strategic issues and risks. It has overall responsibility for setting the long-term plans for BlueLight Commercial, reviewing and monitoring financial reports. The Terms of Reference of the BlueLight Commercial Board can be found on our website [www.bluelightcommercial.police.uk](http://www.bluelightcommercial.police.uk).

The Board also has two sub-committees, an Audit Committee and a Nominations and Remuneration Committee.

There have been 13 Board meetings in the reporting period and one Board Strategy Event. The Audit Committee met four times and the Nominations and Remuneration Committee met three times during the reporting period.

Board and Committee attendance is detailed in the table below:

Director Name	Position	Board Meetings	Strategy Events	Audit Committee	Nom & Rem Committee
Matthew Scott	Non-Executive Director PCC Chair	12 / 13	1 / 1	3 / 4	3 / 3
Lianne Deeming	Chief Executive Officer	13 / 13	1 / 1	4 / 4	3 / 3
Heather Benjamin	Non-Executive Director Independent	13 / 13	1 / 1	4 / 4	3 / 3
Jeff Cuthbert	Non-Executive Director PCC	8 / 13	1 / 1		2 / 3
Kim McGuinness	Non-Executive Director PCC	5 / 13	0 / 1		
Philip Seccombe	Non-Executive Director PCC	11 / 13	0 / 1	4 / 4	
Donna Jones	Non-Executive Director PCC	3 / 10	0 / 1		
Lisa Townsend	Non-Executive Director PCC	5 / 10	0 / 1		
John Dwyer	Non-Executive Director PCC	1 / 1	1 / 1		
Alison Lowe	Non-Executive Director PCC	0 / 1	0 / 1		
Arfon Jones	Non-Executive Director PCC	0 / 0	0 / 0		
David Thompson	Chief Constable, rep of Finance & Co-ordinating Committee of NPCC	10 / 13	1 / 1	4 / 4	
Lee Freeman	Chief Constable	8 / 13	1 / 1		
Stephen Jupp	Chief Constable	7 / 13	0 / 1		2 / 3



There are procedures in place to ensure the company is aligned to the Companies Act 2006 and capture and record conflicts of interest for all Board members. Conflicts of interest declarations are requested at every Board meeting and are recorded in the minutes.

The table below details the declarations of interest for all Directors of the Board during the reporting period, however there were no actual conflicts of interest raised in the reporting period:

Director Name	Description of Interest	Does the interest relate to the board member, or a person closely connected to the board member?	Is the interest current?
Alison Lowe OBE	Non-Executive Director Leeds Community Healthcare NHS Trust	Alison Lowe OBE	Yes
	Chair of NPAS Local Board & NPAS Board Member		
David Thompson QPM	None		
Donna Jones	None		
Heather Benjamin	Chair Air Ambulances UK	Heather Benjamin	Yes
	Non-Executive Director Supply Chain Co-ordination Ltd		Yes
	Vice President Walsingham Support Ltd (Honorary Role)		Yes
	Vice President Leaders Club		Yes
Jeff Cuthbert	None		
John Dwyer	Drugwatch Trust - Trustee	John Dwyer	Yes
	Royal British Legion Nantwich & District - President		Yes
	146 Squadron ATC Northwich - President		Yes
	Institute of Advanced Motorists Chester and Nantwich - President		Yes
Lee Freeman	None		
Lianne Deeming	Royal Academy of Engineering fellow and Chair of Manufacturing and Design Panel	Lianne Deeming	Yes
	Cardiff University School of Engineering Advisory Board Member		Yes
Lisa Townsend	None		
Kim McGuinness	Trustee of Newcastle Falcons Community Foundation	Kim McGuinness	Yes
Matthew Scott	None		
Philip Seccombe	PCC Warwickshire	Philip Seccombe	Yes
	Trustee of the Road Safety Trust		Yes
	Chairman, Warwickshire Road Safety Partnership		Yes
	Chairman, Warwickshire Bluelight Collaboration		Yes
	Chairman, Warwickshire Local Criminal Justice Board		Yes
	Leader of Warwickshire County Council	Clr Izzi Seccombe	Yes
Stephen Jupp	None		



# Accounts

For the year ended 31 March 2022



# Directors' Report

The directors present their report and the financial statements for the year ended 31 March 2022.

## Directors' responsibilities statement

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the surplus or deficit of the Company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Directors

The directors who served during the year were:

H V Benjamin

L E Deeming (appointed 16 June 2021)

J V Dwyer (appointed 31 March 2022)

L Freeman

S M Jupp

A N K Lowe (appointed 31 March 2022)

D Thompson

PCC Gwent



PCC Hampshire (appointed 21 July 2021) (resigned 31 March 2022)

PCC Kent

PCC North Wales (resigned 16 April 2021)

PCC Northumbria (resigned 31 March 2022)

PCC Surrey (appointed 16 June 2021)

PCC Warwickshire

### Disclosure of information to auditors

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

### Auditors

The auditors, Barnes Roffe LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

### Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Board on 4th August 2022 and signed on its behalf.

**Sir David Thompson QPM**

Director





# Board Sub-Committee Reports

## Audit Committee

The Audit Committee's role is to advise the Board on matters relating to financial performance, to monitor the integrity of the financial statements of the company including its annual reports, interim management statements, and any other formal announcement relating to its financial performance. The Audit Committee reviews and reports to the Board of Directors on significant financial reporting issues and judgements.

The Audit Committee comprises of three Non-Executive Directors (one being a Chief Constable, one being a Police and Crime Commissioner and the other being an Independent Non-Executive Director) and the Chief Executive Officer. The constitution and terms of reference for the Audit Committee were established in November 2020 and can be found on our website [www.bluelightcommercial.police.uk](http://www.bluelightcommercial.police.uk). The Committee met four times during the reporting period.

The Chair of the Audit Committee reports upon the business transacted in those meetings to the Board of Directors, and annually submits a report to the Board which summarises the work of the Committee over the fiscal year.

During the reporting period the Committee focused their attention on reporting, risk management & internal control, appointment of an external auditor and compliance and governance matters. The committee considered the integrity of the year-end financial statements, assessed the management's response to any significant audit findings and recommendations and considered the longer-term viability of the company and evidence of going concern.

Key policies were reviewed and signed off such as the Reserves Policy and the Scheme of Delegation was reviewed, adjusted and monitored.

The Audit Committee Annual Report 2021-22 has been presented to the Board of Directors, summarising the business undertaken during the reporting period and providing commentary on the focus for the year ahead. The Audit Committee, as per the terms of reference, will undertake an evaluation of its performance and effectiveness on an annual basis.





## Nominations & Remuneration Committee

The Nominations and Remuneration Committee's role is to determine and agree remuneration, obtaining reliable up to date information in other companies of comparable scale, review the appropriateness of the remuneration policy, determine performance related pay schemes, formulate succession planning, identify and mitigate risks and promote the long term success of BlueLight Commercial.

The constitution and terms of reference for the Nominations & Remuneration Committee were established in November 2020 and can be found on our website [www.bluelightcommercial.police.uk](http://www.bluelightcommercial.police.uk). The Committee met three times during the reporting period.

Following a review of governance, BlueLight Commercial initiated its first Nominations and Remuneration Committee meeting in June 2021. The terms of reference were agreed, and the composition includes a PCC, Chief Constable, and the Chair as an observer and is chaired by the Non-Executive Director.

Topics in 2021 included CEO remuneration and development of a phased approach to a future reward strategy. Also following the CSR discussions the committee reviewed the future organisation design and began the transfer from fixed term contracts to permanent roles for core positions to ensure there is a sustainable organisation to support company ambitions. This will ensure employees are recruited and retained with key skills for the future.

The committee also confirmed agreement for board roles to ensure the composition included a diverse range of skills.

The Nominations & Remuneration Committee Annual Report 2021-22 has been presented to the Board of Directors, summarising the business undertaken during the reporting period and providing commentary on the focus for the year ahead. The Nominations & Remuneration Committee, as per the terms of reference, will undertake an evaluation of its performance and effectiveness on an annual basis.





# Independent Auditors' Report to the Members of BlueLight Commercial Limited

## Opinion

We have audited the financial statements of BlueLight Commercial Limited (the 'Company') for the year ended 31 March 2022, which comprise the Statement of comprehensive income, the Statement of financial position and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2022 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.



## Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' report thereon. The directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a Strategic report.



## Responsibilities of directors

As explained more fully in the Directors' responsibilities statement set out on page 1, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

## Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with law and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the company through discussion with directors and other management, and from our commercial knowledge and experience of the relevant sector ;
- The specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, are as follows:
  - i) Companies Act 2006.
  - ii) FRS 102.
  - iii) Tax legislation.
  - iv) Employment legislation.





- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and reviewing supporting evidence where applicable.
- Laws and regulations were communicated within the audit team at the planning meeting, and during the audit as any further laws and regulation were identified. The audit team remained alert to instances of non compliance throughout the audit;

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by:

- Making enquires of management as to where they consider there was susceptibility to fraud and their knowledge of actual suspected and alleged fraud;
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations;
- Reviewing the financial statements and testing the disclosures against supporting documentation;
- Performing analytical procedures to identify any unusual or unexpected trends or anomalies;
- Inspecting and testing journal entries to identify unusual or unexpected transactions;
- Assessing whether judgement and assumptions made in determining significant accounting estimates, were indicative of management bias; and

The areas that we identified as being susceptible to misstatement through fraud were:

- Management bias in the estimates and judgements made; and
- Management override of controls; and
- Posting of unusual journals or transactions.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance.

The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.



## Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink, appearing to read 'Mark Hancock', written over a faint blue line.

**Mark Hancock (Senior statutory auditor)**

for and on behalf of

**Barnes Roffe LLP**

Chartered Accountants & Statutory Auditors

3 Brook Business Centre

Cowley Mill Road

Uxbridge

Middlesex

UB8 2FX

Date: 5th August 2022



# Statement of Comprehensive Income

	Year ended 31 March 2022	Period ended 31 March 2021
	£	£
Turnover	686,786	20,469
Cost of sales	(64,337)	(20,469)
<b>Gross surplus/(deficit)</b>	<b>622,449</b>	<b>-</b>
Administrative expenses	(5,128,898)	(3,313,243)
Other operating income	4,940,640	3,700,000
<b>Operating surplus</b>	<b>434,191</b>	<b>386,757</b>
Tax on profit	(81,158)	(68,200)
<b>Surplus for the financial year/period</b>	<b>353,033</b>	<b>318,557</b>
<b>Total comprehensive income for the year/period</b>	<b>353,033</b>	<b>318,557</b>

The notes on pages 10 to 15 form part of these financial statements.



# Statement of Financial Position

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	5	55,080	51,420
<b>Current assets</b>			
Debtors: amounts falling due within one year	6	411,197	307,696
Cash at bank and in hand	7	1,077,781	616,510
		<u>1,488,978</u>	<u>924,206</u>
Creditors: amounts falling due within one year	8	(872,468)	(657,069)
<b>Net current assets</b>		<u>616,510</u>	<u>267,137</u>
<b>Total assets less current liabilities</b>		<u>671,590</u>	<u>318,557</u>
<b>Net assets</b>		<u>671,590</u>	<u>318,557</u>
<b>Capital and reserves</b>			
Surplus and deficit account		<u>671,590</u>	<u>318,557</u>
		<b>671,590</b>	<b>318,557</b>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 4th August 2022.

**Sir David Thompson QPM**

Director

The notes on pages 10 to 15 form part of these financial statements.



# Notes to the Financial Statements

## 1. General information

Bluelight Commercial Limited is a company limited by guarantee, incorporated in England and Wales. The address of the registered office is Lower Ground 5-8 The Sanctuary, Westminster, London, United Kingdom SW1P 3JS.

The company specialises in procurement, commercial and shared services on behalf of the emergency services.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The following principal accounting policies have been applied:

### 2.2 Foreign currency translation

#### Functional and presentation currency

The Company's functional and presentational currency is GBP.

#### Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of comprehensive income except when deferred in other comprehensive income as qualifying cash flow hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the Statement of comprehensive income within 'finance income or costs'. All other foreign exchange gains and losses are presented in the Statement of comprehensive income within 'other operating income'.





## 2.3 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

### Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

## 2.4 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of comprehensive income in the same period as the related expenditure.

## 2.5 Pensions

### Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of comprehensive income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of financial position. The assets of the plan are held separately from the Company in independently administered funds.

## 2.6 Taxation

Tax is recognised in surplus or deficit except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates income.



## 2.7 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Office equipment – 25% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of comprehensive income.

## 2.8 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

## 2.9 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

## 2.10 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

# 3. Employees

The average monthly number of employees, including directors, during the year was 52 (period ended 31 March 2021 - 20)



## 4. Directors' remuneration

	<b>Year ended 31 March 2022</b>	Period ended 31 March 2021
	£	£
Directors' emoluments	<b>168,000</b>	12,375
Company contributions to defined contribution pension schemes	<b>18,000</b>	–
	<b>186,000</b>	12,375

During the year retirement benefits were accruing to 1 director (period ended 31 March 2021 - OJ in respect of defined contribution pension schemes).

## 5. Tangible fixed assets

	<b>Office equipment</b>
	£
<b>Cost</b>	
At 1 April 2021	<b>68,560</b>
Additions	<b>22,020</b>
At 31 March 2022	<b>90,580</b>
<b>Depreciation</b>	
At 1 April 2021	<b>17,140</b>
Charge for the year	<b>18,360</b>
At 31 March 2022	<b>35,500</b>
<b>Net book value</b>	
At 31 March 2022	<b>55,080</b>
At 31 March 2021	<b>51,420</b>



## 6. Debtors

	2022	2021
	£	£
Trade debtors	41,150	6,767
Other debtors	1,051	–
Prepayments and accrued income	368,996	300,929
	<b>411,197</b>	<b>307,696</b>

## 7. Cash and cash equivalents

	2022	2021
	£	£
Cash at bank and in hand	1,077,781	616,510
	<b>1,077,781</b>	<b>616,510</b>

## 8. Creditors: Amounts falling due within one year

	2022	2021
	£	£
Trade creditors	338,064	318,959
Corporation tax	81,200	68,200
Other taxation and social security	176,846	86,962
Other creditors	39,220	37,592
Accruals and deferred income	237,138	145,356
	<b>872,468</b>	<b>657,069</b>

## 9. Company status

The company is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.





## 10. Pension commitments

The company makes contributions to defined contribution pension schemes. The assets of the schemes are held separately from those of the company in independently administered funds. The pension cost charge represents contributions payable by the company to the funds and amounted to £309,157 (period ended 31 March 2021 - £96,684). Contributions totalling £39,220 (2021 - £23,388) were payable to the fund at the Statement of financial position date and are included in creditors.

## 11. Commitments under operating leases

At 31 March 2022 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	<b>2022</b>	2021
	<b>£</b>	£
Not later than 1 year	<b>6,390</b>	8,386
Later than 1 year and not later than 5 years	<b>1,598</b>	7,988
	<b>7,988</b>	16,374

## 12. Related party transactions

Some of the directors are associated with various police forces. Transactions occurred during the year between BlueLight Commercial Limited and some of these police forces in the normal course of its objectives.

The company has taken advantage of exemptions given by Financial Reporting Standard 102 not to disclose any transactions with associated bodies where transactions have taken place in the normal course of their objectives.

During the year, the company made purchases from a director amounting to £6,574 (period ended 31 March 2021 - £9,928). At the year end there was a balance outstanding within trade creditors of £401 (period ended 31 March 2021 - £697).

## 13. Controlling party

There is no ultimate controlling party.



## Detailed Surplus and Deficit Account

	Year ended 31 March 2022	Period ended 31 March 2021
	£	£
Turnover	686,786	20,469
Cost of sales	(64,337)	(20,469)
<b>Gross surplus/(deficit)</b>	<b>622,449</b>	<b>-</b>
Other operating income	4,940,640	3,700,000
<b>Less: overheads</b>		
Administration expenses	(5,128,898)	(3,313,243)
<b>Operating surplus</b>	<b>434,191</b>	<b>386,757</b>
Tax on profit on ordinary activities	(81,158)	(68,200)
<b>Surplus for the year/period</b>	<b>353,033</b>	<b>318,557</b>



## Schedule to the Detailed Accounts

	<b>Year ended 31 March 2022</b>	Period ended 31 March 2021
	£	£
<b>Turnover</b>		
Other income	<b>686,786</b>	20,469
	<hr/> <b>686,786</b>	<hr/> 20,469
<b>Cost of sales</b>		
Purchases	<b>64,337</b>	20,469
	<hr/> <b>64,337</b>	<hr/> 20,469
<b>Other operating income</b>		
Government grants receivable	<b>4,940,640</b>	3,700,000
	<hr/> <b>4,940,640</b>	<hr/> 3,700,000



	<b>Year ended 31 March 2022</b>	Period ended 31 March 2021
	£	£
<b>Administration expenses</b>		
Directors' salaries	<b>168,000</b>	12,375
Directors pension costs - defined contribution schemes	<b>18,000</b>	–
Staff salaries	<b>2,590,045</b>	1,608,289
Staff National Insurance	<b>303,170</b>	105,870
Staff pension costs	<b>291,157</b>	96,684
Staff training	<b>265,395</b>	20,478
Staff welfare	<b>3,753</b>	4,820
Hotels, travel and subsistence	<b>85,232</b>	6,762
Consultancy	<b>110,931</b>	467,100
Printing and stationery	<b>2,407</b>	386
Postage	<b>286</b>	365
Telephone and fax	<b>1,964</b>	726
Computer costs	<b>3,234</b>	2,454
General office expenses	<b>2,321</b>	9,494
Advertising and promotion	<b>63,419</b>	107,584
Trade subscriptions	<b>264,893</b>	90,291
Legal and professional	<b>374,798</b>	153,232
Auditors' remuneration	<b>10,110</b>	9,000
Non-Auditors' remuneration	<b>600</b>	
Accountancy fees	<b>102,222</b>	78,501
Bank charges	<b>1,079</b>	672
Difference on foreign exchange	<b>68</b>	
Sundry expenses	<b>14,554</b>	32,116
Insurances	<b>26,834</b>	11,810
Repairs and maintenance	<b>4,975</b>	1,340
Depreciation	<b>18,360</b>	17,140
Agency and contractor costs	<b>329,452</b>	250,104
Recruitment fees	<b>71,639</b>	225,650
	<b>5,128,898</b>	3,313,243





## Glossary

APCC Association of Police and Crime Commissioners

BLC BlueLight Commercial

CSR Comprehensive Spending Review

ESESG Emergency Services Environment and Sustainability Group

FRS Financial Reporting Council

FCN Forensic Capability Network

GDPR General Data Protection Regulation

HM Treasury Her Majesty's Treasury

ISAs UK International Standards on Auditing United Kingdom

KPI's Key Performance Indicators

LLP Limited Liability Partnership

NPCC National Association of Chiefs Council

NAPFM National Association of Police Fleet Managers

NAPCFG National Airport Policing Commercial and Finance Group

NCA National Crime Agency

NFCC National Fire Chiefs Council

NPEG National Police Estates Group

NPAS National Police Air Service

OBC Original Business Case

PPE Personal Protective Equipment

PDS Police Digital Service

PolFIG Police Forum for Income Generation

PCC Police and Crime Commissioner

SPS Special Police Services



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