

BlueLight Commercial Annual Report & Accounts



Working with blue light organisations to
transform commercial services

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1. Introduction

Welcome to the BlueLight Commercial Annual Report & Accounts 2022/23.

We are delighted to present our Annual Report & Accounts as we move into our fourth year of operation and BlueLight Commercial is now firmly established as a critical enabling commercial function for policing and wider partner organisations.



Chair's Statement

I am delighted to be able to share with you BlueLight Commercial's Annual Report & Accounts for 2022/23 and reflect on the achievements of the past twelve months.

The past year of global volatility, supply chain disruption and soaring inflation has led to unprecedented increased costs to policing and our members. It has never been more critical that we continue to work together to find ways to increase collaboration, reduce inefficiencies and maximise the value we can achieve from our supply chains.

It is against this backdrop that we have coordinated our activities to ensure that we are aligned to support the core priorities of our members. As Chris Philp, Minister of State for Crime, Policing and Fire recently stated "Police, like all public services, must ensure that they make best use of public money".

BlueLight Commercial is uniquely placed to support policing and our wider membership base across all elements of the commercial lifecycle. Our team continues to deliver improvements in performance and value for our stakeholders and during the next year will grow to cover all six categories of key spend. The financial value created during 2022/23 realised across the 43 police forces in England and Wales delivered by forces and supported by BlueLight Commercial amounts to £34.7m cashable savings and £23m of efficiency savings, with £17m of benefits realised directly by BlueLight Commercial across its membership.

Protecting the natural environment remains a key priority for us and our members and we have

continued to lead the commercial activity surrounding decarbonisation, to protect our local communities and meet the Government's net zero plans.

We have reached the end of the year confident that our mission and strategy has placed the company as an integral enabler for policing and our members. Achieving value for money has never been more important, and we will retain a firm focus on continuing to foster collaboration, harness innovation and deliver efficiencies.

I would like to pass my sincere gratitude to the BlueLight Commercial team who have played their part in delivering against the strategic objectives and making the last year such a successful one. We look forward to working even more closely with our partners and members over the next year.

Lastly, I wish to thank fellow Board members for your contribution, dedication and support on the journey to commercial excellence.

Matthew Scott

Police and Crime Commissioner
Kent & Chair of BlueLight
Commercial Board





Chief Executive Officer's Statement

During a year of unprecedented global challenges that triggered turmoil in commodity markets it is more important than ever to deliver value to the front line. Our achievements in the past year provided partners not only cashable and efficiency savings but also cost avoidance, income generation and recovery and increased commercial capability.

The pace of change in the economic landscape has shaped our priorities to ensure that we are supporting customers to mitigate financial impacts, whilst working closely with partners in the supply chain to ensure resilience and viability.

As the company has evolved, our membership offering has extended beyond policing, to organisations across the blue light sector and as we enter our next stage of maturity and sustainability, we will support all six areas of police 3rd party addressable spend, including ICT and forensics.

The partnership approach has realised an increase in collaborative commercial activity, delivering together over £42m (to March 2023) of additional cashable, cost avoidance and efficiency savings.

BlueLight Commercial have developed close working relationships with a number of APCC and NPCC portfolio leads, working across many national areas of activity.

I continue to lead the NPCC Sustainability Portfolio, working with colleagues and experts from across forces to develop the long-term roadmap to decarbonisation.

Supporting and developing commercial capability has been a key priority for us and many forces and we have been encouraged by the level of member engagement with our training. 2023 brings significant change; we'll be supporting partners

with the new public procurement regulations, as well as providing enhancements to social value and launching our responsible procurement programme.

The progress the company has made over the past three years has been recognised by the industry profession. The team were delighted to be awarded the 'Small Procurement Team of the Year 2022' by the Chartered Institute of Procurement and Supply (CIPS), in its annual Excellence in Procurement Awards.

After such an important year, I'd like to offer some thanks. Firstly, the Board and our member organisations for their support and contributions. Thank you also to the BlueLight team for their hard work and dedication.

Without your support, we wouldn't have been able to exceed the objectives of original business plan. I look forward to our continued working relationships.

Lianne Deeming
Chief Executive Officer,
BlueLight Commercial





About BlueLight Commercial

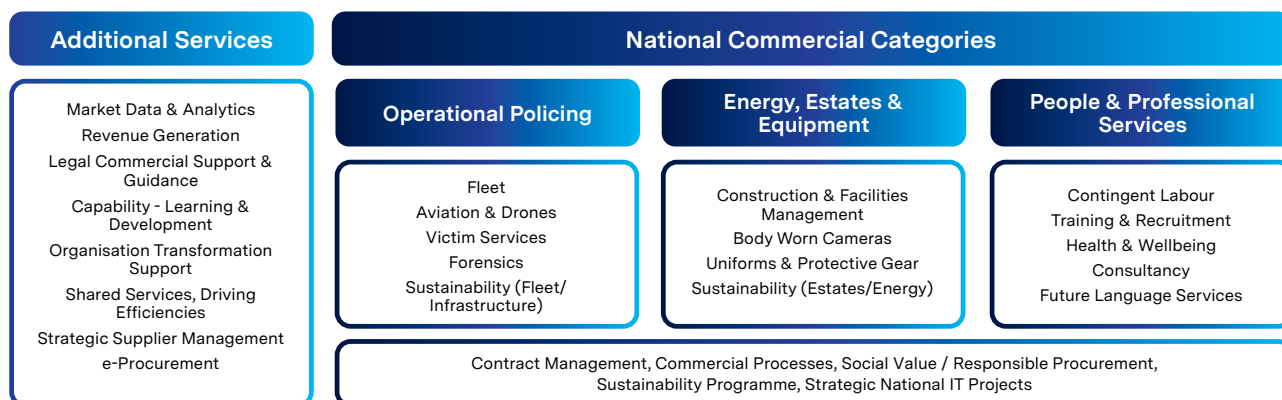
Into our fourth year of operation BlueLight Commercial is now firmly established as a critical enabling commercial function for policing and wider partner organisations.

As we grow and evolve our membership offering extends beyond policing, working across blue light organisations to deliver value for money, embrace innovation and improve delivery for frontline services. This year has been one of significant progress and growth to ensure we remain aligned to current policing priorities and keep delivering the long-term critical commercial benefits (social, economic and environmental).

Our values and the principles of **Bottom Line Impact**, **Sustainable Future** and **Transformation of Commercial Activities** continue to steer our delivery and are at the heart of all that we do. We have made substantial progress in delivering against the priorities of our six strategic objectives.

During the last year, in the post-pandemic environment, we evaluated how our team were operating and realigned resources to ensure our operating model best supports our vision and the priorities of our members, and is also capable of delivering against all 6 key categories of national spend.

Our three core commercial pillars are complemented with wraparound enabling functions, providing a full service offering across the commercial lifecycle.



Over the last year responsibility for national commercial activity for forensic goods and services has transferred from the Forensics Capability Network and this has led to the establishment of a Forensics Category within the Operational Policing Pillar. Over the next year a national ICT Commercial Pillar will be created to support forces and Police Digital Service to deliver standardisation and optimise value against the £925m of national spend within this area.

Our approach continues to be agile to enable us to be flexible in responding to areas of critical importance to policing. Working closely with National Police Chief's Council Portfolio Leads the team have supported a diverse range of national projects.



Benefits At A Glance

Maximising Financial & Commercial Benefits

Market intervention to ensure continuity of service provision.

Ensuring policing talks to the market as a single voice.

Developing new markets and innovation.

Analysis and interpretation of key market trends.

£9.5m cashable savings
£2.8m cost avoidance
£4.8m of revenue generation and cost

Building Commercial Capability

Training across all elements of commercial activity.

Leadership and support for forces to maximise revenue generation opportunities.

Translating and cascading changes in Government Procurement policies.

Accessible Learning and Management System (LMS).

1027 delegates trained
1300 LMS users

Commercial Excellence

Driving standardisation across commercial processes.

Leading on national procurement activity.

Promoting contract management and reducing contract leakage.

National Category Pillars for key areas of spend.

Forensics £400k cost avoidance
Aviation £53k cost avoidance
4 market reports
315 contract management delegates trained

Sustainability

Leading and championing a national approach to sustainability.

Accredited to recognised commercial ethical standards.

Leading and embedding a national approach to Social Value.

Training and toolkits to support Social Value considerations.

1030 suppliers registered on social value tool
All 43 forces trained and dashboards created for social value

Business Transformation & Consultancy

Responsive consultancy service to forces, providing commercial expertise.

Leading business transformation programmes.

Discovery and strategic delivery for key national projects.

Ability to act as a national contracting authority.

4 force consultations
3 national projects supported

Organisational Development & Effectiveness

Benchmark assessment of back office operations (HR & Finance).

Support for local commercial organisational change programmes.

Guidance and support to maximise revenue generation opportunities.

National coordination and reporting of savings and efficiencies.

National rates developed for Special Policing Services and custody rates



Financial Annual Benefits Summary

Over the past year, significant progress has been made in several key areas of spend.

New contractual arrangements have been put in place for contingent labour, uniform, specialist armoured vehicles, aviation, body armour and forensics. The 49 contracts and frameworks in place represents £1.2bn of spend over their lifetime.

In fleet, the first national contract for vehicles was awarded with standardised specifications to maximise savings and provide improved capability for frontline operational officers. Whilst in Contingent Labour, we are starting to see the benefits of collaboration with 23 forces onboarded and 992 placements across forces.

The Dynamic Purchasing System for Physical Forensics has been implemented across 22 forces with further competitions planned.

The team are leading commercial activity for a number of key national projects, including working with National Police Air Service (NPAS) on the next generation of aviation services and National Aviation Fleet Replacement Programme, as well as providing ongoing commercial support for operational goods and services and the contracts impacted by the closure of Doncaster airport.

Other key national projects being supported include the commercial discovery and strategic delivery of major ICT systems and Victim's and Citizen's Engagement Software.

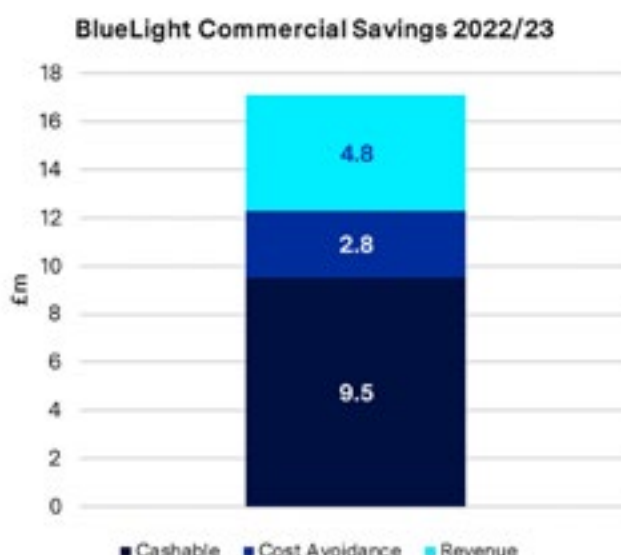
Revenue generation and cost recovery remains a priority and the team have implemented national rates for Special Policing Services, Safeguarding Custody with the Prison Service and are leading the national commercial approach to policing provision within airports.

Enhancements have been made to our savings and analytical capabilities, improving market analysis and leading to better commercial outcomes.

Many members continue to enhance their own commercial capabilities by participating in a range of new courses that BlueLight Commercial has developed, including in contract management and training developed for non-commercial professionals.

The journey in responsible procurement continued with support and training for forces and suppliers in social value.

The BlueLight Commercial team of specialists have also provided professional strategic consultancy for individual forces undergoing transformation across a number of areas such as organisational design, shared services, market insights and strategy development.





Finance – Grant Funding

BlueLight Commercial is funded through a mixture of Home Office grant allocation and internal revenue. The grant funding is awarded as a one-year settlement but is part of three-year business plan.

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 or organisational design work is 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 & Risk 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 by each pillar through the Plan/Do/Check/Act (PDCA) process. Our risk management practices are aligned to the guidance and main principles of HM Treasury's Orange Book.

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

- Inadequate organisational capacity to support business commitments and growth: There is a risk that the 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 within critical and strategic categories: There is a risk that supply chain members fail or performance not satisfactory.
- Business continuity: There is a risk of a loss of critical individuals, systems and / or activities.



2. Reports

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



Sustainability Report

Our Impact on the Environment

BlueLight Commercial has been set up in such a way as to minimise our impact on the environment, with virtual working at our core. We encourage low carbon travel via the rail network or car sharing when we do travel. As we have zero Scope 1 & 2 Emissions we will be working through 2023/24 to identify our scope 3 emissions and put in place plans to reduce and mitigate these.

Ethical Standards

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

Our policies ensure a consistent operating framework, with breaches raised and actioned:

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

In May 2023, BlueLight Commercial was awarded the Chartered Institute of Procurement and Supply (CIPS) Corporate Ethics Mark in recognition of our commitment to ethical procurement.

We demonstrated the value we placed on ethical procurement through our processes and policies, with all staff CIPS trained and tested.

This gives suppliers, customers, employees and stakeholders confidence we are committed to ensuring we have adopted ethical values across how we source and manage suppliers.

Responsible Procurement

During 2022 BlueLight Commercial developed a Responsible Procurement and Commissioning Strategy which seeks to fully integrate the environmental, economic and social impacts into our procurement and commissioning activities. It is designed to translate a national commercial vision into a clear framework.

Our goals are linked to key three themes:

People:

- Improving supply chain diversity
- Embedding inclusive employment practices
- Enabling skills, training and employment opportunities

Planet:

- Improving environmental sustainability

Public Purse

- Promoting ethical sourcing practices
- Maximising social value contributions through contracts we procure



Modern Slavery

We prioritised supporting suppliers with guidance on responding to Modern Slavery, and are working towards a national approach for suppliers to complete a Social Value Action Plan allowing us to:

1. Assess supplier awareness of modern slavery and whether they have made a public commitment to addressing the problem.
2. Monitor supplier plans for evidence of supplier development within their supply chains (what we recognise as our Tier 2 and 3 suppliers)
3. Support suppliers to develop plans for disclosing modern slavery if issues appear in their supply chain
4. Report on the progress of our suppliers in responding to modern slavery
5. Comply with obligations under the Modern Slavery Act 2015, specifically Section 54(1) Transparency in Supply Chain (TISC).



Embedding Social Value

BlueLight Commercial's work helps embed social value best practice tools and techniques within organisational processes and helps forces and suppliers demonstrate and measure the positive societal contributions they are creating in their communities.

In collaboration with NETpositive Futures 2021 we continued the delivery of:

- Social Value training, support, dashboards and case studies for all forces.
- The National Social Value Application and Measurement Toolkit, providing guidance and support on how to embed social value successfully and effectively in all stages of the commercial lifecycle.
- The Supplier Social Value Action Planning Tool with 1030 suppliers registered and 678 action plans created.
- 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.
- Collaboration with Go-4-Growth focusing on supporting small and micro businesses in bidding for public sector contracts.

Sustainability Programme

Last year we continued our work supporting the National Sustainability Programme, together with The National Police Chiefs' Council (NPCC), Association of Police and Crime Commissioners (APCC) and College of Policing.

This focuses on delivering a unified strategy and policy with the development of roadmaps for transport and estates, to reduce and mitigate the impact on climate change to meet the governmental Net Zero Carbon targets.

Three key workstreams cover:

- Strategy and Policy
- Estates and Energy (electricity and gas)
- Transport – Fleet and Aviation (vehicles and charging infrastructure)





Accountability Reports

Information Security Procedures

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

During 2022/23 there have been no material breaches and no incidents reportable to the Information Commissioner's Office.

The Privacy & Information Security Programme of work continues to be developed and implemented across BlueLight Commercial and its functions.

The programme delivers a robust Privacy Management Framework for BlueLight Commercial, comprising of governance inventory, data mapping, privacy and information security related policies, processes, and procedures, risk & control security for privacy third party risk management, incident response training and awareness monitoring and auditing to ensure that the UK General Data Protection Regulation (UK GDPR) principles are fully embedded into and form part of the fabric of BlueLight Commercial in all that it undertakes. Working with North East Business Resilience Centre, we have delivered a training programme to the team on cyber and information security which forms part of our annual compliance training programme.

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 2022/23.

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 & Risk Committee, I conclude that BlueLight Commercial has a sound system of governance, risk management and internal control during the financial year 2022/23.

I make this decision based on the assurance from the Audit & Risk 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 & Risk 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 2022 – 31 March 2023.

The management of BlueLight Commercial was directed by the Board which comprises the Chair, PCC Non-Executive Directors, Chief Constable Non-Executive Directors, the Chief Executive Officer 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.

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.

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

There have been 11 Board meetings in the reporting period, one Board Strategy Event and one Annual General Meeting. The Audit & Risk Committee met five times and the Nominations & Remuneration Committee met six times during the reporting period.

Board and Committee attendance is detailed in the table below:

Director Name	Position	Current / Resigned in Year	Board Meetings	Strategy Events	AGM	Audit & Risk Committee	Nom & Rem Committee
Alison Lowe OBE	Non-Executive Director PCC	Current	5 / 11	1 / 1	1 / 1		
Chris Haward	Non-Executive Director Chief Constable	Current	1 / 8	1 / 1	0 / 1		4 / 5
David Thompson QPM	Non-Executive Director Chief Constable, rep of Finance & Co-ordinating Committee of NPCC	Resigned 21/7/22	2 / 4	0 / 0	0 / 0	1 / 1	
Gavin Stephens QPM	Non-Executive Director Chief Constable, rep of Finance & Co-ordinating Committee of NPCC	Current	6 / 8	0 / 1	1 / 1	3 / 4	
Heather Benjamin	Non-Executive Director Independent	Current	11 / 11	1 / 1	1 / 1	5 / 5	6 / 6
Jeff Cuthbert	Non-Executive Director PCC	Resigned 26/5/22	1 / 2	0 / 0	0 / 0		
John Dwyer	Non-Executive Director PCC	Resigned 31/3/23	6 / 11	0 / 1	1 / 1		
Joy Allen	Non-Executive Director PCC	Current	6 / 9	1 / 1	1 / 1		
Katy Bourne OBE	Non-Executive Director PCC	Current	5 / 6	1 / 1	1 / 1	1 / 3	
Lee Freeman KPM	Non-Executive Director Chief Constable	Current	8 / 11	0 / 1	0 / 1		
Lianne Deeming	Chief Executive Officer	Current	11 / 11	1 / 1	1 / 1	4 / 4	5 / 5
Lisa Townsend	Non-Executive Director PCC	Resigned 1/8/22	2 / 4	0 / 0	0 / 0		0 / 1
Matthew Scott	Non-Executive Director PCC Chair	Current	11 / 11	1 / 1	1 / 1	1 / 5	5 / 6
Philip Seccombe	Non-Executive Director PCC	Current	10 / 11	1 / 1	1 / 1	2 / 2	2 / 2
Roger Hirst	Non-Executive Director PCC	Current	2 / 2	0 / 0	0 / 0		



There are procedures in place to ensure the company is aligned to the Companies Act 2006 and captures and records 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	DMPC West Yorkshire	Board Member	Yes
	Leeds Community Healthcare NHS Trust Non-Executive Director		Yes
	Citizen's Advice Leeds Trustee		Yes
	Together Women Trustee		Yes
	Chair of NPAS Local Board & NPAS Board Member		Yes
Chris Haward	Chief Constable Lincolnshire	Board Member	Yes
	Wheatcroft Land Director	Connected Person	Yes
David Thompson QPM (Resigned)	Chief Constable West Midlands	Board Member	No
Gavin Stephens QPM	Chief Constable Surrey	Board Member	No
	Police Care UK Trustee		Yes
	Police Memorial Arboretum Trust		Yes
	The Police Remembrance Trust Trustee (formerly Police Roll of Honour Trust)		Yes
	Police Crime Prevention Initiatives Director		Yes
	Chair of National Police Chiefs Council (NPCC)		Yes
	ACRO (Criminal Records Office) Director		Yes
	Police Mutual Assurance Society Patron		Yes
	Police Digital Services Director		Yes
Heather Benjamin	Chair Air Ambulances UK	Board Member	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 (Resigned)	PCC Gwent	Board Member	Yes
John Dwyer (Resigned)	Drugwatch Trust - Trustee	Board Member	Yes
	Royal British Legion Nantwich & District - President		Yes
	146 Squadron ATC Northwich - President		Yes
	Institute of Advanced Motorists Chester and Nantwich - President		Yes
Joy Allen	PCC Durham	Board Member	Yes
	North East Business Resilience Centre Board		Yes
Katy Bourne OBE	PCC Sussex	Board Member	Yes
	Chair of the Sussex Criminal Justice Board		Yes
	Non-Executive Director of the Association of Police & Crime Commissioners (APCC)		Yes
	Lead for APCC Business Crime Portfolio		Yes
	Member of National Police Chief's Council (NPCC) Audit and Assurance Board		Yes
Lee Freeman KPM	Chief Constable Humberside	Board Member	No
Lianne Deeming	Royal Academy of Engineering Fellow	Board Member	Yes
	Proactive Nominations Committee & Leaders in Innovation Fellowship Steering Group		Yes
	Cardiff University School of Engineering Advisory Board Member		Yes
Lisa Townsend (Resigned)	PCC Surrey	Board Member	Yes
Matthew Scott	PCC Kent	Board Member	Yes
	Road Safety Trust Trustee	Board Member	Yes
	Kent Fire & Rescue Authority Member	Board Member	Yes
	Revenue Management and Pricing International Ltd Director	Connected Person	Yes
	International School of Revenue Management Ltd Director	Connected Person	Yes
	Sevenoaks District Council elected Councillor	Connected Person	Yes
	Swanley Town Council elected Councillor	Connected Person	Yes
Philip Seccombe	PCC Warwickshire	Board Member	Yes
	Trustee of the Road Safety Trust	Board Member	No
	Chairman, Warwickshire Road Safety Partnership	Board Member	Yes
	Chairman, Warwickshire Bluelight Collaboration	Board Member	Yes
	Chairman, Warwickshire Local Criminal Justice Board	Board Member	Yes
	Leader of Warwickshire County Council	Connected Person	Yes
Roger Hirst	PFCC Essex	Board Member	Yes
	Brentwood Borough Council Councillor		Yes
	Fire Services Management Committee / Local Government Association (PFCC)		Yes
	Hutton Charities Trustee		Yes
	Thames Chase Trust Trustee		Yes
Stephen Jupp (Resigned)	Chief Constable Suffolk	Board Member	Yes



Board Sub-Committee Reports

Audit & Risk Committee

The Audit & Risk 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 & Risk Committee reviews and reports to the Board of Directors on significant financial reporting issues and judgements.

The Audit & Risk 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), the Chief Executive Officer and the Chair of the Board (in the capacity of an observer). The constitution and terms of reference for the Audit & Risk Committee were established in November 2020 and can be found on our website www.bluelightcommercial.police.uk. The Committee met five times during the reporting period.

The Chair of the Audit & Risk 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.

There have been no known fraud or litigation issues during the reporting period.

A review has taken place of the banking and pension providers, along with the legal company structure to ensure they are still fit for purpose.

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

The Audit & Risk Committee Annual Report 2022-23 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 & Risk 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 & 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.

The Committee met six times during the reporting period.

The Nominations & Remuneration 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 who is the Chair), the Chief Executive Officer and the Chair of the Board (in the capacity of an observer).

During the reporting period the Committee focused on a phased approach and the building blocks to the BLC reward strategy, CEO benchmarking and remuneration, the BlueLight Commercial pay award, Birthday Leave Policy, White Goods Salary Sacrifice Scheme and Career Connections.

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

The Nominations & Remuneration Committee Annual Report 2022-23 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.





3. Accounts

For the year ended 31 March 2023



Directors' Report

The directors present their report and the financial statements for the year ended 31 March 2023.

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

J V Dwyer (resigned 31 March 2023)

L Freeman (resigned 26 May 2023)

S M Jupp (resigned 27 June 2022)

A N K Lowe

D Thompson (resigned 21 July 2022)



PCC Gwent (resigned 26 May 2022)

PCC Kent

PCC Surrey (resigned 01 August 2022)

PCC Warwickshire

K E Bourne (appointed 30 September 2022, resigned 29 September 2023)

J Allen (appointed 26 May 2022)

C C Haward (appointed 21 July 2022)

G J Stephens (appointed 21 July 2022)

The following directors were appointed after the year end:

R Hirst (appointed 01 April 2023)

P Sanford (appointed 27 July 2023)

M Barber (appointed 29 September 2023)

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 ~~29 Sep. 2022~~ and signed on its behalf.

G J Stephens

Director



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 2023, 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 2023 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; and
- 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
- Investigating the rationale behind significant transactions, or transactions that are unusual or outside the company's usual course of business.

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. 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.

Mark Hancock FCA (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: 4 October 2023



Statement of Comprehensive Income

	Year ended 31 March 2023 £	Year ended 31 March 2022 £
Turnover	906,305	686,786
Cost of sales	(214,398)	(64,337)
Gross surplus/(deficit)	691,907	622,449
Administrative expenses	(5,893,788)	(5,128,898)
Other operating income	5,870,950	4,940,640
Operating surplus	669,069	434,191
Interest receivable and similar income	122	-
Surplus before tax	669,191	434,191
Tax on profit	(127,283)	(81,158)
Surplus for the financial year/period	541,908	353,033
Total comprehensive income for the year/period	541,908	353,033

The notes on pages 29 to 34 form part of these financial statements.



Statement of Financial Position

		2023	2022
	Note	£	£
Fixed assets			
Tangible assets	5	47,278	55,080
Current assets			
Debtors: amounts falling due within one year	6	648,731	411,197
Cash at bank and in hand		2,875,372	1,077,781
		3,524,103	1,488,978
Creditors: amounts falling due within one year	7	(2,357,883)	(872,468)
Net current assets		1,166,220	616,510
Total assets less current liabilities		1,213,498	671,590
Net assets		1,213,498	671,590
Capital and reserves			
Surplus and deficit account		1,213,498	671,590
		1,213,498	671,590

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 29 September 2023

G J Stephens
Director

The notes on pages 29 to 34 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 the Statement of comprehensive income 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 Interest income

Interest income is recognised in the Statement of comprehensive income using the effective interest method.

2.6 Pensions

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.

2.7 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.

2.8 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.

2.9 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.

2.10 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.

2.11 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 59 (2022 - 52).

4. Directors' remuneration

	Year ended 31 March 2023	Period ended 31 March 2022
	£	£
Directors' emoluments	211,750	168,000
Company contributions to defined contribution pension schemes	23,250	18,000
	235,000	186,000

The highest paid director received remuneration of £193,750 (2022 - £150,000).

The value of the Company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £23,250 (2022 - £18,000).

During the year retirement benefits were accruing to 1 director (2022 - 1) in respect of defined contribution pension schemes.

5. Tangible fixed assets

	Office equipment £
Cost	
At 1 April 2022	90,580
Additions	19,790
At 31 March 2023	110,370
Depreciation	
At 1 April 2022	35,500
Charge for the year	27,592
At 31 March 2023	63,095
Net book value	
At 31 March 2023	47,278
At 31 March 2022	55,080



6. Debtors

	2023	2022
	£	£
Trade debtors	78,600	41,150
Other debtors	3,666	1,051
Prepayments and accrued income	566,465	368,996
	648,731	411,197

7. Creditors: Amounts falling due within one year

	2023	2022
	£	£
Trade creditors	551,533	338,064
Corporation tax	127,198	81,200
Other taxation and social security	166,332	176,846
Other creditors	995,309	39,220
Accruals and deferred income	517,511	237,138
	2,357,883	872,468

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 £334,969 (2022 - £309,157). Contributions totalling £46,934 (2022 - £39,220) were payable to the fund at the Statement of Financial Position date and are included in Other Creditors.



10. Commitments under operating leases

At 31 March 2023 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2023	2022
	£	£
Not later than 1 year	1,598	6,390
Later than 1 year and not later than 5 years	-	1,598
	<u>1,598</u>	<u>7,988</u>

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 the office of Warwickshire PCC, a director, amounting to £14,283 (2022 - £6,574). At the year end there was a balance outstanding within trade creditors of £1,932 (2022 - £401).

The purchases all relate to vetting checks carried out on behalf of the company as the Warwickshire Police are the lead for police contractor vetting. These transactions were carried out on an arms' length basis.

13. Controlling party

There is no ultimate controlling party.



Detailed Surplus and Deficit Account

	Year ended 31 March 2023 £	Period ended 31 March 2022 £
Turnover	906,305	686,786
Cost of sales	(214,398)	(64,337)
Gross surplus/(deficit)	691,907	622,449
Other operating income	5,870,950	4,940,640
Less: overheads		
Administration expenses	(5,893,788)	(5,128,898)
Operating surplus	669,069	434,191
Interest receivable	122	-
Tax on profit on ordinary activities	(127,283)	(81,158)
Surplus for the year/period	541,908	353,033



Schedule to the Detailed Accounts

	Year ended 31 March 2023 £	Period ended 31 March 2022 £
Turnover		
Other income	906,305	686,786
	906,305	686,786
Cost of sales		
Purchases	214,398	64,337
	214,398	64,337
Other operating income		
Government grants receivable	5,870,950	4,940,640
	5,870,950	4,940,640



	Year ended 31 March 2023 £	Period ended 31 March 2022 £
Administration expenses		
Directors' salaries	211,750	168,000
Directors' pension costs - defined contribution schemes	23,250	18,000
Staff salaries	3,097,887	2,590,045
Staff National Insurance	344,602	303,170
Staff pension costs	311,719	291,157
Staff training	173,833	265,395
Staff welfare	5,066	3,753
Hotels, travel and subsistence	147,674	85,232
Consultancy	97,400	110,931
Printing and stationery	1,421	2,407
Postage	1,192	286
Telephone and fax	2,181	1,964
Computer costs	-	3,234
General office expenses	-	2,321
Advertising and promotion	85,905	63,419
Trade subscriptions	387,481	264,893
Legal and professional	193,061	374,798
Auditors' remuneration	14,162	10,110
Non-audit remuneration	-	600
Accountancy fees	121,180	102,222
Bank charges	1,087	1,079
Difference on foreign exchange	110	68
Sundry expenses	26,060	14,554
Insurances	60,105	26,834
Repairs and maintenance	2,022	4,975
Depreciation	27,592	18,360
Agency and contractor costs	153,410	329,452
Recruitment fees	103,638	71,639
E-Procurement licences	300,000	-
	5,893,788	5,128,898



	Year ended 31 March 2023 £	Period ended 31 March 2022 £
Interest receivable		
Other interest receivable	122	-
	122	-



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



Document Control & Version

Reference	Version	Owner	Last Reviewed	Next Review
BLCRef0003	5.0	C. Moss	July 2023	
	6.0	C. Moss	October 2023	
	7.0	C. Moss	December 2023	

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INVESTORS
IN PEOPLE

