



Realising value through collaboration

An overview of BlueLight Commercial





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Welcome

BlueLight Commercial is a not-for-profit company established by the Home Office in 2020.

We are a key delivery partner in implementing the Policing Vision 2030, the Procurement Act 2023, the NPCC and APCC National Sustainability Programme, and the forthcoming savings and efficiencies programme being led by the Home Office.

Our work harnesses national collaboration to deliver meaningful value at both local and national levels, driving savings, improving outcomes and delivering efficiencies across the entire commercial lifecycle and beyond.

As the pace and complexity of change in blue light services continues to grow, this work becomes ever more vital to the delivery of effective frontline services. We look forward to partnering with you to meet the challenges ahead.

Lianne Deeming
CEO, BlueLight Commercial



£132m

in savings, efficiencies and
cost recovery (2020-2025)

5,634

procurement professionals
trained (2020-2025)

£25.8m

value created through income
generation and cost recovery

c285

contracts and frameworks
managed for blue light services
across England and Wales



Our impact

Our team of commercial experts partner with blue light operational, procurement and leadership teams to:

1. Deliver tangible value

...in the form of procurement and efficiency savings, standardisation, cost recovery and revenue generation, making budgets stretch further.

2. Accelerate collaboration and innovation

...through a national supplier engagement model and the facilitation of new thinking, processes and technologies.

3. Build commercial capability

...by providing globally recognised, best-in-class commercial training and access to the latest best practice from across England and Wales.

4. Embed social value and sustainability

...by incorporating decarbonisation, equality, diversity, responsible consumption and community outreach into core operations.

Ultimately, our work strengthens operational performance, enhances service delivery, builds public trust in blue light services and helps to create a more sustainable future for all.

Our approach

One voice to market

By adopting a national approach to supplier engagement, contract and framework development and the sharing of best practice, we provide a single, unified voice to market. As well as removing duplicated effort and costs nationally, this provides local blue light teams with:

- Significantly increased negotiating power
- More cost-effective use of budgets
- Reduced risk and supply chain issues
- Expertise and innovation from across England and Wales

As this unified approach gains momentum and the national police reform agenda takes shape, its impact will continue to grow, at both a local and a national level.

Deep commercial expertise

Our team brings together commercial and category experts from blue light organisations, public sector bodies and private businesses, creating a unique blend of experience and expertise. This diversity enables us to offer fresh thinking that is rooted in practical insight and a thorough understanding of blue light services and the challenges you face.



“It’s essential we get consistency of practice across policing, with the best available skills and technology. That’s why BlueLight Commercial’s national, strategic approach to commercial matters is so important. It helps us stay ahead of future threats, deliver swifter justice and keeps our communities safe.”

Gavin Stephens QPM

Chair of the National Police Chiefs’ Council



Our approach

Empowerment of local teams

Through the BlueLight Commercial Academy and a comprehensive online learning platform, we equip your procurement, operational and leadership teams with additional tools and expertise, enabling them to drive commercial excellence across your organisation. We are here to empower local teams, never to replace them.

in-depth sector research, risk analysis, supplier relationship management and contract performance. Our end-to-end approach reduces contract leakage and inefficiencies, optimises commercial outcomes and delivers sustainable, long-term value. It also ensures stability, resilience and continuity of service in critical supply chains.

Full commercial lifecycle and beyond

Contract and framework set up is just a part of what we do. We create value across the full commercial lifecycle, from pre-contract planning to ongoing contract management. This includes

Beyond core commercial activity, we also partner with your teams to boost operational efficiency, generate additional income and improve cost recovery — further delivering long-term, strategically aligned value.



“Right from the start, they provided expert advice on the process, legislation and best practice. And they remained a key advisor throughout. This support was pivotal in agreeing a new PSA, resulting in a cost recovery increase from c£800k pa to £1.4m pa.”

Peter Clark
Superintendent Response & Resolution, Merseyside Police

Our three core services

01

Commercial lifecycle management

Through our collaborative national approach, we have established c285 national contracts and frameworks, worth c£2bn annually. These agreements provide procurement and operational teams with access to a wide range of blue light-specific products and services. By working across the full commercial lifecycle — from pre-contract planning to ongoing contract management — we reduce risk, eliminate inefficiencies and embed innovation and sustainability, ensuring long-term value for all.

02

Learning and development

The BlueLight Commercial Academy brings together commercial learning and development for members for topics including Public Procurement, Contract Management, Financial Awareness and more, along with Chartered Institute of Procurement (CIPS) training for the wider public sector for Levels 3 - 6. E-learning and tutor-led sessions are joined by online forums to exchange insights and explore category-specific best practice in a safe, collaborative learning environment with peers.

03

Support and guidance

Our support and guidance service provides your teams with expert help on optimising procurement and enhancing commercial performance. This includes market insights, strategic advice and practical support on a wide range of topics including process innovation, risk mitigation, sustainability, organisational transformation, national collaboration and additional revenue streams.



The categories we work in

Aviation & Air Support



Our Aviation team works with the National Police Air Service (NPAS) and other key stakeholders to ensure commercial solutions for aircraft and aircraft equipment meet operational requirements. Safety, decarbonisation, regulatory requirements and future technological developments are considered throughout.

Estates & Energy



We provide expert guidance across the entire property lifecycle, supporting construction, facilities management, waste management and utilities management projects. By working closely with your teams on price management, risk mitigation, energy efficiency and renewable technologies, we can help you drive sustainability and cost savings.

Fleet & Vehicles



We support the full commercial lifecycle of road and water vehicle fleets, from initial procurement and equipment fit-out to ongoing operational requirements and end-of-life disposal. As part of our commitment to sustainability, we also lead the National Fleet Decarbonisation Strategy, supporting blue light services in their transition to low-emission vehicles and EV infrastructure in a way that aligns to both operational demand and long-term efficiency.

The categories we work in

Forensic Services



We work closely with the Forensic Capability Network to bring forces together in a coordinated approach to outsourced physical and digital forensics. Our work ensures high-quality, reliable products and services that comply with forensic regulations and strengthen investigative capabilities. Our national forensic contracts and frameworks work to stabilise a fragile marketplace, reduce costs and maintain local flexibility for forces.

Income Generation & Cost Recovery



Our Revenue Generation team collaborates with income generation officers, finance leads and operational managers to support income generation and cost recovery, unlocking revenue that can be reinvested into frontline services. This includes expert guidance on charging for non-core policing activities such as major events, private venue security, airport policing and abnormal load escorts.

Information & Communication Technology



Our expert ICT team supports blue light services with procurement, contract management and other commercial activity. This drives hardware collaboration, software standardisation and contract efficiency, ensuring forces have access to compliant, cutting-edge technology without unnecessary expenditure. From cybersecurity to identity management, our guidance and full lifecycle contract management enhances technological readiness and public safety.





The categories we work in

People & Professional Services



Our team provides commercial support and frameworks across a wide range of people, professional and financial services, ensuring service excellence, best practice and value for money. From recruitment, training and contingent labour to legal, financial and victim support services, we help standardise, optimise and aggregate requirements while delivering innovation and frontline impact.

Uniform & Equipment



Our Uniform and Equipment team provides national frameworks and expert commercial support for the next generation of police uniform and equipment, ensuring quality, consistency and supply chain resilience. Our team works with procurement teams and frontline officers to develop specifications, conduct wearer trials and ensure compliance with all relevant standards.

Our commitment to sustainability

BlueLight Commercial proudly supports the NPCC and APCC National Sustainability Programme, focused on the three pillars of People, Planet and Public Purse.

Social value

We equip customers with the tools, training and guidance to embed, measure and monitor social value throughout the procurement process and beyond. This extends to suppliers who benefit from a free Action Planning Tool, enabling both them and our customers to track and improve social value across their organisations and supply chains. Through Go4Growth, we also support SMEs in bidding for public sector contracts.

Carbon management

In collaboration with the blue light organisations we work with, we are developing strategic plans to reduce environmental impact and meet the Government's Net Zero targets. Our current priorities include the decarbonisation of transport and buildings.

Sustainable development goals

In line with the UN Sustainable Development Goals, we work with all our customers, partners and suppliers to embed ethical and sustainable practices into core commercial and operational activities.





How we help customers

“We’d like to conduct research and analysis of the supplier market for this product”

“We’re happy with the contract we’ve set up but would like advice on how to stop suppliers charging additional costs”

“How can we reduce our commercial tail spend effectively?”

“We’re looking to develop additional revenue streams and future funding mechanisms”



“What are other blue light organisations doing in this space and how do we compare?”

“Our procurement, operational and leadership teams need tailored commercial training to build on their existing skills.”

Who we work with

Local police and fire services

We partner with procurement and operational teams, as well as senior leaders, across 43 police forces and several fire services across England and Wales. We also work with the College of Policing, Royal Gibraltar Police, Sovereign Base Areas Police (Cyprus), Civil Nuclear Constabulary, British Transport Police, Police Service of Northern Ireland and Jersey Police Authority.

National bodies

Beyond local collaboration, we work closely with the Home Office, NPCC and APCC on key national projects shaping the future of blue light services.

Partners

Working with Home Office Immigration Enforcement and His Majesty's Prison and Probation Service.

Suppliers

We work with a wide range of local and national suppliers, fostering trust, collaboration and innovation to deliver cost-effective, high-quality and sustainable products and services for our blue light customers. We support suppliers in navigating procurement processes, optimising bids, maximising contract value and embedding social impact and innovation into what they do. Through training, guidance and the Policing Industry Charter, we also help them adapt to changing procurement regulations, contributing to a more sustainable and efficient marketplace.



Our team of commercial and category experts

Our team is drawn from the best of both the private and public sectors. All of us have a thorough understanding of blue light services and many of us have first-hand experience of the challenges you face. This means we offer fresh perspectives and practical, actionable advice, grounded in the operational realities of the sector.

We operate within a lean and agile matrix structure, working collaboratively with your teams across the full commercial lifecycle and beyond — delivering strategic, operational and commercial impact.

As a remote team, we also work across the country, with dedicated regional leads supporting specific local and regional priorities.

We're proud to have been named 'Procurement Team of the Year, Small Organisation' at the CIPS Excellence in Procurement Awards.

Our leadership team



Lianne Deeming
Chief Executive Officer

With over 30 years' experience in operational and commercial leadership, Lianne has led several large-scale, cross-regional transformations. As CEO, she is focused on driving BlueLight Commercial's strategy, growth and impact.



Jo Osborne
Commercial Director

Prior to BlueLight Commercial, Jo was Director of Procurement for Yorkshire and Humberside police forces, leading the transition of four teams into a unified, award-winning category management function. She now leads our Operational Policing team, covering Fleet, Aviation and Forensics.



Ruth McDermott
Commercial Director

With over 22 years of commercial experience in policing, Ruth has led a range of high-value, high-risk contracts and projects across ICT, transformation and professional services. As a Commercial Director, she heads our People and Professional Services category and leads on national stakeholder management.



Jon Rawling
Commercial Director

Jon brings extensive expertise to our team, with over 20 years spent in senior procurement roles across global manufacturing businesses. He joined BlueLight Commercial in 2021 to lead our Estates, Energy, Uniforms and Equipment teams.

Our leadership team



Stephen Hodgson
Commercial Director

Steve joined us from Devon and Cornwall Police, where he was Director of Procurement for a South West Police collaboration overseeing five regional forces. With over 25 years' experience in public and private sector procurement, he now leads our Information and Technology team, covering software, hardware and emerging technologies.



Claire Chambers
Director of Capability,
HR & Communications

With 20 years' experience across the public and private sectors, Claire has led a variety of multicultural, cross functional programmes focused on change, talent development and operational improvements, as well as procurement. At BlueLight Commercial, she oversees Capability, HR and Communications, including the BlueLight Commercial Academy.



Stephanie Leaver
Director of Legal
Commercial Services

Stephanie, a solicitor with over 17 years' experience, specialises in commercial contracts, procurement and commercial property matters specific to the policing environment. For BlueLight Commercial, she provides strategic legal guidance on high-value, high-risk contracts and helps resolve complex contractual disputes.

Fuel cards

Historically, collaboration on common blue light sector spend, such as fuel cards, has been minimal, creating a significant opportunity for centralised contracting to drive efficiency and savings.

Partnering with fire and rescue services, police forces and the East of England NHS Collaborative Procurement Hub, we launched a national fuel card agreement in March 2024, accessible to over 300 blue light organisations.

Awarded via a mini competition on CCS framework RM6186, the £151.6m per year agreement was awarded to Allstar Business Solutions. It runs for two years, with options for two one-year extensions. This streamlined

procurement approach delivers an estimated £6.5m in savings, reducing administrative burden and eliminating the need for contract negotiations with individual organisations.

We will continue working with Allstar Business Solutions to ensure the contract delivers optimum value throughout its duration. This will include promoting the effective use of fuel cards and driving behavioural change within organisations to maximise savings opportunities.



£6.5m

saving through national agreement on fuel cards



“Working closely with counterparts across blue light services has reinforced that our common goal is to deliver fit for purpose procurement solutions that drive front line efficiency. BlueLight Commercial has demonstrated that working collaboratively delivers that goal, driving value for money for the taxpayer.”

Martin Taylor

Assistant Director of Procurement (Ambulance)
East of England NHS Collaborative Procurement Hub



Operation Safeguard

Operation Safeguard is a national contingency supporting His Majesty's Prison and Probation Service (HMPPS) during critical capacity shortages. We developed a comprehensive financial model to ensure forces fully recouped their costs when supporting the contingency plans. Key measures included:

- New charging mechanisms, including payment for cell availability, overtime premiums and fees for the central and regional command structure
- An increase in the rates previously used and agreed by individual forces, including rates based on location allowance bandings
- Centralised invoicing and reimbursement, eliminating the administrative burden for forces and contract leakage

- The Safeguard Financial Agreement, as an addendum to the main NPCC/ HMPPS agreement
- Guidance and workshops for force finance teams, ensuring standardisation and compliance in the invoicing and reimbursement process
- BlueLight Commercial acting as a single point of contact for HMPPS and forces, resolving claims and contract queries

By streamlining processes, we unlocked substantial additional income and time savings across forces. Between February 2023 and June 2025, BlueLight Commercial ensured cost recovery and the prevention of financial losses on 106,641 cell days.

Uniform and Equipment

Our Uniform and Equipment team was established to streamline procurement, enhance supply chain resilience and provide seamless access to national frameworks, while still supporting all force models for ordering and storing uniforms. The team identified two key priorities for doing this successfully:

- Supplier engagement, including robust contract management, KPI tracking and supply chain oversight
- Force collaboration, including commercial evaluations and wearer trials to ensure long-term buy-in

The uniform and equipment markets are small and highly specialised, with several barriers to entry. With this in mind, we awarded (over 26 months) nine frameworks, all of which are seeing extensive usage (between

11 and 34 forces depending on the framework). They cover body armour, headwear, climate shirts, detainee clothing, PSU equipment and more.

Beyond framework setup, we provide ongoing supplier and contract management support. This includes working with suppliers to develop KPI reporting, forecasting, demand planning and stock holding arrangements. We also work closely with them to drive innovation in design and materials, ensuring products are optimised for the demands of day-to-day use. On top of this, we monitor lead-times, supply chain issues and service levels.



34 weeks

reduction in headwear
delivery time (from 50 to 16)



Why work with us

01



Tangible commercial value

Through efficiency savings, supplier management and capability building, we deliver real, measurable value — for your whole organisation, not just procurement.

02



Single voice to market

Our national market engagement model strengthens your negotiating power, unlocks substantial savings and minimises supply chain risks.

03



Extensive commercial expertise

With decades of cross-sector commercial experience, including first-hand knowledge of blue light services, we have a deep understanding of the challenges you face.

04



Comprehensive commercial support

We provide end-to-end commercial expertise, covering your entire commercial lifecycle and beyond — ensuring sustainable, long-term value for your organisation.

05



Commercial insight and intelligence

By capturing and analysing national commercial data, we are uniquely positioned to benchmark suppliers, identify efficiency opportunities and prioritise high-impact areas.



Get in touch

We're here to help you navigate change, build capability and deliver real commercial impact. Please get in touch to find out more:

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