

CABINET

DATE	19 th August 2026
REPORT OF	Councillor Simon Taylor, Portfolio Holder for Finance, Resources and Assets
RESPONSIBLE OFFICER	Joanne Robinson, Assistant Director Policy Strategy & Resources
SUBJECT	Salesforce Licensing
STATUS	Open
FORWARD PLAN REF NO.	CB 08/26/06

CONTRIBUTION TO OUR AIMS

The proposal supports the Council Plan by maintaining a business-critical platform that enables residents, businesses and partners to access Council services through a single digital front door. It contributes to stronger communities through more accessible, responsive and consistent service delivery, and supports a stronger economy by improving customer experience and enabling efficient interaction with Council services. The proposal also supports the Council's digital transformation objectives and Marmot Place ambition by reducing barriers to accessing services and promoting inclusive digital service delivery.

EXECUTIVE SUMMARY

This report seeks Cabinet approval to undertake a compliant re-procurement of Salesforce licences to ensure the continuation of the Council's Customer and Service Management Platform (CSMP) beyond the expiry of the current contract in October 2026. The platform is a business-critical system supporting customer contact, case management and digital service delivery across multiple Council services and is used by more than 60,000 registered residents, businesses and business owners.

The recommended option protects existing investment, maintains service continuity and supports the Council's ongoing digital transformation objectives.

RECOMMENDATIONS

It is recommended that Cabinet:

1. Approves the undertaking of a compliant procurement exercise for the provision of Salesforce licences and associated services to support the continued operation of the Council's Customer and Service Management Platform.
2. Delegates authority to the Assistant Director Policy, Strategy and Resources, in conjunction with the Portfolio Holder for Finance, Resources and Assets, to undertake the procurement process, award the contract and take all ancillary steps reasonably arising.

3. Authorises the Assistant Director Law and Governance (Monitoring Officer) to execute and complete all necessary legal documentation in connection with the procurement and contract award.

REASONS FOR DECISION

The current Salesforce licensing arrangements expire in October 2026 and there is no compliant option to extend the existing contract. A re-procurement exercise is therefore required to ensure continued access to the Salesforce platform and to maintain compliance with Contract Procedure Rules and the Procurement Act 2023.

Salesforce is a business critical platform that underpins customer engagement, case management, workflow automation and digital service delivery across several Council services, including Regulatory Services, Highways and Environmental Services. The platform supports the Council's strategic objective of providing a single digital front door for residents, businesses and partners and currently supports over 60,000 registered residents, businesses and business owners.

The preferred option to re-procure Salesforce licences and continue the existing CSMP model represents the most economically advantageous and least disruptive approach. It protects the Council's existing investment in the platform, avoids the significant costs and risks associated with procuring and implementing a replacement system, and enables the continued delivery of efficiencies through workflow automation, standardised processes and improved reporting.

Failure to secure an ongoing licensing arrangement would create significant risks to service continuity, statutory service delivery and the Council's wider digital transformation ambitions. It could result in disruption to customer-facing services, reduced operational effectiveness and the loss of functionality already developed within the platform.

The proposal supports the Council's Digital and ICT Strategy, contributes to the Council Plan, and enables continued delivery of customer-focused, efficient and accessible services across North East Lincolnshire.

1. BACKGROUND AND ISSUES

- 1.1 The Council's Customer and Service Management Platform (CSMP), built on Salesforce technology, provides a corporate solution for customer contact, case management, workflow automation and digital service delivery. The platform supports a range of Council services, including Regulatory Services, Highways and Environmental Services, and is used by more than 60,000 registered residents, businesses and business owners through the Council's customer portal.
- 1.2 The current Salesforce licensing agreement expires in October 2026 and there is no compliant option to extend the existing contract. As a result, the Council is required to undertake a procurement exercise to secure ongoing access to the platform and ensure compliance with Contract Procedure Rules and the Procurement Act 2023.

- 1.3 Salesforce is a business-critical platform that supports the Council's digital transformation ambitions and strategic objective of providing a single digital front door for residents, businesses and partners. The platform has enabled the consolidation of multiple systems, improved customer experience, enhanced reporting and data quality, and reduced the need for separate point-solution procurements across service areas.
- 1.4 Failure to secure a replacement licensing arrangement would create significant risks to service continuity, statutory service delivery and ongoing transformation activity. Alternative options, including allowing the contract to lapse, operating without a corporate platform or procuring a replacement system, were considered but were assessed as presenting greater operational, financial and delivery risks. The preferred option is therefore to re-procure Salesforce licences and continue the existing CSMP model, ensuring continuity of service, protection of previous investment and ongoing delivery of digital services across North East Lincolnshire.

2. RISKS, OPPORTUNITIES AND EQUALITY ISSUES

- 2.1 Approval of the recommendations will enable the Council to undertake a compliant procurement exercise and secure the continuation of the Salesforce platform that underpins the Council's CSMP. The principal risk associated with the proposal is that the procurement exercise is not concluded before the expiry of the current contract in October 2026, which could affect service continuity and the delivery of customer-facing and operational services that rely upon the platform. There is also a risk of increased costs arising from market conditions and supplier pricing within the software sector. These risks will be mitigated through robust project governance, early engagement with Procurement, Legal and Finance colleagues, and ongoing monitoring through the Council's ICT and Digital governance arrangements.
- 2.2 The proposal presents significant opportunities by protecting the Council's existing investment in the CSMP, maintaining continuity of service and enabling the continued delivery of digital transformation across the organisation. The platform supports a single digital front door for residents, businesses and partners, improves customer experience, enables process automation and supports more efficient and consistent case management across a number of Council services.
- 2.3 An Equality Impact Assessment is in progress, and no significant adverse equality impacts have been identified at this stage. The proposal is expected to have a positive impact by maintaining accessible digital routes into Council services, helping to reduce barriers to access and supporting fair and consistent service delivery for residents across North East Lincolnshire. Data protection and environmental considerations will continue to be managed through existing governance and assurance processes.

3. OTHER OPTIONS CONSIDERED

3.1. Option 1: Do Nothing

Cabinet could choose not to approve the procurement exercise and allow the current Salesforce licensing arrangement to expire. This option is not recommended as it would create a significant risk to service continuity, statutory service delivery and the Council's ongoing digital transformation programme. The expiry of the current contract would jeopardise access to business-critical customer contact, case management and workflow management capabilities.

3.2. Option 2: Procure an Alternative Platform

Cabinet could choose to replace Salesforce with an alternative customer and case management platform. This option is not recommended as it would involve significant procurement, implementation and migration costs, together with considerable operational and delivery risk. A replacement platform would require system migration, reconfiguration, integration, testing and staff training, whilst risking the loss of existing functionality, developed solutions and previous investment.

3.3 Option 3: Re-procure Salesforce Licences

This is the recommended option. It will enable the Council to undertake a compliant procurement exercise, maintain continuity of service, protect the investment already made in the platform and avoid the significant cost, disruption and delivery risk associated with implementing a replacement system. This option also supports the continued delivery of the Council's digital transformation ambitions and provides a scalable platform for future service improvements.

4. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

- 4.1. There are positive reputational implications for the Council resulting from the decision. Approval of the recommendations will support the continued delivery of reliable and accessible digital services through the Council's CSMP, reinforcing the Council's commitment to modern, customer-focused service delivery and the ongoing implementation of its digital transformation objectives. The proposal will help ensure continued access to Council services for residents, businesses and partners and protect the investment already made in the platform.
- 4.2. There are also potential negative reputational implications should the Council fail to secure an ongoing licensing arrangement before the expiry of the current contract, which could lead to disruption of customer facing services and adversely affect public confidence in the Council's ability to deliver business critical services.
- 4.3. An appropriate communications approach will be agreed with the Council's Communications Service as the procurement progresses. This will focus on

communicating the Council's commitment to maintaining continuity of service, supporting stakeholder awareness where required, and ensuring that any procurement-related communications are managed in accordance with statutory and governance requirements. Communication channels will include the Council's website, customer portal and established internal and external communications channels.

5. FINANCIAL CONSIDERATIONS

- 5.1. The proposal is a revenue-funded commitment. Current expenditure on Salesforce licensing is approximately £230,000 per annum, with the renewed arrangement anticipated to increase to approximately £300,000 per annum. Any additional revenue requirement will be considered through the Council's established budget-setting processes and Medium-Term Financial Plan arrangements to ensure affordability and financial sustainability.
- 5.2. The proposal does not create a capital asset and therefore does not give rise to capital expenditure. No call on Council reserves is proposed as part of this decision. Funding requirements will be managed through existing financial governance and budget monitoring arrangements.
- 5.3. The CSMP has enabled the Council to consolidate a number of service-specific solutions onto a single corporate platform, reducing duplication, improving efficiency and avoiding the need for multiple standalone system procurements. Continued use of the platform will preserve these benefits and support further opportunities for service transformation, process automation and improved data management.
- 5.4. The recommended option therefore represents the best overall value for money for the Council. It maintains continuity of service, protects existing investment, avoids significant replacement costs and enables the Council to continue realising the benefits of a single, scalable digital platform. The procurement exercise will be undertaken in accordance with the Procurement Act 2023 and the Council's Contract Procedure Rules to ensure that the Council secures the most economically advantageous outcome whilst achieving appropriate levels of quality, resilience and social value.

6. CHILDREN AND YOUNG PEOPLE IMPLICATIONS

- 6.1. The proposal does not directly relate to the delivery of services specifically for children and young people. However, the continuation of the CSMP will support the ongoing provision of accessible and efficient digital services across the Council, including services that may be used by children, young people and their families.
- 6.2. By maintaining a secure and reliable platform for customer contact, case management and service delivery, the proposal will help ensure that residents can continue to access Council services through a consistent and user-friendly digital channel. This supports the Council's wider objective of delivering responsive and accessible public services for all communities

across North East Lincolnshire.

- 6.3. No specific adverse impacts on children and young people have been identified as a result of the proposed decision.

7. CLIMATE CHANGE, NATURE RECOVERY AND ENVIRONMENTAL IMPLICATIONS

The proposal is not expected to have any significant direct impacts on climate change, nature recovery or the environment. The continuation of the CSMP will support ongoing digital service delivery, reducing reliance on paper-based processes and enabling more efficient access to Council services. No adverse environmental or biodiversity impacts have been identified as a result of the proposed decision.

8. PUBLIC HEALTH, HEALTH INEQUALITIES AND MARMOT IMPLICATIONS

- 8.1 The proposal supports the Council's ambition to become a Marmot Place by maintaining accessible digital routes into Council services for residents, businesses and partners. The continued use of the CSMP will help reduce barriers to accessing services, improve customer engagement and support more consistent management of service requests across the organisation.
- 8.2 No adverse public health or health inequality impacts have been identified. The proposal is expected to have a positive impact by supporting equitable access to Council services and helping ensure that residents can continue to engage with services through a consistent and accessible digital platform.

9. CONSULTATION WITH SCRUTINY

Given the nature of the proposal, which relates to the continuation of an existing corporate software platform and the procurement of licensing arrangements, no formal consultation with Scrutiny has been undertaken at this stage. The proposal has been developed through engagement with ICT and Digital, Procurement, Finance and Legal Services and has been considered through the Council's established governance arrangements.

10. FINANCIAL IMPLICATIONS

- 10.1 Any additional budget requirement will need to be accommodated within future revenue budgets and reflected within the Council's Medium-Term Financial Plan.
- 10.2 Whilst the procurement exercise will establish the final contract value, any award must be made within an approved budget framework and demonstrate value for money.
- 10.3 The continuation of the Salesforce platform avoids the significant one-off implementation, migration and training costs that would arise from procuring

and deploying an alternative solution.

- 10.4 Financial risks associated with future licence costs and contract inflation should be managed through the procurement process and normal budget monitoring arrangements.

11. LEGAL IMPLICATIONS

- 11.1 The procurement exercise must be undertaken in accordance with the Council's Contract Procedure Rules, the Procurement Act 2023 and all relevant governance requirements.
- 11.2 The recommendations provide appropriate authority for an exercise of this nature.
- 11.3 Legal and procurement colleagues will continue to support as appropriate.

12. HUMAN RESOURCES IMPLICATIONS

No HR Implications

13. WARD IMPLICATIONS

All Wards.

14. BACKGROUND PAPERS

Procurement of a Customer and Service Management Platform – 6th April 2022

15. CONTACT OFFICER(S)

Helen Gelder, Head of ICT and Digital, 01472 316951

COUNCILLOR SIMON TAYLOR
PORTFOLIO HOLDER FOR FINANCE, RESOURCES AND ASSETS