



advice and support for older age

**Independent
Age**

Salesforce or MS Dynamics CRM Solution Requirements and Technology Assessment

March 2019



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Overview

There are 3 key services that Independent Age currently deliver which need to support with a either MS Dynamics or Salesforce solution: Telephone Befriending, Face-to-face Befriending and Reconnections. Telephone Befriending is a service that is delivered by volunteers; volunteers call service users and build a relationship to combat loneliness. Face-to-face Befriending is a visiting service delivered by volunteers; volunteers visit service users and build a relationship to combat loneliness. Both services last as long as the service user fits criteria.

Reconnections is a new service that Independent Age intends to launch in 2019. This service is focused on reconnecting a service user to their local community and available resources to help combat loneliness. This service is time-bound and will last between 6 to 9 months.

All of these services share common objectives, structures and requirements, and enablement teams (e.g. marketing) have responsibilities that to apply across these services. Independent Age is also looking to implement future service development opportunities and wish to procure a solution that is flexible and able to meet those demands.

Service User Onboarding and Assessments

- The new system needs to integrate or extend to a referral form for service user referrers; this may need to extend to a portal experience in the future.
- Independent Age's call centre partner and staff undertake regular assessments. Where an assessment is carried out by the call centre, this information needs to be added to the new system as a new record. Where an assessment is undertaken by a member of staff, the system needs to provide tasks and reminders to undertake the assessment and workflow-based record layouts to facilitate efficient data entry; if scheduled assessments are overdue, the system needs to be escalate the task to a manager.
- Independent Age requires a system where they can create automated escalation rules when assessment data meets certain criteria.

- Summary data related to each step in the process needs to be visible on ThankQ and in call centre systems so other teams can understand the full relationship Independent Age has with supporters.
- Leadership teams to be able to track activity and performance across a range of KPIs.

Volunteer Registration, Onboarding and Application Processes

- The new system needs to support volunteers through their entire volunteer life cycle. Although the call centre may be required for some processes (e.g. references), the new system needs to include a self-service portal that supports registration, onboarding and application processes.
- Marketing and digital teams need to know where volunteers are in these processes and be able to create, test and optimise automated multichannel journeys (i.e. email and Facebook ads) to drive volunteers towards conversion.
- The Volunteering team need to know where volunteers are in their journeys and be able to prioritise interventions and manage support cases related to processes.
- Area volunteer managers need to know where volunteers are in their journeys so they can forecast potential matches to service users.
- Summary data related to each step in the process needs to be visible on ThankQ and in call centre systems so other teams can understand the full relationship Independent Age has with supporters.
- Leadership teams to be able to track activity and performance across a range of KPIs.

Service User and Volunteers Matching and Active Volunteering

- The new system needs to include a map-based workflow where face-to-face volunteer managers can see qualified and potential volunteers within a certain radius of a service user.

- When a service user needs to be matched to a telephone volunteer, staff should be able to filter a list of qualified telephone volunteers per interests, capacity and other criteria.
- The new system needs to prompt volunteer managers with a task when a volunteer journey requires attention or intervention (e.g. volunteer hasn't been matched).
- The new system needs to escalate to leadership when actions related to volunteer journeys have not been completed.
- The new system's self-service portal needs to facilitate collaboration and planning between volunteer managers and volunteers; this needs to replace email correspondence insofar as it's possible.
- The new system needs to utilise cases and case management processes when a volunteer requires support with a service user.
- Volunteers need to be able to access relevant information about their service user via the portal.
- Volunteers need to be able to log their time and befriending notes via the portal.
- If volunteers don't log their time, automated email journeys need to be triggered to encourage them to do so; if time is still not logged, a task needs to be created for volunteer managers (or the volunteering team) to follow up with a phone call.
- Summary data related to volunteer activity needs to be visible on ThankQ and in call centre systems so other teams can understand the full relationship Independent Age has with supporters.
- Leadership teams to be able to track activity and performance across a range of KPIs.

Community, resources and events

- The portal needs to be able to suggest reading, training and discussions related to a volunteer's interests, location or current service user relationships.

- The portal needs to have a searchable and filterable bank of knowledgebase resources.
- The portal needs to have a searchable and filterable community of discussions where volunteers can share experiences; certain communities should only be available to certain volunteers.
- The portal needs to give Independent Age the ability to moderate and curate discussions to ensure the online community is useful and provides a positive experience.
- The portal needs to be able to suggest events related to a volunteer's interests, location or current service user relationships.
- Summary data related to volunteer engagement needs to be visible on ThankQ and in call centre systems so other teams can understand the full relationship Independent Age has with supporters.
- Leadership teams to be able to track activity and performance across a range of KPIs.

Phasing

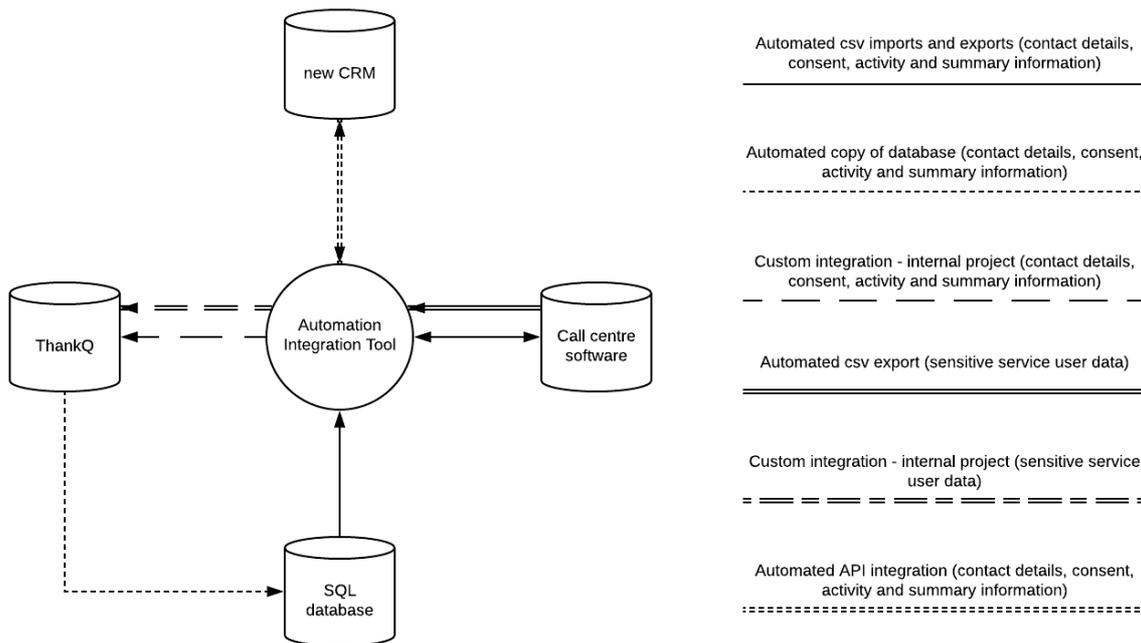
We have outlined 6 phases. These phases have been designed to provide project benefits in the short-term particularly ensuring that our Reconnections Service is the first to be supported, while also ensuring that Independent Age can manage stakeholder relationships and risk effectively, take ownership of the solution including (its future development), and build capacity in a cost-effective way.

Phase 1 - System integrations

Independent Age's call centre currently uses software that is not integrated with other systems. Without bidirectional flow of data, contact details and consent records are not in sync and staff need to manage data manually, either by re-entering data or by importing and exporting data. Furthermore, Independent Age needs robust duplicate detection and record-merging workflows, which will require close collaboration with Independent Age's call centre software provider (Syntellate) and Access, the software company that provides, customises and supports ThankQ CRM. The diagram below indicates how we envisage data flow, migration and integration to work. There is a need to separate specific service delivery data for Wellbeing Friendship Service and Volunteers from wider organisational requirements held on ThankQ through the integration tool.

The scope of this phase will be to first to work with Independent Age, its call centre, call centre software provider and Access to assess the suitability, feasibility and sustainability of the 2 options for integration listed below. Each option will require varying degrees of customisation, licence fees and ongoing support from Independent Age and its suppliers. Independent Age would also like to consider any additional options that satisfy its requirements.

Option 1 - Deploy integration software (e.g. Talend) in conjunction with call centre software's automated import/export tool



Option 2 - Deploy integration software (e.g. Talend) in conjunction with call centre software’s web services

In this option, call centre staff would be able to search the SQL database and new CRM via a web services interface to find matching records and thus avoid creating duplicate records.

After an option is agreed upon, a technical specification for the integration and implementation plan for the integration will need to be drafted and agreed with Independent Age. These specifications and plans need to account for implementation costs, ongoing costs, and time required from Independent Age staff for implementation and ongoing support. Finally, the implementation plan for the integration needs to be executed.

Phase 2 - Training and technical specification

Independent Age team members need to be trained on what’s possible with the new CRM and how to administer the new system. Any changes to the functional specification need to be recorded and translated into a technical specification document. Independent Age should own as much of the process design and implementation as possible so that team members understand how the solution is built and how it can be managed.

Phase 3 - Community design

The community portal needs to be designed in a consultative process. This should build on the currently prototype Independent Age has built and should iterate to a full, validated wireframe prototype. This prototype should then be designed in line with Independent Age's identity and brand requirements.

Independent Age team members need to co-create the full experience, including automated email journeys and design processes related to task management, escalation, queues and approval.

Phase 4 Implementation: Salesforce/MS Dynamics CRM go live, iterative deployment for Reconnections and existing volunteers, and training

This phase will include an initial implementation for volunteer managers, including assessments, matching processes and workflows. Independent Age team members should be trained on how the email journeys, task management, escalation, queues, approval processes, and reports and dashboards are built; wherever possible, Independent Age team members should be tasked with co-production and design of the initial CRM implementation.

This phase will also include the introduction of the community portal login, online time logging and collaboration with volunteer managers (using cases). Additional summary data will be added to the data synchronisation flow.

Phase 5 Implementation: community resources, curation and events

Independent Age will work to create content, discussion forum policies and a calendar of events for this phase. Once the community resources, discussion groups and event functionality of the system has been created, Independent Age will work to populate content and create. As above, Independent Age team members should be trained on how the email journeys, task management, escalation, queues, approval processes, and reports and dashboards are built; wherever possible, Independent Age team members should be tasked with co-production and design of the initial CRM implementation.

Once content is ready, Independent Age will launch Phase 5 functionality with a marketing campaign to current volunteers. Additional summary data will be added to the data synchronisation flow.

Phase 6 Implementation: secondary CRM go live, deployment for volunteer application and onboarding

This phase will incorporate remaining Independent Age processes related to volunteers. After this phase, data and processes related to application and onboarding will no longer be managed via ThankQ. Prospective volunteers will register to be volunteers via the portal and be presented with qualifying opportunities once they log in.

As above, Independent Age team members should be trained on how the email journeys, task management, escalation, queues, approval processes, and reports and dashboards are built; wherever possible, Independent Age team members should be tasked with co-production and design of the initial CRM implementation. Additional summary data will be added to the data synchronisation flow.

Supporting processes

Call Centre

Independent Age has partnered with an outsourced call centre for initial contact and processes related to service users and volunteers. The call centre uses a proprietary database that can be integrated with the new solution via a proprietary automated import/export tool, they also have the capability to utilise an API as an alternative. The call centre database has a basic schema - contact records have many fields that capture and track key information and activity records record contact with service users and contacts. The diagram on page 9 demonstrates that any integration tool will need to send data into relevant CRM systems.

The call centre needs to be able to see up-to-date summary information relating to the full relationship a service user or volunteer has with Independent Age. This summary information will need to come from files created by the Independent Age data team via a series of summary tables integrated with their current CRM, ThankQ.

Self-service application and onboarding

The current application processes cannot scale, struggle to engage with volunteers and are not designed to convert or add optimal value for volunteers, service users or staff. These journeys need to be driven by CRM data and automation, and the design and layout of these experiences need to be built in an integrated, templated, flexible way so that innovations can be tried and tested by a variety of staff in hours, rather than days or weeks.

Workflow-based data entry

Independent Age staff depend on understanding and referring to a complex series of processes and data entry. This results in undue administrative burden and often results in poor quality data.

Independent Age require a system that can deploy 'record types' so that staff are only exposed to fields they need to complete during any given stage of a process; additionally, required fields should enforce quality data entry. Record types should also allow staff with

agreed permissions to create customised processes for specific types of volunteers and services.

‘Just-in-time’ task management

Independent Age staff struggle to manage complex relationships and processes, and prioritise engagement with volunteers. This is in part due to poor data quality that restricts use of current reports that are used as a way to understand next steps.

As a continuation of workflow-based data entry, just-in-time task management should initiate the next step in any given process - whether it is for staff or volunteers - and reduce the need for a complex process guide or training. Additionally, staff should be assigned tasks triggered by other processes, namely the completion of a volunteer application or a lack of timesheet entry.

Approvals, queues and prioritisation

Approvals, queues and prioritisation are part and parcel of modern CRM. Independent Age’s current technology and processes rely on manual intervention and consulting reports. Where staff require an escalation for approval (e.g. where they need to make a decision regarding safeguarding that is outside their remit), they should be able to initiate this in the CRM and be notified when an approval has been made or denied; this will give staff an audit trail within contact record.

Independent Age needs to be able to assign tasks, cases and meeting requests to a queue (i.e. a group of staff). This would help smaller teams to organise and collaborate, particularly around annual leave or sick leave; queues give users the ability to prevent automated assignment and divert to available resources.

Independent Age needs to be able to assigned tasks and cases in order of priority. Independent Age should be able to customise prioritisation with clicks and not code.

Online collaboration

Staff and volunteers currently collaborate via email, phone calls and timesheets; timesheets are the most regular form of contact. This means that data is often incomplete, sensitive

data can be inside volunteer email inboxes, and contact can be inconsistent. Instead, staff and volunteers need to be able to collaborate in one, secure place that is built to accommodate best practice.

If a volunteer requires support for a service user, they should feel supported by volunteers when they register a case with staff via the portal.

Marketing automation

Volunteering Team doesn't currently see records of email opens and click throughs on their volunteer records; this is a lost opportunity as they would be able to deploy tactics and strategies to keep volunteers engaged.

Due to the complexity of portal-based collaboration, experiences and workflows, Independent Age require a visual journey building tool for email triggers and journeys. Staff should be able to create, test and deploy journeys based on workflow triggers or behavioural triggers (e.g. a volunteer hasn't logged in for 3 weeks). This tool needs to be scalable to incorporate pay per click and social media advertising to bring prospective and active volunteers back to the portal. This needs to have the future facility available a future stage to incorporate workflow triggers, too: when a new service user has been onboarded, Independent Age should be able to automatically publish pay per click, social media advertising and automated emails to audiences that are likely to be matched to the service user.

Digital insights

Independent Age understand the current form-based application processes via google analytics. Where possible, staff should be able to see online behaviour on a volunteer's record and create triggers based on this data.

The CRM needs to record when a volunteer logs in, what they do when they log in and what device they're logging in from; password reset and robust security settings need to come as default to the community. If a volunteer is engaging in particular community groups or with specific assets, the CRM should record this and translate into volunteer interests where possible.

Business Intelligence

Independent Age need the new CRM to be a single source of truth for volunteer and service user data and experiences. All data should also be accessible via a link to Power BI where the data team can create advanced reports.

Self-service reporting and dashboards

Staff need to be able to easily customise reports and dashboards without the need for technical skill. The Independent Age data team needs to be able to create templates for these reports to ensure that staff are making decisions based on accurate data.

The details within the functional requirements section below have been gathered through workshops with staff and volunteers across the organisation. We believe the current scope of the requirements provides sufficient detail and opportunity for any prospective partner to be able to determine in their tender documents how they will be able to cost and creatively work with us to meet our needs.

There is a very real likelihood that the requirements will need to be refined, adapted and take advantage of the opportunities provided by either the MS Dynamics or Salesforce solution once the functionality and potential of them are more fully examined by staff within Independent Age.

Functional Requirements

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S001	Call centre	Data flow	M	IA Staff member	synchronise data across Syntelate, ThankQ and the new CRM	see an accurate 360 degree view of services being delivered
S002	Call centre	Data flow	M	IA Staff member	synchronise data across Syntelate, ThankQ and the new CRM	Monitor and report on created automated, scalable journeys for volunteers such as length of time in process and application entry sources
S003	Call centre	Data flow	M	IA Staff member	synchronise data across Syntelate, ThankQ and the new CRM	trigger escalations, approvals and workflows
S004	Call centre	Data flow	M	IA Staff member	synchronise data across Syntelate, ThankQ and the new CRM	Monitor journeys and run reports and dashboards in the CRM with up-to-date, accurate data that also recognises a person as a user of multiple services
S005	Call centre	Security	M	IA Staff member	have sensitive data about a service user, restricted to different users	control security and access permissions easily
S006	Data Team	Reporting	M	IA Staff member	have access to create and edit reports and dashboards	provide reporting to that cover IA team members' requirements

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S007	Data Team	Reporting	M	IA Staff member	do all my reporting on the same system	replace all manual spreadsheets and save time
S008	Data Team	Reporting	M	IA Staff member	monitor event opportunities within the Areas/Regions	report on this, collaborate record it as a source of volunteers
S009	Data Team	Reporting	M	IA Staff member	back up all data into SQL tables so that the data team can use all available data for analysis	keep all systems up to date
S010	Data Team	Reporting	M	IA Staff member	dashboard and reports to be personalised to individual staff	see reporting trends, current position, outstanding tasks and who is due what
S011	Data Team	Reporting	M	IA Staff member	Monitor who and how many people are at different stages of process and how long they are waiting	report on this
S012	Data Team	Reporting	M	IA Staff member	see live information on my dashboards	see the data that I am concerned with very easily
S013	Data Team	Reporting	M	IA Staff member	report on all aspects of the registration/application process	see drop off points for each stage and report on how long volunteers have been in the process
S014	Data Team	Reporting	M	IA Staff member	report on volunteer engagement panel	see drop off points for each stage and report on how

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
					activity separate from other volunteer activity	long volunteers have been in the process
S015	Data Team	Reporting	M	IA Staff member	monitor outstanding tasks or cases from a dashboard	be reminded what I need to do next
S016	Digital	Automation/tasks	M	IA Staff member	be able to create and use email templates	send communications easily
S017	Digital	Data flow	M	IA Staff member	have the system fully integrated with the website	see the application data entered in the form on the website automatically
S018	Future proof	Reporting	M	IA Staff member	see a list of applicants that started an application but did not finish and at what part of the process they dropped out	use this information to make changes to the process when necessary
S019	Future proof	Scalability	M	IA Staff member	create and amend web forms and other digital experiences (e.g. logged in portal)	make changes on an ad hoc basis
S020	IT	Data flow	M	IA Staff member	access historical documents through a hyperlink	see a history of all communication before the system was being used
S021	IT	Data flow	M	Potential volunteer	fill in a web form to apply rather than a document	provide my details without having to print, scan and attach documents

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S022	IT	Data flow	M	IA Staff member	have my Outlook for Office 365 account integrated into the system	keep all information up to date across different platforms
S023	IT	Data flow	M	IA Staff member	see information from ThankQ on this system where necessary	see all relevant data in the same place
S024	IT	Data flow	M	IA Staff member	use fuzzy matching to match new and existing records between ThankQ and any other system	still see records that don't meet the criteria of matching and make a manual decision on what to do with the records
S025	IT	Data flow	M	IA Staff member	have the ability to load data in and out of the system	keep all systems up to date including the ability to extract data from the system for bulk mailings
S026	IT	Data flow	M	IA Staff member	see data from external systems, in the same place e.g. Me Learning, Care Check	a 360 degree view of all data
S027	IT	Ease of use	M	IA Staff member	search on any record of data stored in the system	find the data I'm looking for in a timely manner
S028	IT	Security	M	IA Staff member	use single sign on (SSO)	have my access managed by IT
S029	IT	Security	M	IA Staff member	send email via the system	keep all data related to a record in one place and not on my personal system

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S030	IT	Security	M	IA Staff member	have the system backed up on IA's internal servers on a regular basis	be sure there is always a recent backup of data
S031	IT	Security	M	IA Staff member	grant and revoke access to different fields, records and areas of the system	control security and access permissions easily
S032	IT	Security	M	IA Staff member	revoke access to data on service users from a centralised location	control security and access permissions easily
S033	IT	Security	M	IA Staff member	manage shared reports and dashboards	have access managed by IT
S034	IT	Security	M	IA Staff member	see an external ID from other systems on each record	see which records have been matched with which from ThankQ and other external systems
S035	IT	Security	M	IA Staff member	see an audit of records	make comparisons of data between systems e.g. which systems GDPR preferences are the most recent
S036	IT	Security	M	IA Staff member	update data on mass and have the ability to roll back if an error is made	keep all systems up to date
S037	IT	Security	M	IA Staff member	have my access and security manageable on the membership of a group or type of user	have my access granted or revoked at a group level

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S038	IT	Security	M	IA Staff member	have my ability to send external communications limited, based on my user type	have my access managed by IT
S039	Marketing	Data capture	M	IA Staff member	Record different types of referrals e.g. self-referral, family member, social worker, GP etc...	report on referral type and target our marketing
S040	Marketing	Data flow	S	IA Staff member	have marketing reports handled outside of the system, i.e. from Data Warehouse/Analysis server/Power BI	so that reporting across multiple systems is done centrally
S041	Marketing	Reporting	M	IA Staff member	report on the source of an application and the outcome	measure the effectiveness of marketing efforts
S042	Marketing	Reporting	S	IA Staff member	record the gender, age of volunteers and social grade	use this information to feed into future targeted marketing
S043	Marketing	Reporting	S	IA Staff member	record the gender, age of SUs, relationship status, and social grade	use this information to feed into future targeted marketing
S044	Marketing	Reporting	S	IA Staff member	record details on all attended external events and circulated marketing materials	report on this

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S045	Marketing	Security	M	IA Staff member	When the support has come to an end only in ONLY flag a record as 'Do not contact' with the consent of service users	make sure IA are GDPR compliant
S046	Marketing	Security	M	IA Staff member	Record newsletter preferences for a volunteer	make sure IA are GDPR compliant
S047	Reconnections	Automation/tasks	M	IA Staff member	be told the next steps required based on previous engagement and current stage	be reminded what I need to do next
S048	Reconnections	Automation/tasks	S	IA Staff member	be able to automate escalations based on time or data	be confident that all support cases are handled efficiently
S049	Reconnections	Automation/tasks	M	IA Staff member	reassign tasks, processes and relationships en masse	easily pass my tasks to someone else if I am on annual leave
S050	Reconnections	Data capture	S	IA Staff member	record UCLA score touch points on the system	so that I can track progress of a service user over time
S051	Reconnections	Ease of use	M	IA Staff member	be prompted to input the relevant data with minimal data entry	I don't have to spend time filling in information that I don't need to
S052	Reconnections	Reporting	S	IA Staff member	report and evaluate outcomes using the monitoring framework	report on this

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S053	SU application/assessment	Automation/Tasks	M	IA Staff member	be reminded to upload stage 2 information and a reason for the change in status	see what my next steps and outstanding tasks are
S054	SU application/assessment	Automation/Tasks	M	IA Staff member	record the current status of the service user	see what my next steps and outstanding tasks are
S055	SU application/assessment	Automation/tasks	S	IA Staff member	schedule touch point calls	be reminded when they are due
S056	SU application/assessment	Automation/tasks	M	IA Staff member	receive a notification when a new SU applies and passes stage 2 assessment	so that I can move them onto the next stage
S057	SU application/assessment	Automation/tasks	M	IA Staff member	remove all scheduled touch point calls from a record once a match is confirmed	keep the system up to date and not receive unnecessary reminders
S058	SU application/assessment	Data capture	M	IA Staff member	Record a service user's requests and areas for help	collaborate with other staff members on how to measure impact
S059	SU application/assessment	Data capture	M	IA Staff member	record details about a service user, such as interests and specific requirements	create better matches with volunteers

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S060	SU application/assessment	Data capture	M	IA Staff member	record health problems and emergency contact details for an SU	keep all important data related to a record in one place
S061	SU application/assessment	Data capture	M	IA Staff member	record group themes and discussion points on the system	match new service users to existing groups
S062	SU application/assessment	Data capture	M	IA Staff member	add further details after the stage 3 visit, such as an appointment date and main health issues	keep all information up to date and report on all stages
S063	SU application/assessment	Data capture	M	IA Staff member	record the 'End of Support' information once support comes to an end	keep all information up to date without having to upload paper forms
S064	SU application/assessment	Data capture	M	IA Staff member	Add end dates and change the status if a service user is declined or withdraws from the program.	keep all systems up to date
S065	SU application/assessment	Data capture	M	IA Staff member	record risk assessment data on a service user	keep all information up to date without having to upload paper forms
S066	SU application/assessment	Data flow	M	IA Staff member	record start dates for telephone services	be sure that telephone services can access this information

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S067	SU application/assessment	Ease of use	M	Service user	apply online	provide my details without having to print, scan and attach documents
S068	SU application/assessment	Ease of use	M	IA Staff member	Map multiple relationships between a service user. and a volunteer	record details of each relationship
S069	SU application/assessment	Ease of use	M	IA Staff member	see all important information on the same page about a SU	have the information in front of me when I am making a call to organise the F2F
S070	SU application/assessment	Reporting	S	IA Staff member	record and monitor the service user's needs/desired outcomes and objectives	so that I can keep track of whether they are being met
S071	SU application/assessment	Scalability	M	External stakeholder	refer service users online (en masse)	refer multiple people easily
S072	SU application/assessment	Security	M	IA Staff member	record marketing preferences against a SU	make sure IA are GDPR compliant
S073	SU application/assessment	Security	M	IA Staff member	record communication preferences for touch point calls	make sure IA are GDPR compliant
S074	Volunteer Application Process	Activities	M	IA Staff member	record whether an applicant has been contacted for a NSC,	move the applicant onto the right stage when needed we will need a

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
					when it happened and what the outcome of the call was	process that works for all volunteer roles in Independent Age
S075	Service User and Volunteer Application Process	Activities	M	IA Staff member	track the number and dates of attempts to have the NSC with the applicant	move the applicant onto the right stage when needed
S076	Volunteer Application Process	Activities	M	IA Staff member	record priorities and the running order of NSCs	make sure everyone is called in the right order
S077	Volunteer Application Process	Activities	M	IA Staff member	be prompted if a volunteer is awaiting an NSC	be reminded what I need to do next
S078	Volunteer Application Process	Activities	M	Potential volunteer	be notified if I need to arrange a NSC with my volunteer manager	be reminded what I need to do next
S079	Service User and Volunteer Application Process	Activities	S	IA Staff member	record any external communications that have been sent against the relevant record	keep all systems up to date
S080	Service User and Volunteer Application Process	Activities	M	IA Staff member	Ability to add meeting notes	keep track of communications outside of planned call prompted by the system
S081	Service User and Volunteer	Automation/Tasks	M	Potential volunteer	to raise a case if I am having trouble with a part of the process	get further support from Independent Age

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
	Application Process					
S082	Service User and Volunteer Application Process	Automation/tasks	M	IA Staff member	to notify an applicant if they have not been successful	keep applicants up to date at every stage of the process
S083	Volunteer Application Process	Automation/tasks	M	IA Staff member	record applicants as 'awaiting a Next Steps Call'	automatically see them on the NSC report
S084	Volunteer Application Process	Automation/tasks	M	IA Staff member	be able to automatically move applicants to "on hold" if the stage criteria has not been met and enough time has passes	not see inactive applicants in my outstanding tasks
S085	Volunteer Application Process	Automation/tasks	M	potential volunteer	notified if my application has outstanding tasks	be reminded what I need to do next
S086	Volunteer Application Process	Automation/tasks	M	IA Staff member	see a list of applicants that are 'ready to have references checked'	keep track of checks happening outside of the system
S087	Volunteer Application Process	Automation/tasks	M	potential volunteer	be notified of my safeguarding training login information	be reminded what I need to do next
S088	Volunteer Application Process	Automation/tasks	M	IA Staff member	see applicants that have completed the safeguarding training with a timestamp	move the applicant onto the right stage when needed

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S089	Volunteer Application Process	Automation/tasks	M	IA Staff member	automatically send login details to volunteers once they are marked as 'ready to receive login details'	move the applicant onto the right stage when needed and will need integration with external systems e.g. MeLearning or other LMS
S090	Volunteer Application Process	Automation/tasks	M	potential volunteer	receive instructions on how to complete a DBS check	be reminded what I need to do next
S091	Volunteer Application Process	Automation/tasks	M	potential volunteer	receive instructions on how to book a training session	be reminded what I need to do next
S092	Volunteer Application Process	Automation/tasks	M	potential volunteer	be reminded to book and attend a training session	be reminded what I need to do next
S093	Service User and Volunteer Application Process	Automation/tasks	M	IA Staff member	Be notified of status changes, for both volunteer applicants and active volunteers and be notified if an applicant is marked as 'On hold'	be reminded what I need to do next
S094	Volunteer Application Process	Automation/tasks	M	IA Staff member	send documents and letters from the system, including welcome packs and offer letters	communicate with volunteers and service users quickly and easily
S095	Service User and Volunteer	Automation/tasks	M	IA Staff member	be able to 'reactivate' applicants whatever their	reactivate the application process once someone has

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
	Application Process				status and change the status to 'Application'	been 'On hold' or whatever status
S096	Volunteer Application Process	Automation/tasks	M	IA Staff member	have the system automatically change a record status to "Volunteer to appoint" once all recruitment steps have been completed	keep track of successful volunteer applicants
S097	Service User and Volunteer Application Process	Automation/tasks	S	potential volunteer	Receive a warning if I say something in my application that raises a flag e.g. if I want to bring another person to training	Staff receive a flag to be warned in advance of issues that may arise
S098	Volunteer Application Process	Data capture	M	IA Staff member	update the applicant record with an 'Active Volunteer' status, appointed role, time commitment and role start date a with a timestamp	so that I can keep track of service users and volunteers' start dates and important information
S099	Volunteer Application Process	Data flow	S	IA Staff member	collaborate with other staff members on cases	resolve issues more easily

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S100	Volunteer Application Process	Data flow	S	IA Staff member	record who the Volunteer Manager and WPO is for each area of region	automatically see the right contacts from each volunteer record
S101	Volunteer Application Process	Data flow	S	IA Staff member	see if a Criminal record check has started	keep track of checks happening outside of the system and keep a track of the different stages of the process and move applicants on once the process is complete
S102	Volunteer Application Process	Data flow	M	external stakeholder	see a list of applicants that are 'ready to have references checked'	be reminded what I need to do next
S103	Volunteer Application Process	Data flow	S	IA Staff member	record references on the system once Kura sends them to the VRT	keep all important data related to a record in one place
S104	Volunteer Application Process	Data flow	M	IA Staff member	update the system to confirm the ID documents have been checked and that the application is 'ready to go to the Counter signatory'	keep track of checks happening outside of the system and keep a track of the different stages of the process and move applicants on once the process is complete
S105	Volunteer Application Process	Data flow	M	IA Staff member	update the system with confirmation that the Disclosure document has	keep track of checks happening outside of the system and keep a track of the different stages of the

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
					been checked and is approved (Scotland only)	process and move applicants on once the process is complete
S106	Volunteer Application Process	Data flow	M	IA Staff member	to see a list from Eventbrite of attendees for each training conference call	know in advance who should be attending
S107	Volunteer Application Process	Data flow	M	potential volunteer	see a list of available time slots for my phone interview and book one	book a slot that suits me and the VM
S108	Volunteer Application Process	Data flow	M	IA Staff member	update the system when a document has been countersigned internally and authorised externally	keep track of checks happening outside of the system and keep a track of the different stages of the process and move applicants on once the process is complete
S109	Volunteer Application Process	Ease of use	S	potential volunteer	be able to use a self-service portal to upload photos and documents, complete training and social networking, webinar, live chat	keep track of my application in one place
S110	Volunteer Application Process	Ease of use	M	IA Staff member	use Eventbrite to monitor who has booked and attended their training session	so that I can move them onto the next stage

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S111	Volunteer Application Process	Ease of use	M	IA Staff member	Upload documents (when necessary)	keep track of communications outside of the system
S112	Volunteer Application Process	Reporting	M	IA Staff member	see a list of successful DBS checks	move the applicant onto the right stage when needed and keep a track of the different stages of the process and move applicants on once the process is complete
S113	Volunteer Application Process	Reporting	M	IA Staff member	see a list of applicants with issues with their DBS check	contact the applicant to resolve the issue and keep a track of the different stages of the process and move applicants on once the process is complete
S114	Volunteer Application Process	Reporting	M	IA Staff member	see a list of applicants with an outstanding DBS check	contact the applicant to resolve the issue keep a track of the different stages of the process and move applicants on once the process is complete
S115	Volunteer Community Portal	Automation/tasks	M	IA Staff member	to record a retirement date for a volunteer, mark them as 'inactive' and change the settings	only have a list of active volunteers in my reports and matching searches

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
					for the mailings that they receive	
S116	Volunteer Community Portal	Automation/tasks	M	volunteer	receive a notification when my DBS/Disclosure check is about to expire	be reminded what I need to do next
S117	Volunteer Community Portal	Automation/tasks	M	IA Staff member	have the system automatically change a record status to "inactive" and populate an end date for all roles that the volunteer is active on	so that I can keep track of volunteers' end dates and important information
S118	Volunteer Community Portal	Data flow	C	Volunteer	see a directory of community contacts and assets (e.g. resources)	have access to the right contact numbers and support that I might need
S119	Volunteer Community Portal	Data flow	C	IA Staff member	see a directory of community contacts and assets (e.g. library)	provide useful contacts and support to case workers and volunteers
S120	Volunteer Community Portal	Data flow	S	IA Staff member	see a unique ID and Topic, Category; whether it is incoming or outgoing, status of enquiry, type/category of enquirer on all cases and answers that come in from the portal	use these labels for communication retention and discarding policies

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S121	Volunteer Community Portal	Data flow	M	IA Staff member	manage registrations for volunteer get-togethers across multiple locations, record/report attendance	keep all systems up to date
S122	Volunteer Community Portal	Ease of use	S	volunteer	be able to add my expenses directly onto the system in line with HMRC guidance	keep track of them and be warned of any issues easily
S123	Volunteer Community Portal	Ease of use	S	volunteer	see a list of direct contact details for someone at IA that I can speak to about my problems or queries	get help or support easily
S124	Volunteer Community Portal	Security	M	volunteer	The ability to manage communication preferences via website or portal.	choose how and when I want to be communicated with
S125	Volunteer Journal Entries & Collaboration	Activities	S	IA Staff member	communicate with volunteers from within the system	see all communication recorded against the relevant record
S126	Volunteer Journal Entries & Collaboration	Activities	M	IA Staff member	A way to log the content of volunteer catch-up meetings/supervision calls.	have all information about a volunteer in one place

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S127	Volunteer Journal Entries & Collaboration	Automation/tasks	M	Volunteer	be prompted to upload my hours directly to the system	so that I can keep a regular track of where I have spent my time
S128	Volunteer Journal Entries & Collaboration	Automation/tasks	M	IA Staff member	A way to schedule & flag volunteer catch-up meetings	be reminded when they are due
S129	Volunteer Journal Entries & Collaboration	Ease of use	S	Volunteer	manage my Service users and schedules from a portal	monitor issues and track progress over time
S130	Volunteer Journal Entries & Collaboration	Ease of use	S	Volunteer	submit my expense claims online	manage my expenses and any issues easily
S131	Volunteer Journal Entries & Collaboration	Reporting	M	IA Staff member	see a report on volunteer activity per region and area using journal information	report on this
S132	Volunteer Recruitment	Data capture	M	IA Staff member	manage and track the recruitment of a single volunteer to multiple roles, whether concurrently or consecutively.	have a 360 degree view of the process and any volunteer as they move through
S133	Volunteer Registration	Automation/tasks	S	potential volunteer	be signposted to another role and then only stopped from moving forward with an	only spend time in the process once a role becomes available

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
					application if there are no suitable roles for me	
S134	Volunteer Registration	Automation/Tasks	M	Potential volunteer	be stopped from applying for a role if I do not meet the basic criteria	only spend time in the process once a role becomes available
S135	Volunteer Registration	Data capture	M	Potential volunteer	register interest as a volunteer even if there are no open opportunities	be kept on the system for future roles
S136	Volunteer Registration	Data capture	C	potential volunteer	add more than 1 post code if I would be willing to be matched by a work and home address	increase my chances of being matched near to my desired postcode
S137	Volunteer Registration	Data flow	M	IA Staff member	see applications in the system without the need for a manual upload	automatically see anyone that has applied and all their details
S138	Volunteer Registration	Data flow	M	Potential volunteer	see the same vacancies on the IA website and portal	be sure a role is available and relevant across different platforms
S139	Volunteer Registration	Data flow	M	IA Staff member	search for available vacancies for potential volunteers that apply using a paper form	see which roles can be offered to offline applicants
S140	Volunteer Registration	Data flow	M	IA Staff member	be able to manually create volunteer records for applicants	add applicants that have applied offline to the system

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
S141	Volunteer Registration	Data flow	M	potential volunteer	be notified if I am creating a duplicate login	be encouraged to use the existing information IA has for me
S142	Volunteer Registration	Ease of use	M	IA Staff member	prompted with pre-filled drop-down options	make better use of data (e.g. use interests for matching to discussion groups)
S143	Volunteer Registration	Ease of use	S	Potential volunteer	submit an application with my information pre-filled where possible, even if I have applied in the past without duplication	easily fill in an application form online
S144	Volunteer Registration	Security	M	potential volunteer	stopped from applying for a role if I am under 18, with alternative options for me and all roles to demonstrate any age restrictions	only spend time in the process if I meet the basic criteria
S145	Volunteer Relationship Onboarding (starts with matching)	Automation/tasks	S	IA Staff member	send matching letters via the system	communicate with volunteers and service users quickly and easily
S146	Volunteer Relationship Onboarding	Data flow	M	IA Staff member	where appropriate identify roles that can utilise a use a matching	collaborate with the Volunteering team to

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
	(starts with matching)				tool interface to search by region, postcode & distance, capacity and volunteer status	'activate' a prospective volunteer
S147	Volunteer Relationship Onboarding (starts with matching)	Ease of use	S	IA Staff member	utilise fuzzy or similar phonetic matching	get maximum potential matches and narrow down results easily
S148	Volunteer Relationship Onboarding (starts with matching)	Reporting	M	IA Staff member	see a list of applicants that are 'On Hold' with the reason 'No Vacancy' in recent months	contact the applicant or arrange a touch point call
S149	Volunteer Relationship Onboarding (starts with matching)	Volunteer Application/M anagement	M	IA Staff member	be able to incorporate time taken to travel when matching volunteers	be confident in my available matches
S150	All Areas	Safeguarding	M	IA Staff Member and Managers	Ensure that monitoring of safeguarding issues are contained in the system	Be confident that the system records and flags safeguarding issues for action as they are raised
S151	All Areas	Safeguarding	M	IA Staff Member and Managers	Ensure a range of flags linked to Safeguarding policies within IA monitor, identify and	Be confident that all reported safeguarding issues are monitored and managed effectively

Story ID	Heading	Sub-heading	MoSCoW	As a [user role]	I want to [do this one thing]	so that I can [achieve this objective]
					address issues in a timely manner	

Entities

In the first instance, the schema for the new solution needs to reflect the schema currently used in ThankQ for recording progress, activity and categorisation. This includes volunteering opportunities, applications, relationships, contacts, staff, capacity, time sheets, consent records and addresses, cases and service user details, among other records. The new solution needs to be flexible enough to build and amend this schema with clicks and not code, and extend its API automatically.

As the new solution will undergo 3 go lives - initial systems integration, initial implementation and secondary implementation - the schema will need to be extended during these subsequent phases.

Data migration and integration requirements

Migration is a significant piece of work and would start as soon as possible during this work. A key piece of the Data Migration from ThankQ into the new CRM solution will be an expectation that IA and the chosen supplier will work closely with the providers of the solution to facilitate and support migration of the data. The volume of data migration will be significant and contain vital information relating to the history of individuals. A full mapping document will need to be provided by us, working with the supplier.

To support iterative project phasing and mitigate risk, the new system needs to contain all the relevant contact, volunteering and service user data that is currently in ThankQ. As Independent Age's call centre provider's software and ThankQ will require significant customisation to create and integrate APIs, periodic data synchronisation schedules may need to be built around these limitations. We would like the option of establishing a process for more than 1 update on any given system each day; this will mean that import files will need to be imported into ThankQ to facilitate a complete data synchronisation.

The new system will need to support single sign on for Independent Age's Microsoft 365, MeLearning and future systems and managed via Microsoft Active Directory Federation Services. The new system will also need to have established case studies of integration with enterprise tools like Twilio, digital advertising platforms and transactional email systems.

Reporting

Independent Age has reviewed internal reporting requirements. The vast majority of these requirements would be fulfilled if data sources were synchronised, and functionality related to automated 'just-in-time' task management, approvals, queues, prioritisation, online collaboration (namely case management), marketing automation and digital insights (e.g. last log in date) were present.

The new solution needs to have an established integration with Power BI and other business intelligence tools, including maintaining security protocols inherent in each system or tool. As there will be sensitive data on the system, permissions and security settings will need to extend to reports and dashboards; some reports and dashboards may be available to some users in an anonymised format.

The new solution needs to have other report and dashboard management settings so that the data team can build and validate templates that can then be customised by end users; the data team needs to be confident that end users understand they are using valid, standardised reports.

Systems replaced

The only system Independent Age needs to decommission is the application portal built on its website. Volunteer data flows between systems will change the way ThankQ is used, but it will not need to be decommissioned; in order for historical volunteer and service user data to be taken off the ThankQ system it will need to be fully migrated to the new system.

Technology Assessment

We created a checklist assessment to qualify or disqualify a longer list of identified CRM solutions. After this exercise, only 2 possible solutions qualified - MS Dynamics and Salesforce.

Requirement
Established and well-documented API
Established ecosystem of supported 3 rd party applications
Established ecosystem of supported 3 rd party integrations
Established presence in non-profit sector
Established extended portal
UK Tier 1 Support customer support is available
Accessible via mobile solution
New objects and fields can be added and edited by end users with clicks and not code
Advanced processes and automation can be added and edited by end users with clicks and not code
CRM layout can be edited by end users with clicks and not code
Can support complex roles and permissions