



A Digital and Data Journey

Context

Manchester Care and Repair are a charity that helps people to stay independent in their own homes. They have 39 employees and had an income of £2M in 2022-23.

The problem

When Alice Mason became CEO of Manchester Care and Repair in 2020, she discovered a number of problems: the organisation was very paper based, many of its digital systems and databases were outdated and they were relying on an overloaded fixed server in the office. There was also a lot of information that was no longer used or needed, and concerns about GDPR compliance. The data quality was poor, reporting was cumbersome, and there was lots of duplication of activity (and data).

The data journey

Alice spent her first 6 months prioritising data 'housekeeping' and establishing new data infrastructure. Assisted by digitally savvy Business Development Manager, Mike Burgess, they were able to sort through the organisation's data and migrate all their cleaned files to a cloud-based SharePoint system in 2021.

With help from a board member they secured investment for a new CRM system (CiviCRM). They were initially supported to adopt and develop the system by a local trusted provider. However, when their provider was bought out, they found the new supplier less responsive to their needs. And, after spending all their funding, were left with a CRM that didn't fully meet their requirements. Thankfully over the next 6 months, Mike was able to teach himself how to configure CiviCRM to refine and tailor it to their needs. The new database was launched in March 2022 and it took most of 2022-23 to implement. It has now been setup to enable them to extract data and run reports effectively for different staff members.

Alice used NCVO's digital maturity self-assessments to track how the organisation was doing along the way. The following diagrams show the progress made over just 18 months.

Figure 35: Radar chart showing Manchester Care and Repair's NCVO Digital Maturity Matrix scores in 8 categories in December 2020.



Figure 36: Radar chart showing Manchester Care and Repair's NCVO Digital Maturity Matrix scores in 8 categories in May 2022.



Enablers: Leadership vision and 'people' people

Alice was the driving force for Manchester Care and Repair to become more data savvy. She has a research background and brings a vision about how data could help with strategic and operational planning. She was ably supported by Mike or "Mr IT guru" who brought the technical know-how to implement the changes required to the tools and systems. Mike had worked with the organisation for a long time, in different roles (marketing, communication, website) - a jack of all trades and had well-established good working relationships with his colleagues. This helped staff who were very change averse and nervous about IT to shift to different ways of working.

Challenges: impact measurement and tools



Manchester Care and Repair have mapped population health and housing conditions to focus on areas of need for their work. They can already demonstrate that their services are provided equally across the area and they hope to develop more data visualisation tools using their CRM. They don't have the resources to invest in additional software like Tableau at the moment. Alice would like to work on ensuring that outcome data is captured consistently by all frontline staff so that they can demonstrate their wider impact on the wellbeing of clients to commissioners.

"Most of our work is maintaining peoples' independence in the community - the NHS only commission one part of our work, the Home from Hospital service. It would be fantastic if we could get commissioners to understand the breadth of what we do and the impact on individuals by linking it with health and social care records. There just seem to be endless barriers with data sharing with the NHS."

Manchester Care and Repair took part in the cohort Data Maturity Assessments and scored in the upper Developing stage of data maturity. They hope to use the tool again in the to track the organisation's data journey over time. Their goal is to continue to use data to develop and improve services, improve outcomes for clients, and help commissioners and partners to better understand both the needs of their clients and the value of their work.