



# 2022 A YEAR IN REVIEW

NODA TEAM

JANUARY 2023  
NORFOLK OFFICE OF DATA & ANALYTICS



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## Introduction from NODA's Co-Chairs

*It's been a pleasure to reflect on 2022 and consider everything NODA has achieved. With COVID19 pushing NODA into the forefront of data sharing across Norfolk public sector partners, 2022 consolidated this through the formal establishment of the team.*

*I feel NODA embodies the power of partnerships, with collective evidence-based problem solving and a unified technical support used to deliver insight and drive activity. Under Eliska's leadership, NODA has become expert at navigating the partnership landscape, building consensus, and delivering products that make a real-world difference.*

*The success of NODA is something Norfolk Constabulary are fully committed to and hopefully the successes in 2022 can be built upon, securing future commitment from all partners in this worthwhile endeavour.*

Hugh Zabel, NODA Chair  
Head of Strategic, Business and Operational Services Department (SBOS)  
Suffolk and Norfolk Constabularies

*As individual organisations we are data rich, but it is data sharing that will accelerate our business outcomes. Luckily, the willingness to share insight across the public sector system goes from strength to strength in Norfolk, meaning we can make better evidence-based decisions and improve outcomes for our residents.*

*This report aims to demonstrate the ability of NODA to deliver useful insight for action, because as cooperation and collaboration grows amongst our partners, so does our impact.*

Andrew Stewart  
Director of Insight & Analytics  
Norfolk County Council

## Reflection of 2022 from Eliska Cheeseman, Head of NODA

This is the first published Annual Report of the Norfolk Office of Data and Analytics (NODA) since its inception in November 2020.

NODA was established in response to the increasing demand for data and evidence across the public sector system in Norfolk. The partnership has capitalised on the activities of the Covid19 pandemic, when it was widely accepted that sharing data and information to support the local response improved community resilience and led to better outcomes for our residents.

During 2022, using external funding, a NODA team was established to deliver an increasing number of activities and as a result, have raised the profile of NODA.

This year's wealth of projects and activities outputs are described in case studies on the following pages. You can follow the links in the title of the case study to see where it is published (mainly [here](#)). It's important to us that our work is publicly accessible wherever possible – what is commissioned by one partner can often be used or replicated by other partners.

NODA exists to help partners make evidence led decisions for the benefit of Norfolk's residents. We can help our public sector partners get the most out of data by creating actionable insight. We welcome enquiries for commissioned work or advice on data sharing. If you have a problem you want to solve, or a question you want answered please get in touch.

Eliska Cheeseman

Head of NODA

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### **NODA Contact Details**

NODA website [www.norfolk.gov.uk/noda](http://www.norfolk.gov.uk/noda)

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## **What is NODA?**

NODA stands for the Norfolk Office of Data & Analytics. ODA's are not new, a dozen or so exist in various forms. Nesta produced an excellent [report](#) on their comparable success in 2018.

The design of each ODA might be different, but each has a similar objective:

To use data and resources from multiple organisations to meet a common goal or a shared problem

The ODA approach acknowledges that if we share data on a group of people, we can take earlier action or better decisions and therefore improve the outcomes for our residents. An ODA doesn't have to undertake the activity, it can support partners to lead the work (for example by providing an independent secure platform to share data).

We work closely with NODA's equivalent in Suffolk (SODA) and Essex (ECDA). We are particularly grateful to SODA who shared their set up, lessons learnt, templates and outputs with us.

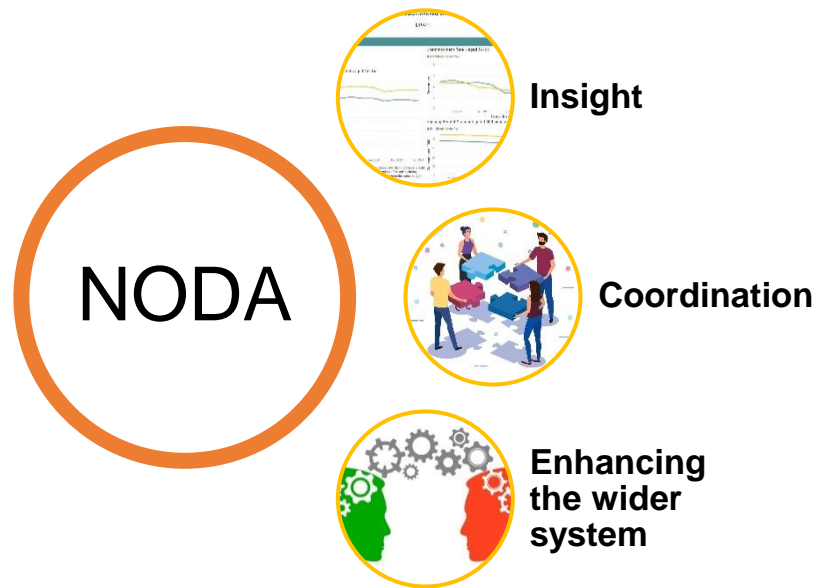
## **NODA Vision**

NODA provides evidence and insight to allow action to be taken

## **NODA Purpose**

- To join up information and data using suitable secure technology and analytical methods
- To generate evidence of where to target our resources to best effect
- To provide insight to prevent and reduce the need for services
- To contribute to improving outcomes for the population and community
- To develop our collective analytical skills and access to data.

## NODA's 3 Key Functions



### 1. Insight Projects

Direct delivery of insight projects e.g. answering a question or solving a problem using multiple sources of data that NODA brings together, writing a briefing note or report.

### 2. Coordination

Coordinating and convening Norfolk's data community. Providing an ecosystem to support data practitioners.

### 3. Enhancing the wider system

Offering replicable processes and training in common areas such as analytics, data ethics, security, and information governance. Encouraging an evidence-based approach. Use data and insight to influence policy and practice.

## Our Plans for 2023

### Insight Projects

#### Quarter 1 (Jan-Mar)

- **Cost of Living update:** NODA has produced a series of briefings outlining recent events and factors contributing to the current cost of living crisis. The context is constantly changing, so we will update the original briefing to reflect the latest policies, factors and support offered.
- **Cost of Doing Business:** Just like households, firms have been experiencing recent rises in costs and inflation. We will be producing a briefing on the events and the impact on local businesses that we can evidence through data.
- **Death Registrations:** Replicating a project in Suffolk, we will be sharing death registration data on a weekly basis with other local authorities in Norfolk. This will help improve communication with bereaved families, keep registers up-to-date and assist finance departments in adjusting payments quickly at what is a sensitive time.
- **Risk assessment of financially vulnerable families:** We are developing an economic clustering method to group Norfolk households into economic profiles. These profiles will then be used, by Children's Services and other partners, for determining the risk of financial hardship faced by Norfolk's most vulnerable families.
- **Norfolk's Story:** We will refresh the annual report that brings key evidence together, along with nationally published data, to provide a robust analysis of Norfolk. The analysis highlights key and cross-cutting issues such as changes in our population, deprivation, economic, health and rural issues, which could then be used to inform the planning of local service strategies and provision. This means that policy making at all levels can be based around a shared understanding of local challenges and help make sure that interventions delivered by different partners are aligned and complementary.
- **Household Support Fund survey analysis.** A survey is being run for beneficiaries of the Household Support Fund to enable a better understanding of usage of the scheme. NODA will provide support through analysis of the results and development of reporting to the Hardship Board.
- **Apprenticeships Norfolk:** NODA are in the process of finalising a Power BI dashboard created for the Apprenticeships Norfolk team to help them in reporting quarterly apprenticeship starts in local businesses across Norfolk, as well as aiding future strategy planning for the team. There are plans for further dashboards to be created, with timescales to be agreed soon.

### Quarter 2 (Apr-June)

- **Serious Violence Duty Needs Assessment:** Following a public consultation in 2019, national government have brought forward new legislation involving a Serious Violence Duty. The aim of the Duty is to promote a more collaborative approach from relevant local services to help both reduce and prevent serious violence. To ensure future strategy is informed by evidence, and focuses on prevention and early intervention, NODA are creating a needs assessment to highlight serious violence across Norfolk and how this compares nationally.
- **Digital Inclusion – developing a reporting app and measuring the targets.** The Digital Inclusion programme aims to enable the residents of Norfolk to have digital skills for work, to engage with their communities and local resources and to thrive in an increasingly digital world. NODA will support the programme by developing a reporting app to measure success against deliverables.
- **Levelling Up dashboard:** We aim to produce a ‘lite’ version of a dashboard based on the UK Government’s twelve Levelling Up missions, demonstrating Norfolk’s performance against the metrics. This will evolve over time as the government’s metrics are refined.
- **Domestic Abuse (DA) Needs Assessment refresh:** In April 2023 we will be receiving another year of data from district partners, and the constabulary. With that, a refresh of the DA Needs Assessment is required. In collaboration with the Norfolk Domestic Abuse Partnership Board, we are setting up a working group to ensure that this data collection from district partners is more complete than previous years, and so we hope to answer some outstanding questions on DA in Norfolk.
- **Ethnicity in Norfolk’s children:** to source ethnicity data and information relating to children, such as population and demography; poverty; educational attainment; life chances and broader inequalities. To analyse that data and information, preparing a report showing trends and comparisons where possible, to give a commentary or tell a story of any inequalities between ethnic groups, of Norfolk's children.

### Quarter 3 (July-Sept)

- **Climate Change dashboard:** We’re helping the Norfolk County Council Net Zero team produce a dashboard highlighting the County’s performance across a variety of climate change objectives.
- **Metrics and targets for the Norfolk Investment Framework (NIF):** Working alongside the NIF team, we’ll define a set of metrics to track the strategic level performance of the framework at a programme level. Once agreed, we’ll also help set targets and produce a platform for the metrics to be tracked.

### Quarter 4 (Oct-Dec)

- **Accountability Framework for Norfolk’s County Deal:** Measuring the investment in Norfolk’s County Deal.



## Coordination

- **Norfolk Analytical Network**

Norfolk Constabulary will lead the coordination of the county wide analytical network. Meeting on a quarterly basis, the objective is to support data practitioners by sharing skills, knowledge, and insight.

## Enhancing the wider system

- **Data ethics**

We will be developing a data ethics framework, assessment process and ethics panel for use by all NODA partners.

- **Cloud-based data storage**

We will be examining the opportunities that the Azure platform could offer NODA partners to share data.

- **Insight for central government and local MP briefings**

We will work with the Strategy Team at the County Council to provide evidence and insight to inform local MPs and central government on Norfolk's strategic priorities (for example, transport and infrastructure, the cost of living).

## **Summary of 2022 Activity**

### **Norfolk Armed Forces Community Needs Assessment**

The Norfolk Armed Forces Covenant Board commissioned this Needs Assessment to establish an evidence base to support decision making relating to local public service provision and partnership working by improving understanding of the Armed Forces community within Norfolk.

### **Hardship in Norfolk – Analysis Using Universal Credit Data**

An analysis was originally carried out in June 2021 to look at the impact of the Covid-19 pandemic on UC claimants. The refreshed analysis looked at levels of claimants following the end of Covid-19 restrictions and the start of the cost of living crisis. The analysis identifies areas of hardship and the characteristics of those experiencing it.

### **Norwich Reducing Inequality Target Areas (RITAs)**

NODA was commissioned by Norwich City Council, to support the Council's equality, diversity, and inclusion (EDI) working group to inform their Norwich Reducing Inequality Target Areas (RITAs) work and the upcoming Equality Strategy. The analysis is intended to support strategic decision-making over the next five years to determine where best to target Norwich City Council and partner resources and make investments, specifically to identify the top neighbourhoods to target to reduce inequalities in Norwich.

### **Cost of Living Briefing**

In May 2022, the House of Commons Library published a "Rising Cost of Living in the UK". NODA were asked to use this to examine the impact of the rising cost of living could have on Norfolk's residents, particularly who may be most likely to be impacted and what this may mean in terms of the number of individuals/households affected.

### **North Norfolk: Economic Profile for District and the Seven Main Market Towns**

North Norfolk District Council requested NODA produce a local economic profile for the district and each of the seven main market towns, focusing on basic demographics, educational attainment, economic make up of businesses, and enterprise births/deaths. The paper we produced is intended to be used as an evidence base to inform planning, and support funding applications.

### **Digital Exclusion in Norfolk**

NODA produced a slide deck for the NCC Digital Inclusion Project Board providing a snapshot of digital exclusion in Norfolk, incorporating data from a variety of sources including Ofcom, ThinkBroadband and Experian Mosaic.

## Housing Projections

Considering the rising cost of living in the UK, increasing interest rates and the end of Government housing schemes such as “Help to Buy” and the potential these had to impact the housing market, NODA were requested to produce a briefing note relating to house price projections for Norfolk County Council to outline the projected trends in the housing market at the time.

## **Holt Youth Project**

The Holt Youth Project is a charity youth group organisation in North Norfolk which supports young people in the area by helping them to develop vocational and communication skills by providing a safe space in which to socialise. NODA were asked to help Holt Youth Project with data for their National Lottery bid by providing training on the use of Norfolk Insight.

## VCSE Data Pack Series

NODA were approached by Sir Norman Lamb’s Coalition for Young People and Norfolk Community Foundation to provide a series of “data packs” which compile publicly available data relating to children and young people in Norfolk. Sir Norman Lamb’s Coalition is a conference of organisations belonging to the Voluntary, Communities and Social Enterprise (VCSE) sector with a particular interest in the welfare of children and young people. The data packs give coalition members a sound evidence base from which to support and supplement potential funding bids.

## Projected Household Destitution

In February 2022, the National Institute of Economic and Social Research (NIESR) published their Winter Outlook, outlining the potential impact of a rise in the cost of living on the number of households in the UK classified as destitute. NODA were tasked with creating a briefing note in response to this publication, outlining the potential impact on the people of Norfolk

## Levelling Up – A Norfolk View

NODA provided insight and narrative on ‘what Levelling Up means for Norfolk’. These provide insight into how Norfolk’s position relates to that of the country or UK as a whole and thoughts on potential target setting locally for Norfolk between now and 2030.

## **Homelessness Dashboard**

NODA created a dashboard for partners to show homelessness data relevant to the Norfolk Strategic Housing Partnership. They were interested in a way to distinguish the effect they were having on the homeless situation in Norfolk and measure the impact of their policies. The dashboard is used by key personnel to provide analysis and answer questions from both external and internal parties about homelessness in Norfolk.

## **Homes for Ukraine**

NODA was asked to quickly develop a dashboard in response to the Homes for Ukraine initiative. This dashboard would provide necessary insight for district partners, NHS colleagues and teams throughout NCC to determine the number of guests, hosts and children enrolled in the Homes for Ukraine scheme, as well as having visibility of arrival dates and statuses. Furthermore, it was essential that district partners could monitor the progress of accommodation, DBS, and welfare checks.

## **Vulnerability Dashboard**

NODA produced a dashboard that allows for exploration of the locations and characteristics of vulnerable people in Norfolk. The dashboard gives specific insight into the nature of these individuals vulnerabilities using a series of vulnerability indicators. It helps partners plan prevention services and support to individuals and places according to the predicted needs of a cohort/location.

## **Domestic Abuse Needs Assessment**

We worked with service providers, commissioners in adult social care, the districts, police, and the voluntary sector to obtain data and information about domestic abuse in Norfolk to produce a needs assessment that formed the evidence base for the [Safe Accommodation strategy](#).

## **Ad-hoc requests from district councils**

NODA have provided data and insight to district councils in Norfolk to help them construct and write plans, applications, cabinet reports, funding bids and other documents.

## **Case Studies**

### **Norfolk Armed Forces Community Needs Assessment**

#### **Summary:**

The Norfolk Armed Forces Covenant Board commissioned this Needs Assessment to establish an evidence base to support decision making relating to local public service provision and partnership working by improving understanding of the Armed Forces community within Norfolk.

#### **The Ask:**

Organisations such as Local Authorities and other public bodies must have due regard to the principles of the Armed Forces Covenant. The focus of the duty of due regard is on public service provision, covering those aspects of public housing, statutory education and healthcare that are among the most likely to affect serving and former members of the Armed Forces and their families.

The remit was to establish an evidence base to support decision making relating to local public service provision and partnership working.

#### **What was delivered?**

This Norfolk Armed Forces Community Needs Assessment paper establishes an evidence base to support decision making relating to local public service provision and partnership working by improving understanding of the Armed Forces community within Norfolk.

This paper has been in development for several months and has been developed in line with official guidance from the MOD in answering the duty of due regard.

This has involved a collaborative approach between NODA colleagues and Equality & Diversity Team colleagues who also acted as a conduit for guidance, data and information from The Covenant Board, the MOD and Armed Forces community.

#### **The Impact:**

Norfolk's Armed Forces Covenant Board recognises that this document marks an important first step in understanding the changing needs of our Armed Forces community.

#### **How is the approach being sustained?**

The Norfolk Armed Forces Community Needs Assessment (December 2022) paper has been approved by Norfolk Public Health SMT and published on Norfolk's Joint Strategic Needs Assessment (JSNA).

It is likely over the coming months that a system for monitoring performance will be developed by the MOD. The intention is that the paper be refreshed on a biennial basis, or whenever there is significant new data available (such as multi-variate data released by ONS for Census 2021 data).

#### **Contact**

[Andrew Brownsell](#), Analyst, NODA

## Hardship in Norfolk – Analysis Using Universal Credit Data

### **Summary:**

The NCC Communities team commissioned an analysis of Universal Credit (UC) claimant data in Norfolk to identify areas of hardship and the characteristics of those experiencing it.

An analysis was originally carried out in June 2021 to look at the impact of the Covid-19 pandemic on UC claimants. The refreshed analysis looked at levels of claimants following the end of Covid-19 restrictions and the start of the cost of living crisis.

### **The Ask:**

Universal Credit is a benefits scheme available to adults in the UK who either have a low income or are without work. It is only available to individuals in households with less than £16,000 in savings. The scheme is a good indicator for hardship, meaning that through analysis of UC data, areas of hardship, and the characteristics of those experiencing it, can be identified.

Analysis of UC claimants in Norfolk was initially carried out in June 2021 to identify the impacts of the Covid-19 pandemic on key groups and areas of Norfolk.

The refreshed analysis looked at changes post pandemic and during the cost of living crisis.

### **What Was Delivered?**

A paper was produced looking at levels of UC claimants between March 2021 and September 2022.

The analysis looked at changes in levels of claimants over time and by gender, age groups, household types and employment status, to identify those groups with the greatest levels of claims.

Geographical analysis was also carried out to identify those areas of the county with greatest proportion of the population claiming and differences between rural and urban areas.

### **The Impact:**

The analysis has been used by the Communities team to inform Household Support Fund bids and distribution of funds to key services, and in revisions to the Hardship Strategy. The analysis has also been published on the Norfolk Insight website.

### **Contact:**

[Suzanne Faulkner](#) – Analyst, NODA

## Norwich Reducing Inequality Target Areas (RITAs)

### **Summary:**

NODA was commissioned by Norwich City Council, to support the Council's equality, diversity, and inclusion (EDI) working group to inform their Norwich Reducing Inequality Target Areas (RITAs) work and the upcoming Equality Strategy. The analysis is intended to support strategic decision-making over the next five years to determine where best to target Norwich City Council and partner resources and make investments, specifically to identify the top neighbourhoods to target to reduce inequalities in Norwich.

### **The Ask:**

NODA was asked to produce a refreshed evidence-base and analysis to support the work of the Norwich RITAs - the previous RITAs work of 2015 identified seven areas of Norwich to focus on reducing inequalities. Refreshing the evidence-base in 2022 and our analysis has given Norwich City Council an up-to-date place-based view of Norwich. This work is based on analysing data for each of the 14 Middle Layer Super Output Area (MSOA) neighbourhoods of Norwich, for 18 agreed indicators within the four broad themes of deprivation; social; health; and employment and education.

### **What Was Delivered?**

Having laid out and described the data for each of the 18 indicators for each of the 14 MSOA areas of Norwich, we used statistical analysis to develop a neighbourhood index, ranking the MSOA areas against the Norwich average. On this basis we were able to identify the six worst performing areas of Norwich. This analysis was then broken down by indicator type (deprivation; social; health; and employment and education) to identify how each indicator was contributing to the overall ranking, allowing more insight into drivers of inequality within each MSOA.

### **Impact**

The analysis is intended to support strategic decision-making over the next five years to determine where best to target Norwich City Council and partner resources and make investments, specifically to identify the top neighbourhoods to target to reduce inequalities in Norwich. We attended an EDI working group meeting to present the findings of the analysis – this evidence-base was used as a launch-point for discussions around what type of resources/funding should be targeted in what areas of Norwich.

### **Contact:**

[Andrew Brownsell](#) – Analyst, NODA

[Harry Giles](#) – Information Assistant, NODA

## Cost of Living Briefing

### **Summary:**

In May 2022, the House of Commons Library published a “Rising Cost of Living in the UK” research briefing, outlining the implications of rising inflation, rising fuel prices, and rising energy prices on the ability to cover basic household expenses across the UK.

### **The Ask:**

NODA were tasked with creating a similar briefing, detailing what impact the rising cost of living could potentially have on Norfolk’s residents, particularly who may be most likely to be impacted and what this may potentially mean in terms of the number of individuals/households affected.

### **What Was Delivered?**

Completed in July 2022, the key deliverable from this project was a written report which provided a breakdown of the key cohorts of people who were most likely to be affected by the current rising cost of living such as low-income families, renters, individuals without formal qualifications and people with disabilities. Estimates of the number of individuals in Norfolk within each of these cohorts who could potentially be impacted by the rising cost of living were provided. The report also contained wider contextual data including commentary on historical and projected inflation trends, projected energy bill increases and government support measures available.

### **The Impact:**

The briefing was circulated to various groups and teams within NCC and to NODA partners. As a result of this, subsequent cost of living related projects were spawned, including:

- Refreshes of the original briefing (Sept 22 / Jan 2023) to capture the situation as it evolves
- A “Cost of Doing Business” briefing – to outline how the cost of living may be impacting businesses
- Internal work with NCC Children’s Services to provide insight into the potential impact of the cost of living on demand for services

The briefings have also been used by Communities in their proposal for distribution of Household Support Funding and may be used to inform revisions to the Hardship Strategy.

### **How is the approach being sustained?**

Given the pertinence and volatility of the Cost of Living situation, updates and refreshes will be made regularly to ensure that contextual and local data included in the briefings are as relevant and up to date as possible

### **Contact:**

[Sophie Bitten](#), Information Assistant



## North Norfolk: Economic Profile for District and the Seven Main Market Towns

### **Summary:**

NNDC Economic Growth Team requested NODA produce a local economic profile for the district and each of the seven main market towns, focusing on basic demographics, educational attainment, economic make up of businesses, and enterprise births/deaths. The paper we produced was intended to be used as an evidence base to inform planning, and support funding applications.

### **The Ask:**

NODA was asked to provide a local economic profile for North Norfolk district and each of the seven market towns. The focus was to be on basic demographics, educational attainment, economic make up of businesses, and enterprise births/deaths. NODA was asked to do this as it was felt that we would have access to more relevant data at the lower geographical level that was needed, than NNDC could access.

### **The solution, or what was delivered?**

NODA provided a 65-page report covering basic demographics, educational attainment, economic make up of businesses, and enterprise births/deaths, where possible, considering the challenges around sourcing relevant data at low geographical levels such as at LSOA. Market towns do not have boundaries at which data is routinely published, so we aggregated data relating to the LSOAs that make up each market town area where relevant data is available at LSOA level. We also included economic data that we could source at LSOA level, that was not specifically mentioned in the request, where we felt this would enhance the report.

### **Impact**

The data and analysis are intended to be used as an evidence base to inform the planning of local service strategies and provision, and to support funding applications.

### **Contact**

[Andrew Brownsell](#) – Analyst, NODA

## **Digital Exclusion in Norfolk**

### **Summary:**

NODA produced a slide deck for the NCC Digital Inclusion Project Board. This slide deck provided a snapshot of digital exclusion in Norfolk, incorporating data from a variety of sources including Ofcom, ThinkBroadband and Experian Mosaic.

### **The Ask:**

In 2021, the Digital Inclusion Strategy for Norfolk was refreshed. This strategic plan included the theme of working in partnership to target activity and make best use of resources. As part of this theme, a key intervention outlined was to build a single picture of digital exclusion in Norfolk. The slide deck produced for the Digital Inclusion Project board aims to contribute to this intervention by consolidating data and knowledge in one place.

### **What Was Delivered?**

In June 2022, a slide deck compiling relevant data and information was produced. Data was sourced from a variety of sources including, Ofcom, ThinkBroadband and Experian Mosaic Digital Profiles. The slide deck provided an overview of connectivity and performance in Norfolk (Broadband and 4G) and an overview of the distribution of Experian Mosaic Digital groups that are digitally excluded in the county. An overview of internet usage, behaviours and attitudes on a national level and an exemplar case study outlining how local governments have developed their own bespoke digital profiles of digitally excluded individuals was also included. This slide deck was presented to the Digital Inclusion Project Board in September 2022.

### **The Impact**

The data product compiled and consolidated by NODA will help contribute to the Digital Inclusion Strategy for Norfolk – particularly the strategic theme of working in partnership to target activity and make best use of resources by creating a single picture of digital exclusion in the county and help identify those who may be digitally excluded.

**Contact** [Sophie Bitten](#), Information Assistant NODA

## Housing Projections

### **Summary:**

Repton Property Developments Ltd is owned by Norfolk County Council (NCC) and has been set up to undertake direct property development with the aim of developing commercial opportunities and maximising financial returns for the Council to support service delivery. The Norfolk Office of Data and Analytics (NODA) were requested to produce a briefing note on house price projections for Norfolk County Council (NCC) owned Repton Property Developments Ltd.

### **The Ask:**

Considering the rising cost of living in the UK, increasing interest rates and the end of Government housing schemes such as “Help to Buy” and the potential these had to impact the housing market, NODA were requested to produce a briefing note relating to house price projections for Norfolk County Council (NCC) owned Repton Property Developments to outline the projected trends in the housing market at the time.

### **Outcome:**

Completed in June 2022, the main deliverable from this project was a 12-page briefing note providing a snapshot of current house prices, projected trends for house prices and projected rental prices, and measures of housing affordability.

Data included in this report was a mix of national and local data and originated from publicly available sources such as HM Land Registry, the Office for National Statistics (ONS), Office for Budget Responsibility (OBR), and the Residential Market Survey produced by the Royal Institution of Chartered Surveyors (RICS). The report was also supplemented with contextual information regarding the current rising cost of living. The report was also published on Norfolk Insight for the benefit of partners and for public consumption.

### **The Impact:**

“Good, clear, and accurate economic and house price data is key to Repton in making decisions around their sites, whether currently under construction or in the planning stage.

The report by NODA came at a period of uncertainty in the market, with pressures on interest rates, inflation, and the cost of living. NODA’s report cut through a lot of the ‘think pieces’ to provide a well-reasoned, well researched document that provided an objective assessment of the housing market in Norfolk for the Board.” - Simon Hughes, Director of Property

**Contact:** [Sophie Bitten](#), Information Assistant, NODA

## Holt Youth Project

### Summary:

The Holt Youth Project is a charity youth group organisation in North Norfolk which supports young people in the area by helping them to develop vocational and communication skills by providing a safe space in which to socialise. NODA were asked to meet with Holt Youth Project to help with data for their National Lottery bid by providing training on the use of Norfolk Insight.

### The Ask:

In May 2022, NODA provided a demonstration of Norfolk Insight to the Sir Norman Lamb Coalition for Young People, a conference of Norfolk based charities who support children and young people. This demonstration provided an overview of local data that is publicly available on Norfolk Insight pertaining to children, young people, and deprivation. Following this demonstration, NODA were asked to meet with Holt Youth Project to help with data for their National Lottery bid.

### What was delivered?

NODA provided a two-hour training session with officers from Holt Youth Project on 16 May 2022. This training consisted of a live demonstration of Norfolk Insight and other resources (such as Office for National Statistics, Department for Education and Public Health England) to identify data and analysis that would inform the Project's work and funding bids.

The training covered identifying data and analysis relating to North Norfolk (and other geographical areas where relevant) around the following topics:

- Numbers of children and young people
- Levels of crime and deprivation
- Health & Mental health
- Domestic abuse
- NEET
- Alcohol / drugs
- Homelessness and Rural isolation

NODA also provided the Project with a summary of the training, including links to relevant sources of data and analysis that had been covered.

### Impact:

Providing these demonstrations and highlighting key resources and sources of data has proved useful for members of Norfolk's VCSE sector, particularly in providing an evidence base for members to secure funding for their projects.

"Thank you so very much for your time and patience yesterday, it was so helpful and vital info for our bid extension with the lottery." - Feedback from Holt Youth Project

**Contact:** [Andrew Brownsell](#), Analyst NODA

## VCSE Data Pack Series

### **Summary:**

NODA were approached by Sir Norman Lamb's Coalition for Young People and Norfolk Community Foundation to provide a series of "data packs" which compile publicly available data relating to children and young people in Norfolk. Sir Norman Lamb's Coalition is a conference of organisations belonging to the Voluntary, Communities and Social Enterprise (VCSE) sector with a particular interest in the welfare of children and young people.

### **The Ask:**

NODA were asked to compile the data packs to provide a single view of how various issues are impacting the lives of children and young people living in Norfolk. By putting these data packs together coalition members will have access to a sound evidence base from which to support and supplement potential funding bids in the future. This would be particularly beneficial to members who may not be as experienced with analysing and reporting on data.

### **What Was Delivered?**

This series of publications is still ongoing. To date, two of the proposed four data packs have been completed, circulated to Sir Norman Lamb's Coalition, and published on Norfolk Insight for the benefit of other NODA partners and the public. The data packs include a detailed overview of the available Norfolk data, outlining trends overtime and providing comparison with trends for England. Visualisations of this data are also included, along with links to the source data enabling end users to access raw data, if desired.

The second data pack in the series relating to the mental health of children and young people featured a collaboration with Kooth a digital mental health service. In this instance NODA were able to establish a relationship with the service and obtain data relating to user registration. From this NODA were able to enrich the local data provided in the data pack.

### **The Impact:**

This series of data packs will help members of the VCSE sector to improve their bid applications and funding opportunities by having access to sound evidence that is tailored to their interest in the wellbeing and welfare of children and young people residing in Norfolk. This will be of particular benefit to audiences who perhaps lack confidence analysing and reporting on data.

### **How is the approach being sustained?**

Upon publication and circulation to partners feedback regarding the briefing's content is obtained along with suggestions for content in future publications. This ensures that the data content is relevant to its intended audience.

**Contact:** [Sophie Bitten](#), Information Assistant, NODA

## Projected Household Destitution

### **Summary:**

In February 2022, the National Institute of Economic and Social Research (NIESR) published their Winter Outlook, outlining the potential impact of a rise in the cost of living on the number of households in the UK classified as destitute – defined by NIESR as “extreme poverty levels where they lack resources to purchase basic necessities”. NODA were tasked with creating a briefing note in response to this publication, outlining the potential impact on the people of Norfolk

### **The Ask:**

The publication published by NIESER suggested that according to their own projections around 1 million households in the UK could become classified as destitute during the 2022-23 financial year. In response to this NODA was asked to produce a briefing note to provide an indication of what this could potentially mean for Norfolk households.

### **What Was Delivered:**

In March 2022, the briefing note was completed. Using the projected levels of destitution provided by NIESR and extrapolating those to the estimated number of households in Norfolk, NODA were able to provide a breakdown of the number of households that may already be classified according the NIESER’s definition of destitution. NODA were also able to provide an estimate for the number of households that could potentially become destitute given NISER’s assertions. This breakdown was provided at the district level.

The briefing note was published on Norfolk Insight for the benefit of partners and for public consumption.

### **The Impact:**

By completing this request, NODA were able to create a more local picture of the potential impact of these projections and in turn create a deeper understanding of how Norfolk residents may be impacted

### **How is the approach being sustained?**

N/a

### **Contact;**

[Sophie Bitten](#), Information Assistant (NODA)

## Levelling Up – A Norfolk View

### **Summary:**

NODA provided insight and narrative on ‘what Levelling Up means for Norfolk’. These provide insight into how Norfolk’s position relates to that of the country or UK as a whole and thoughts on potential target setting locally for Norfolk between now and 2030.

### **The Ask:**

Pieces of ad-hoc analysis have been required for senior leaders within Norfolk County Council to have a single version of the truth on what Levelling Up means for Norfolk. This is an ongoing ask, with a variety of objectives across different business areas.

### **What was delivered?**

NODA compiled a slide deck to give insight and narrative on Norfolk’s baseline position and discusses ‘what Levelling Up means for Norfolk’.

NODA also produced a two-page PDF document showing a ‘tartan rug’ comparing the measures for Norfolk against the UK (or England & Wales where necessary).

### **The Impact:**

The slide deck was presented to senior leaders with NCC, including the Head of Strategy & Policy who was a key negotiator with the Government for Norfolk’s County Deal. The County Deal was provisionally agreed in December 2022 but needs to go through a consultation period before it is fully finalised.

### **How is the approach being sustained?**

These documents have been updated with more metrics as the statistics have become available from Government. We have revised the document, producing an updated version. This has been used for internal meetings, and we have also taken colleagues through the slides to provide a guide for conversations and help inform strategic decisions that are being made in terms of funding applications for both council and Norfolk wide project applications.

**Contact** [Jonathan Eagle](#), Economic Analyst (NODA)

## Levelling Up Missions and Metrics

### **Summary:**

NODA compiled a comprehensive paper which sets out the UK Government's 'levelling up' objectives along with the twelve national missions, and the headline metrics selected through which Government will monitor progress.

### **The Ask:**

Outline the UK Government's twelve Levelling Up missions and a baseline measure for Norfolk, with historic trends where possible.

This will act as a centralised document which those both internal and external to Norfolk County Council (NCC) can read, cite, and reference when producing content on the topic of Levelling Up. This allows readers to see where Norfolk is performing well, or not so well regarding the new agenda.

### **What was delivered?**

NODA combined data related to the twelve missions from a range of official Government sources (including Government departments such as the Department for Education and Department for Transport, ONS, NOMIS and more) and some proxy sources where relevant. The basis of the paper follows the guide given to us by the Government's Levelling Up Technical Annex.

This resulted in a 42-page PDF document which summarised, visualised, and gave description on the missions. This was published to the data observatory – Norfolk Insight and is now available to both NCC staff and external parties.

### **The Impact:**

This document, along with others produced on the topic of the Levelling Up agenda, have been used to help negotiate Norfolk's County Deal. It has also been shared with and discussed with senior leaders within the council.

Moving forward, these documents will act as baseline measures and can, and will be updated once we know more details of how the performance of Norfolk's County Deal will be measured. Some of these metrics will also be used across other initiatives – such as the Norfolk Investment Framework – to measure the impact of their projects at a programme level.

### **How is the approach being sustained?**

Given the variety of sources of data, the report will be reviewed, and new iterations will be published as and when required. To date, NODA have provided one updated version. New iterations of this document are uploaded to NorfolkInsight.org and available for public consumption.

**Contact** [Jonathan Eagle](#), Economic Analyst (NODA)



# Homelessness Dashboard

## Summary:

NODA leadership and analysts worked to create a Power BI dashboard to show homelessness data relevant to the Norfolk Strategic Housing Partnership. This resulted in a product that was utilised by key personnel to provide analysis and answer questions from multiple external and internal parties about homelessness in Norfolk.

## The Ask:

NODA was approached by the Norfolk Strategic Housing Partnership to create a dashboard that would give the Partnership an overview of the homelessness situation in Norfolk. They were interested in a way to distinguish the effect they were having on the homeless situation in Norfolk and measure the impact of their policies.

The Partnership wanted a single analytical product that combined all the available data on homelessness in one place. The product was intended to compare homelessness within Norfolk, the East of England and beyond.

## What Was Delivered?

The public and private data sources were combined in a Power BI dashboard. They were displayed across multiple pages allowing in depth analysis of the changes over time and comparison to areas outside of Norfolk and within the authority.

NODA negotiated with NCC data owners to allow the partnership board to use sensitive data to gain insights. NODA also oversaw that this data was held securely, access controlled and processed in accordance with the data owner's wishes.

## The Impact:

The primary impact of the dashboard has been on the efficiency of producing analytical insight by the Partnership's employee. The dashboard provided for the very first time a single picture of homelessness data across Norfolk. Answering questions from inside and outside the organisation was quicker as there was a single place to get the required tables and graphs.

The dashboard also helped the Partnership to start developing meaningful KPIs to demonstrate the impact of a joined-up, county-wide approach to homelessness.

The dashboard also supported answering questions by grouping the graphs together in complementary pages and making sensible graph choices. But the pages also linked to the original data sources giving transparency and accountability for the methods and sources NODA used. Rebecca Pope, the No Homelessness in Norfolk Project Manager stated that:

*“I have used the insights generated by the dashboard to identify a reduction of evictions at court by social landlords and connect this to a change in practice that came out of the partnership. I was able to share this with key external stakeholders as part of an update on progress and request for continued funding of the No Homelessness in Norfolk project.*

*We have already seen the partners begin to use this data to support service development. NHS partners used data on temporary accommodation to estimate the numbers of people who could be reached through a targeted health-inclusion project.*

*Working with the analysts at NODA has pushed us in our thinking on data. Their expert advice and support throughout the development of the dashboard has been incredibly beneficial. With their continued involvement, I am confident that the NSHP can be an evidence-led partnership that effectively prevents homelessness in Norfolk.”*

The dashboard was also used by NHS analysts to get an indication of the temporary accommodation used in Norfolk. This data was then combined into NHS future planning and health models. This is just one of the ways in which it can be used to help plan for service development, enabling customers to target resources more effectively in the future.

### **How is the approach being sustained?**

The system is designed to be run with minimal analyst input and technical overhead. The system is automated to collect the relevant data and process it. But due to the unstructured nature of the data sources, the system could break meaning significant analyst time needed to fix it.

To give the resource more robustness, reliability and longevity new data sources should be found directly from local government stakeholders.

**I&A Contact** [Benjamin Mouncer](#), Information Analyst

## Homes for Ukraine

### Summary:

We worked closely with the communities team within NCC to quickly develop a dashboard in response to the Homes for Ukraine initiative. This dashboard would provide necessary insight for district partners, NHS colleagues and teams throughout NCC.

### The Ask:

To merge record-level datasets from the Foundry system provided by central government, and to present the resulting data in a dashboard designed to provide insight for the NCC communities team, and partners, on the Homes for Ukraine initiative. It was imperative that partners and colleagues were able to determine the number of guests, hosts and children enrolled in the Homes for Ukraine scheme, as well as having visibility of arrival dates and statuses. Furthermore, it was essential that district partners could monitor the progress of accommodation, DBS, and welfare checks.

### The solution, or what was delivered?

We set up an automated process to extract and manipulate datasets from Foundry. This process first used an API to extract the necessary datasets from Foundry, before then merging and manipulating them into a format that could be used to present the required metrics in a PowerBI dashboard.

The resulting dashboard was built promptly to allow colleagues and partners to view the Homes for Ukraine statistics at the earliest opportunity. Primarily, the dashboard presented a placed-based view of the required information, which included filterable choropleth maps, charts, and tables across 6 report pages. The dashboard, and all its backing processes, were built to automatically refresh daily.

### The Impact:

The Homes for Ukraine dashboard was essential in giving NCC partners and colleagues visibility in a time of crisis. Without this product those individuals involved in the Homes for Ukraine initiative would have not had access to the necessary information on a daily basis. As a result, this dashboard has helped significantly with the operational running of the Homes for Ukraine initiative for Norfolk.

**Contact** [Benjamin Young-Longstaff](#), Information Analyst, NODA

# Vulnerability Dashboard

## Summary:

Worked with IMT, CSC, ASC, and Financial Services under Ceri Sumner's sponsorship to produce a dashboard that allows for exploration of the locations and characteristics of vulnerable people in Norfolk. The dashboard gives specific insight into the nature of these individuals vulnerabilities using a series of vulnerability indicators.

## The Ask:

To produce a dashboard which can be used by partners in the Norfolk Vulnerability Hub to plan prevention services and support to individuals and places according to the predicted needs of a cohort/location. NODA's role was the development and production of this dashboard which links together different record level data sources to produce this.

Partners can:

- Direct their early help and prevention resources to individuals or places of highest need
- Commission services to fill gaps in need based on evidence of likely demand

## What Was Delivered?

NODA collaborated with IMT who produced a matched data model, linking 5 NCC record level data sources using PII. These were then brought into PowerBI where a dashboard was created which used this data model allow for filterable insight into the different vulnerability's individuals are experiences.

By using record level information from NCC sources, the dashboard can give a current, up to date picture of vulnerability across the county which is refreshed on a weekly basis.

## The Impact:

At this stage, the predictive element of the dashboard has not been explored, however the data is set up in such a way to allow this to occur. The focus up to now has been gathering the data sources and getting them into a format which allows users to explore the current picture of vulnerability.

The biggest area of learning was the importance of producing a robust and detailed DPIA which gives clear information about the steps that are going to be undertaken. This process took longer than anticipated and as a result, development could not commence on the project for a long time.

Overall, though, the dashboard has been incredibly well received by NCC colleagues and external partners.

### **How is the approach being sustained?**

Data is updated on a weekly basis using an automated process developed by IMT. This means that the dashboard can be maintained with minimal effort from I&A. A scheduled refresh in the PowerBI Web Service is due to be set up shortly so NODA staff aren't required to manually update the dashboard. Next steps will include gathering more data sources from external partners to give a richer picture of vulnerability, and to explore the possibility of using predictive algorithms to assess the potential future needs of individuals.

Detailed documentation has been written to allow other staff to understand how the different aspects of the project function, and the justification for why things were done in a certain way.

**Contact:** [Benjamin Young-Longstaff](#), Information Analyst (NODA), [Simeon Tomlinson](#), Senior Data Engineer (IMT).

## **Domestic Abuse Needs Assessment**

### **Summary:**

We worked with service providers, commissioners in adult social care, the districts, police, and the voluntary sector to obtain data and information about domestic abuse in Norfolk to produce a needs assessment that formed the evidence base for the [Safe Accommodation](#) strategy that all UTLAs are required to have by the government.

### **The Ask:**

The government placed a statutory responsibility on UTLAs to produce a needs assessment to then inform the domestic abuse strategy to tackle it issue across the country. Data on domestic abuse is notoriously sparse and held by many different organisations. NODA was commissioned to undertake the needs assessment due to the remit of bringing together partner agencies to share data to produce better insight that could not be achieved by these agencies independently. NODA also had the experience of handling this type of aggregated data, obtaining individual data in a secure way, and the skills to be able to analyse the various types of data to gain insight.

### **What Was Delivered?**

NODA used the links and networks already present to partners to obtain data in a safe and legal way, analyse the data, and present the information in a way that tells a story about domestic abuse in Norfolk in a needs assessment. This needs assessment then became the evidence base to inform the strategy submitted to central government. In addition, NODA is also commissioned to renew the needs assessment on an annual basis and produce a complete rework every 3 years. As well as this NODA is producing dashboards that present the available information to the domestic abuse partnership board to enable them to track progress between refreshes of the needs assessment.

### **Lessons Learned:**

Domestic abuse is a sensitive topic, and there are lots of legal issues around access to data. It takes time to navigate these issues properly and it can be difficult to get all partners involved to work to the same deadlines and manage expectations on the quality and availability of data. A significant area of learning when working with such a variety of partners is how to communicate data effectively, not just the final analysis, but also the type of data. Ensuring partners know why some things can be done with some types of data but not others was key to getting partners to understand why some information was not available, e.g., why when using

aggregated data, it is not possible to monitor flow of service users through different services.

### **How is the output being used?**

The outputs were used to inform the domestic abuse strategy and are intended to be used as a baseline comparison to monitor the change in domestic abuse data landscape and issues across the county. They have been shared with the Norfolk domestic abuse partnership board, the Office of Police and Crime Commissioner, Police, and districts.

### **Contact:**

[Benjamin Young-Longstaff](#), Information Analyst, NODA

[Michael Woodward](#), Analyst

## **Ad-hoc requests from district councils**

### **Summary:**

NODA have provided data and insight to district councils in Norfolk to help them construct and write plans, applications, cabinet reports, funding bids and other documents.

### **The Ask:**

District councils have contacted NODA on various occasions to produce independently verified data on an ad hoc basis, particularly when they are looking for evidence of performance against national indicators in relation to other councils. It is important to partners that the data they use is from an official and/or reliable source and produced independently by NODA.

The data we have been asked to supply has covered various subjects including the economy, finance, business support, employment/unemployment, skills, and some specific elements of the Levelling Up agenda (e.g. Research & Development).

### **What was delivered?**

NODA has produced written papers that show the available data, fully referenced and including data sources. Where relevant, further information has been provided, for example benchmarking data against national figures and insight in the form of narrative to describe any patterns or trends in the data.

NODA have been available to discuss or revise the papers if required, often leading to developments and improvements in what we have delivered.

### **The Impact:**

The data provided has helped district council partners ensure they are using the most robust and up-to-date data. This helped partners feel more assured, with a third-party ODA supplying the data, meaning they could make more confident statements and decisions.

Additional insight provided by NODA can also give a new perspective on the topic, and NODA acted a sounding board for new ideas or plans.

### **How is the approach being sustained?**

NODA has developed and maintained a good relationship with district council partners, through both the NODA Leadership Group and personal relationships that team members hold. District councils are better aware of what each other are working on and the work can be replicated if desired. NODA can do this efficiently and effectively using the same methodologies than if the partners were all to do the same thing individually.

**Contact** [Jonathan Eagle](#), Economic Analyst (NODA)



## **NODA Partners**

The public service organisations that are represented on the NODA Leadership Group are:

- Breckland Council
- Broadland District Council
- Great Yarmouth Borough Council
- King's Lynn and West Norfolk Borough Council
- New Anglia Local Enterprise Partnership
- Norfolk and Waveney Health & Care Partnership
- Norfolk Constabulary
- Norfolk County Council
- Norfolk Economy Group
- North Norfolk District Council
- Norwich City Council
- South Norfolk Council
- University of East Anglia (UEA)