



2023-24 A YEAR IN REVIEW

NODA TEAM

APRIL 2024
NORFOLK OFFICE OF DATA & ANALYTICS

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Introduction from NODA's Co-Chairs

2023 was a busy year for NODA, not just in terms of delivering first class products but with changes in leadership too. Andrew Stewart was instrumental in establishing NODA, pouring energy, enthusiasm and passion for the philosophy of partnership working in to everything he did. But the last six months has already proven that we're in safe hands with Simon Wynn's appointment. Simon has brought a fresh pair of eyes and a keen strategic mind, which has refocussed the future for NODA. This has already resulted in an even greater partnership and a commitment from key members in our future.

NODA is starting to feel more mature than ever and with that maturity comes an ability to think slightly differently about our roadmap. With that in mind 2024 will see NODA work towards its new strategic vision that looks ahead not just to 2024/25, but the next three years too. This longer term view, coupled with our mature partnership, has allowed NODA to set ambitious goals based around the core pillars of our people, infrastructure and research.

On a personal note, the financial challenges facing policing are daunting and knowing how best to allocate the funding we do receive is more important than ever. However, I'm committed to the Constabularies ongoing support to NODA as I firmly believe that being data led in our decisions is simply the right thing to do and doing this in partnership is what NODA represents.

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

I had the honour of joining NODA as the Leadership Group co-Chair mid-way through the year, and was given a kind and generous introduction by Hugh and Eliska, and a warm welcome by everyone involved. Having witnessed, and been very aware of the progress that had been made under Hugh's and Andrew's combined stewardship, I realised that I had joined at a particularly exciting time for the partnership.

Having been involved in similar joint and joined-up ventures in the past, it was immediately apparent to me that 2023 marked the maturing of NODA into a new phase of existence (and ambition). Having already very successfully demonstrated the tangible benefits of collaboration and of working as a multi-agency partnership, with established and secure foundations, it was setting all the conditions necessary to flourish into a fully-fledged and professionalised enterprise, highly valued by all partners. An important element of realisation of this ambition is the introduction of a rolling annual battle-rhythm conceived in 2023 that will begin to frame NODA activities in 2024. Within this construct will be consolidated and agreed planning and prioritisation mechanisms and the associated move towards longer-term and balanced work-programmes that aim to meet the needs of all involved. This also enables improved articulation of benefits and thereby underpins investment and funding streams.

With the commitment of partners secured, 2024 represents an exciting prospect as we together aim to bring ever greater coherence to analytical focus and activity across Norfolk, including to extant analytical partnership arrangements, with NODA providing analytical and coordinating data analytics resource to meet jointly held and agreed regional priorities.

Simon Wynn, NODA Chair
Director of Insight & Analytics and SIRO
Norfolk County Council

Reflection of 2023-24 from Eliska Cheeseman, Head of NODA

This is the second Annual Review that NODA has published, and we've extended the timeframe to match financial years. Changes in the way NODA is financed has given us an opportunity to set our direction for the next three years and we are looking forward to giving a greater focus on our strategic priorities in the future (pages 8 & 9).

Our reputation is growing and the demand for commissioned work has also increased, providing an important source of income to supplement partner contributions. As a result, the team is developing to become more professional and consultant-like in our approach and balancing our core work against commissions.

This year has seen the team deliver more exciting projects that give our partners insight and evidence to make better decisions. You can find a summary of our projects on pages 11-13. Each case study contained in the review (pages 14-28) includes a section on the impact of the project. Whilst there will always be a need for smaller short-term projects, NODA is taking on bigger, more complex projects which, whilst they take more time to deliver, also have a greater impact.

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

Eliska Cheeseman

Head of NODA

eliska.cheeseman@norfolk.gov.uk

NODA Contact Details

NODA website www.norfolk.gov.uk/noda

NODA publications (briefings and reports) on [Norfolk Insight](#)

Team inbox i&a@norfolk.gov.uk

Head of NODA eliska.cheeseman@norfolk.gov.uk

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 is a partnership that provides evidence and insight to allow action to be taken.

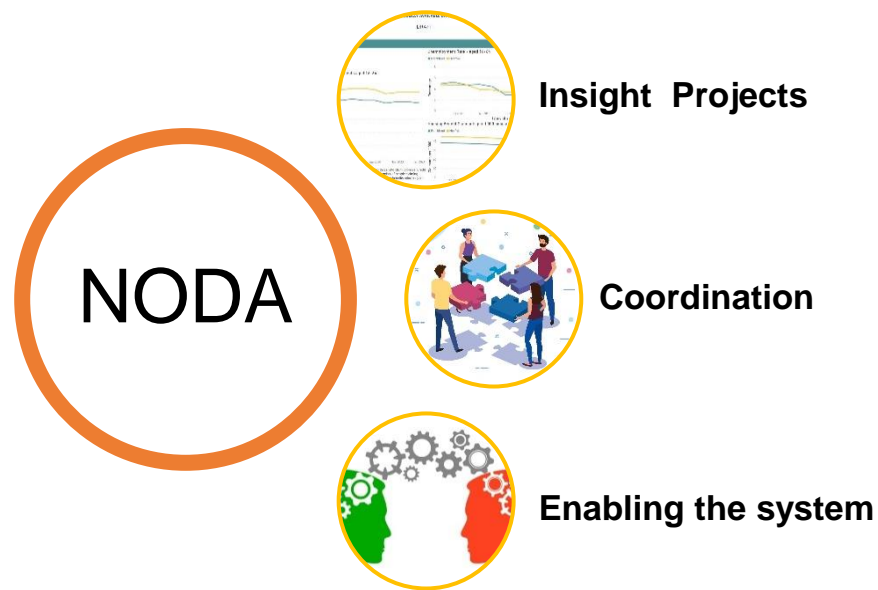
NODA Purpose

NODA brings together data and insight with partners to help improve services for residents.

We work collaboratively and think strategically to help our partners make better informed decisions. We're often working on the most current affairs and we share data, insights and information that is localised to give a Norfolk perspective.

- We join up information and data using suitable secure technology and analytical methods.
- We generate evidence of where to target our resources, so we get the best out of them.
- We provide insight to prevent and reduce the need for services.
- We help improve outcomes for the population and community.
- We develop our collective analytical skills and access to data.

The benefits of the NODA partnership



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, or using our qualitative expertise to evaluate projects.

2. Coordination

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

3. Enabling the 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 2024

Insight Projects

In addition, the team will be working on several insight projects which are expected to include:

- Serious Violence Duty shared dataset
- Norfolk economy insight
- Norfolk skills insight
- Evaluation of a project for the Integrated Care Board
- Refresh of the Domestic Abuse Needs Assessment
- No Homelessness in Norfolk
- Development of the vulnerability dashboard from strategic to operational
- Sharing death registrations data
- Monitoring the impact of the Right Care Right Person initiative.

Strategic Priorities

Below are the strategic priorities for the next 3 years, areas designed to benefit partners and add value to the direct delivery of insight projects.

Theme	Activity	Outcomes
1. People	Professional development opportunities	<ul style="list-style-type: none"> • Build capacity and capability across the public sector system. • Build relationships and networks amongst staff to share skills and knowledge. • Improve recruitment, retention, and resilience across the system. • Build resilience across organisations by sharing skills and knowledge specific to our projects and work areas.
	Training	
	Data community network	
2. Infrastructure	Shared linked data set	<ul style="list-style-type: none"> • Infrastructure in place for advanced analytics / data science. • Evidence base for better decision making, improvement of policy and improvement of service design/delivery • Data Ethics Panel for NODA partners. • Shared examples of DPI's, apprenticeship projects, funding proposals etc. • Standardised approaches to common issues.
	IT systems and processes	
	Common frameworks	
3. Research	Collaborations with UEA, ICS and others	<ul style="list-style-type: none"> • Partners able to bid for funding opportunities for common objectives. • Develop our qualitative and evaluative capacity. • Create opportunities for cross organisational working.

Summary of 2023-24 Activity

[Cost of Living Briefing \(Update\)](#)

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. 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.

[Cost of Doing Business](#)

Following the publication of NODA’s Cost of Living briefing series, an adapted version of the briefing was requested by members of the NODA Leadership group to gather insight into how recent increases in service costs, inflation, and political tensions has impacted businesses across the UK and more locally in Norfolk.

[VCSE Data Pack Series](#)

NODA were approached by Sir Norman Lamb’s Coalition for Young People and the 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.

[Household Support Fund Survey Analysis](#)

The Household Support Fund is a £13.39 million fund that Central Government has given to Norfolk County Council to support residents who are struggling to pay their energy and utility bills. This includes support for single households, families with or without children, older people, and disabled people. Funding started in October 2021, with the latest phase running to March 2024. A survey of respondents was commissioned by Communities in NCC to assess the impact of the fund in Norfolk and responses were analysed and reported on by NODA.

[Apprenticeships Norfolk Power BI Dashboard](#)

Working alongside the Apprenticeships Norfolk and Insight Apprentice teams within NCC, we produced a PowerBI dashboard using the ESFA apprenticeships data. As well as reproducing the analysis previously reported in Excel, the dashboard enabled drilldown functionality, comparisons with national and statistical neighbour rates and use of census and other datasets.

[Serious Violence Needs Assessment](#)

The Serious Violence Duty in the Police, Crime, Sentencing and Courts Bill (2021) requires local partnerships to complete a strategic needs assessment to

understand how violence is affecting their communities and to help them develop a response strategy. NODA were requested by the Office of the Police and Crime Commissioner for Norfolk (OPPCN) to complete two sections of the Serious Violence Needs Assessment for Norfolk.

Domestic Abuse Needs Assessment (Refresh)

As part of The Domestic Abuse Act, 2021, all relevant local authorities are required to prepare and publish a strategy for the provision of safe accommodation. This strategy must be evidenced by a needs assessment, which is to be updated annually to help monitor and evaluate the effectiveness of the strategy. With that, NODA were asked to refresh the Domestic Abuse Needs Assessment, first produced in 2021.

Norfolk's Story (Update)

Norfolk's Story aims to bring key evidence together, along with nationally published data, to highlight key and cross-cutting issues such as changes in our population, deprivation, economic, and health issues. This evidence base could be used to inform decision making and support the planning of local service strategies and provision. The report includes data in the form of tables, charts and maps, with descriptive narrative.

West Norfolk Electoral Divisions Analysis

This report highlights key demographic and economic data and information for the four County Electoral Divisions (CED) of Feltwell, Fincham, Marshland North and Marshland South. The report focuses particularly on recently published data from Census 2021 across the five broad themes: population, education and work, identity, housing, and health. It also includes data from the 2019 Index of Multiple Deprivation and its component domains. The report includes data in the form of tables, charts, and maps, with descriptive narrative.

Digital Exclusion Reporting

Norfolk County Council's Digital Inclusion Strategy aims to enable residents to have digital skills for work, to engage with their communities, and to thrive in today's increasingly digital world. NODA provided support to the programme in defining its key performance metrics and set up bi-annual reporting against these to track performance.

Norfolk Investment Framework, County Deal, and Oflog Metrics

Throughout 2023 Norfolk County Council (NCC) has been working on investment plans, namely the Norfolk Investment Framework (NIF) and “[A County Deal for Norfolk - Norfolk County Council](#)”, which resulted in a level three deal being agreed by cabinet in December 2023.

Throughout 2023 NODA has provided data and support for the NIF – a vehicle through which NCC provides investment into Norfolk, Norfolk’s County Deal application and the Government’s new Office for Local Government (Oflog) metrics. Most of this work took the form of slide decks and written reports, however some dashboards were also created and some of these insights and reports have been published to Norfolk Insight.

Great Yarmouth Older Person’s Strategy Evidence Base

NODA were approached by representatives from Great Yarmouth Borough Council’s Communities and Housing Strategy teams to compile an evidence base of the demographics of the district, current older people’s services in the area, and predicted future demand to enable identification of current and potential future issues. This evidence base will be used to influence the development of an Older Person’s Strategy that will in turn inform decisions around where best to place resources and make investment.

Norfolk’s Skills Plan Evidence Base

Working alongside colleagues in the Employment and Skills team, within Growth & Investment at Norfolk County Council, NODA are producing a report to form part of the Adult Education Skills Plan. This is part of the new devolved Adult Education Budget and will help inform future strategy relating to adult skills within Norfolk. This forms part of the wider Norfolk Economic Strategy, which NODA are also supporting.

Norfolk Economic Strategy Evidence Base

Following the integration of the New Anglia Local Enterprise Partnership (LEP) into both Norfolk County Council and Suffolk County Council, there became a need for an Economic Strategy specifically for Norfolk.

NODA compiled a robust evidence base covering a wide range of subjects that impact the economic outlook of Norfolk. This will be used to help inform both the overall strategy – that is not yet complete – and stakeholder workshops that are planned for January 2024

Case Studies

Cost of Living Briefing (Update)

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?

With the original publications completed in July 2022, the key deliverable from this project was a series of written reports 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. These reports 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 briefings were 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 evolved.
- A “Cost of Doing Business” briefing – to outline how the cost of living was impacting businesses.

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.

Contact: [Sophie Bitten](#), Assistant Analyst

Cost of Doing Business

Summary:

Following the publication of NODA's Cost of Living briefing series, an adapted version of the briefing was requested by members of the NODA Leadership group to gather insight into how recent increases in service costs, inflation, and political tensions has impacted businesses across the UK and more locally in Norfolk.

The Ask:

Recent global geopolitical events such as Brexit and Russian military activity in Ukraine, ever changing Central Government structure and policies, increasing food prices, and the collapse of multiple energy providers has placed strain on many household budgets across the country. While the potential impact of this on the people of Norfolk had been addressed by NODA in a series of Cost of Living briefings, the potential impact on businesses was an insight gap identified by members of the NODA leadership group. This prompted the request for NODA to complete an adapted version of the Cost of Living Briefing to address solely the impact of increased service costs and inflation on businesses.

What was delivered?

NODA delivered a 44-page briefing consisting of insights and data relating to various indicators of business performance including business activity, business confidence, redundancies, job vacancies and postings, insolvencies and bankruptcies, and energy costs to businesses. Data to support this briefing was consolidated from a variety of sources including but not limited to the Office for National Statistics, The British Chambers of Commerce, the Norfolk Chambers of Commerce, and the Federation for Small Businesses. The briefing was distributed to partners and published on Norfolk Insight for public consumption.

The Impact:

The briefing provided partners with a more localised view of how impact of events such as rising inflation, rising energy costs and political tensions may have had on businesses nationally, regionally, and locally. Furthermore, by tailoring the document to the local business landscape, NODA were able to add greater value which was highly relevant to partners – for example by sharing insights into the impact on specific sectors and industries that are the most prominent within the Norfolk economy such as construction, wholesale and retail, the accommodation and food service industries and the manufacturing industry. Furthermore, given the business makeup of Norfolk (a significant proportion being SMEs) including insight into how small businesses may be faring also added value and pertinence to the publication for partners.

How is the approach being sustained?

N/A

Contact: [Sophie Bitten](#), Assistant Analyst

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, three 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](#), Assistant Analyst

Household Support Fund Survey Analysis

Summary:

The Household Support Fund is a £13.39 million fund that Central Government has given to Norfolk County Council to support residents who are struggling to pay their energy and utility bills. This includes support for single households, families with or without children, older people, and disabled people. Funding started in October 2021, with the latest phase running to March 2024. A survey of respondents was commissioned by Communities in NCC to assess the impact of the fund in Norfolk and responses were analysed and reported on by NODA.

The Ask:

NODA were asked to complete free text analysis of responses received to three online surveys relating to the Household Support Fund. Surveys were distributed to recipients of support from the fund, schools whose students were in receipt of assistance, and to VCSE organisations that distributed support and directly worked with beneficiaries. The aim of the survey was to capture how support has benefitted its recipients, ascertain how respondents would fare if they had not received support, and identify any issues and barriers that some recipients may have faced in the process so that they can be addressed and improved upon in the future. The analysis was requested by Communities in Norfolk County Council.

What was delivered?

The outputs from this project were a Power BI dashboard providing analysis of responses and a series of written reports providing detailed analysis of the free text responses recorded by the surveys, including an overview of the methodology behind the analysis and an overview of the themes that emerged from the responses. The dashboard used an automated daily update process and allowed the project to review responses by survey type, distribution channel and demographics of respondents. The free text analysis featured quotes and testimonials from recipients/providers to help illustrate the nature of the comments received and capture sentiments in the respondents' own words. A summary of key findings was also delivered as part of the written reports highlighting what went well in the delivery of support to beneficiaries but also highlighting any challenges faced during the process. A report was produced for each survey along with an interim report.

The Impact

Findings from the analysis were presented to the Hardship Board. Themes that emerged from the thematic analysis of the survey responses were also used to inform a hardship fund dashboard used to monitor the usage of household support fund.

How is the approach being sustained?

The process of completing the analysis and the findings of the surveys were used to inform data collection processes for the Norfolk Household Support Fund moving forward. For instance, some free text elements of the survey were converted into pre-selected options in order to improve the efficiency of future analysis.

Contact:

[Suzanne Faulkner](#), Senior Analyst; [Sophie Bitten](#), Assistant Analyst

Apprenticeships Norfolk Power BI Dashboard

Summary:

Working alongside the Apprenticeships Norfolk and Insight Apprentice teams within NCC, NODA produced a PowerBI dashboard using the ESFA apprenticeships data. As well as reproducing the analysis previously reported in Excel, the dashboard enabled drilldown functionality, comparisons with national and statistical neighbour rates and use of census and other datasets.

The Ask:

NODA was tasked with producing a PowerBI dashboard to report on quarterly KPIs from the ESFA apprenticeship starts dataset. This dashboard would replace the previous Excel reporting and free up resource within the team. More than simply reproducing previous analysis, the dashboard would enable further insight through filtering and drill down functionality. Moreover, utilising other datasets including census demographics would provide new understanding into the apprenticeship landscape in Norfolk.

The solution, or what was delivered?

The final PowerBI app was split into two dashboards, reflecting the in year and full year datasets as produced by the ESFA website. The dashboards are connected to folders within a SharePoint site, which allows for easy refreshes via a file drag and drop when data is published. By integrating census and green apprenticeships datasets, as well as a DFE approved return on investment estimation, the dashboard provides far more insight than was previously possible through the Excel based reporting.

The Impact:

By implementing this new dashboard, not only has resource been freed up within the Insight Apprentice team, but the product offers far more understanding and the opportunity for early interventions that had previously not been possible. Also, as the dashboard has progressively provided new insight, it has introduced new avenues of investigation which hadn't been previously considered, including return on investment calculations and demographic comparisons between learners and the general Norfolk population. The dashboard was shown to regional counterparts at the Annual Apprenticeship Conference, who showed great interest in having their respective areas analysed in a similar way.

How is the approach being sustained?

The dashboard is refreshed on a quarterly basis, with the aim of it being imbedded into the Apprenticeships Norfolk website in the near future.

Contact: [Harry Giles](#), Analyst

Serious Violence Needs Assessment

Summary:

The Serious Violence Duty in the Police, Crime, Sentencing and Courts Bill (2021) requires local partnerships to complete a strategic needs assessment to understand how violence is affecting their communities and to help them develop a response strategy. NODA were requested by the Office of the Police and Crime Commissioner for Norfolk (OPPCN) to complete two sections of the Serious Violence Needs Assessment for Norfolk.

The Ask:

NODA were asked to complete two sections of the Needs Assessment. Section one was a compilation of data relating to Norfolk and its population such as demographic, education and employment, deprivation, housing, and health data. The other section produced (section 5 of the Needs Assessment) was a literature review of interventions that may help to prevent and reduce serious violence.

What was delivered?

The deliverables from this request were two written reports consisting of the above-mentioned content. Both documents were presented to the Serious Violence Board from input and feedback. Section 1, relating to population and place, included within the report consisted of publicly available data, analysed within RStudio using various statistical tools, presented in visualisations including geographical mapping, bar charts and tables. Analysis was broken down by district, Middle Layer Super Output Area (MSOA) and Lower Layer Super Output Area (LSOA) where the granularity in data was available and benchmarked against regional and national rates for comparison. Section 5 presented the extant literature surrounding interventions to reduce serious violence and covered key interventions aimed at tackling youth violence, drug and alcohol related violence, and gendered violence.

The Impact

The two sections completed by NODA were part of a larger Needs Assessment and which will ultimately inform Norfolk's Serious Violence Strategy.

How is the approach being sustained?

Further work to support the Serious Violence Duty may be commissioned.

Contact:

[Benjamin Young-Longstaff](#), Senior Analyst; [Harry Giles](#), Analyst;

[Sophie Bitten](#), Assistant Analyst

Domestic Abuse Needs Assessment (Refresh)

Summary:

As part of The Domestic Abuse Act (2021) all relevant local authorities are required to prepare and publish a strategy for the provision of safe accommodation. This strategy must be evidenced by a needs assessment, which is to be updated annually to help monitor and evaluate the effectiveness of the strategy. With that, NODA were asked to refresh the Domestic Abuse Needs Assessment, first produced in 2021.

The Ask:

NODA were asked to refresh the 2021 Needs Assessment for Norfolk County Council's Support in Safe Accommodation Strategy. The requirement was to use record-level data to update the analysis on local domestic abuse related crimes and incidents, and harness aggregated datasets from a wide range of partners to understand existing usage of safe accommodation in Norfolk.

The solution, or what was delivered:

NODA delivered a concise report which identified the changes in the domestic abuse landscape for Norfolk since the original needs assessment in 2021. This included analysis of district and constabulary data, as well as summaries of domestic homicide reviews, multi-agency risk assessment conferences and Operation Encompass statistics. The refresh also included a comprehensive summary of Norfolk County Council's commissioned safe accommodation services. Finally, the methodology for the calculation of need was updated to better reflect those victim-survivors currently supported in temporary accommodation in Norfolk.

The Impact:

This work allowed for the Support in Safe Accommodation strategy to be updated and helped to inform the Norfolk Domestic Abuse Partnership Board on the progress made with the strategy since its inception. Through this, it was realised that previous thinking on the number of safe accommodation bedspaces required had been underestimating the need in Norfolk. This was an important realisation for the board, meaning that more provision was necessary in Norfolk than they had first thought.

How is the approach being sustained?

Data is being drawn from district and constabulary partners to feed into the needs assessment, which is to be refreshed on an annual basis.

Contact: [Benjamin Young-Longstaff](#), Senior Analyst

Norfolk's Story Update

Summary:

Norfolk's Story aims to bring key evidence together, along with nationally published data, to highlight key and cross-cutting issues such as changes in our population, deprivation, economic and health issues.

The Ask:

NODA were asked to refresh this annual document with most recent data and information.

The solution, or what was delivered:

The completed refreshed document was published onto Norfolk's Joint Strategic Needs Assessment (JSNA). The report includes data in the form of tables, charts, and maps, along with a descriptive narrative.

The Impact:

This evidence base can be used to inform decision making, support the planning of local service strategies and resources, or as evidence for a business case for investment or a grant application.

How is the approach being sustained?

Following feedback, this latest version of *Norfolk's Story* has some different content compared with previous versions, including links to other data and information sources.

Contact: [Andrew Brownsell](#), Senior Analyst

West Norfolk Electoral Divisions Analysis

Summary:

This report highlights key demographic and economic data and information for the four County Electoral Divisions (CED) of Feltwell, Fincham, Marshland North and Marshland South. The report focuses particularly on recently published data from Census 2021 across the five broad themes: population; education and work; identity; housing; and health. It also includes data from the 2019 Index of Multiple Deprivation and its component domains.

The Ask:

NODA was asked to provide councillors with key demographic and economic data and information for specific electoral wards.

The solution, or what was delivered

We produced a document of latest data in the form of tables, charts, and maps, with descriptive narrative.

The Impact:

Councillors have a better understanding of the strengths and weaknesses of their areas.

How is the approach being sustained?

Not applicable (at the time, this data was not available at this level. The Office of National Statistics have been releasing multi-variate data from Census 2021 on a rolling basis).

Contact: [Andrew Brownsell](#), Senior Analyst

Digital Exclusion Reporting

Summary:

Norfolk County Council's Digital Inclusion Strategy aims to enable residents to have digital skills for work, to engage with their communities, and to thrive in today's increasingly digital world. NODA provided support to the programme in defining its key performance metrics and set up bi-annual reporting against these to track performance.

The Ask:

NODA was asked to support the definition and monitoring of programme performance metrics to enable the programme to understand performance and demonstrate the benefits of the programme to NCC. An initial set of measures had been put together at the start of the programme and these were used as the basis.

The solution, or what was delivered:

An initial presentation was given to the board on target setting and good metrics. The outputs from this meeting were then used to work with the programme manager and workstream leads to agree a set of key metrics that could be measured on an ongoing basis. NODA then worked with leads to capture baseline data and this was built into a Power BI dashboard that could then be used to capture bi-annual updates.

The Impact:

The initial report and half yearly updates have been presented to the Digital Inclusion Board and the data and visuals have been used to input to programme updates to members.

How is the approach being sustained?

The report is refreshed on a half yearly basis and initial metrics are being incorporated as data becomes available.

Contact: [Suzanne Faulkner](#), Senior Analyst

Norfolk Investment Framework, County Deal, and Oflog Metrics

Summary:

NODA was required to provide data and support for the Norfolk Investment Framework (NIF), Norfolk's County Deal application and the Government's new Office for Local Government (Oflog) metrics plan. The NIF, County Deal and Oflog are means of bringing more funding into Norfolk from the UK Government to invest in our county, making it a better place to live and work, and offering more and better opportunities to our residents.

The Ask:

Senior council staff needed data on a range of subjects – including but not limited to the population, businesses and the economy, education/skills, and climate change – in one place, that told a story but was also concise and easy to digest. All the asks were slightly different but there were common themes across them all.

The solution, or what was delivered:

NODA produced data packs and evidence bases including tables, charts, and other visuals. This involved linking data from various sources with easy-to-understand narratives. The main outputs were in published documents and written reports, but some dashboards were also used to allow for interactive visuals and to show baseline projections.

The Impact:

Our decision makers are now both better informed and have tangible data to reference when they are implementing interventions and planning investments into schemes for Norfolk. Furthermore, NODA continues to grow its reputation as a trusted partner both within NCC and beyond.

How is the approach being sustained?

NODA is continuing to support on an ad-hoc basis as and when questions arise, with further investments likely throughout 2024 and beyond.

Contact: [Jonathan Eagle](#), Senior Analyst

Great Yarmouth Older Person's Strategy Evidence Base (Phase 1)

Summary:

NODA were approached by representatives from Great Yarmouth Borough Council's Communities and Housing Strategy teams to compile an evidence base of the demographics of the district, current older people's services in the area, and predicted future demand to enable identification of current and potential future issues. This evidence base will be used to influence the development of an Older Persons Strategy that will in turn inform decisions around where best to place resources and make investment.

The Ask:

The demographic information requested by Great Yarmouth Borough Council to inform the evidence base included ward level population data including age profiles, health profiles, household size and composition, housing tenure, information relating to income and poverty/deprivation, and digital inclusion.

The solution, or what was delivered:

NODA delivered a 46-page data pack consisting of data insights and narrative on the requested topics. Data was consolidated from a wide variety of sources, including but not limited to the Office for National Statistics (ONS), the Valuation Office Agency, Sport England, Public Health England, Department for Work and Pensions, ThinkBroadband, and OfCom. Data was provided (wherever possible) to ward level and included comparator data to an appropriate level (for instance, ward level comparisons or district level comparison depending on the level of granularity available).

The Impact:

This evidence base will be used to influence the development of an Older Persons Strategy that will in turn inform decisions around where best to place resources and make investment. The phase one iteration of the evidence base has been published in draft form on Norfolk Insight and will be updated accordingly.

How is the approach being sustained?

Construction of the evidence base is an iterative process and will incorporate feedback from GYBC regarding whether the insights provided are relevant, of value, and provided at the right level of granularity in a manner that is comprehensive and clear to end users and stakeholders. The evidence base is due to be built in stages with phase one data including publicly available demographic insights and future phases are to include the incorporation of service data and forecasting needs.

Contact: [Sophie Bitten](#), Assistant Analyst

Norfolk's Skills Plan Evidence Base

Summary:

Working alongside colleagues in the Employment and Skills team, within Growth & Investment at Norfolk County Council, NODA are producing a report to form part of the Adult Education Skills Plan. This is part of the new devolved Adult Education Budget and will help inform future strategy relating to adult skills within Norfolk. This forms part of the wider Norfolk Economic Strategy, which NODA are also supporting.

The Ask:

Employment and Skills are currently formulating their Adult Education Skills Plan and in order to implement an informed strategy they need to understand the adult skills workforce within Norfolk. Therefore, NODA have been tasked to present the key areas for growth within Norfolk, detailing sectors, cohorts, and demographics who would benefit from the new skills plan.

The solution, or what was delivered:

By pairing both publicly available workforce datasets, as well as Individualised Learner Record (ILR) data from the Education and Skills Funding Agency, NODA have produced two reports investigating the adult workforce of Norfolk. Understanding how this compares to national and regional rates, historic trends, and identifying areas of growth will allow the Employment and Skills team to better implement a future strategy.

The Impact:

The Employment and Skills team will use this work to inform their Skills plan using the devolved Adult Education Budget, being able to target specific areas of growth, as well as supporting particular cohorts of learners.

How is the approach being sustained?

NODA will produce a PowerBI dashboard utilising a new data sharing agreement between the ESFA and Norfolk County Council. This ILR data, supplied by training providers local to Norfolk, will be regularly refreshed and provide a rich and detailed view of adult skills within Norfolk, from which the Employment and Skills team will be able to draw insight.

Contact: [Harry Giles](#), Analyst

Norfolk Economic Strategy Evidence Base

Summary:

In 2023, the New Anglia Local Enterprise Partnership (LEP) was integrated into Norfolk County Council. This meant that the previous Economic Strategy – which was written by the LEP – that covered both Norfolk and Suffolk jointly, required an update leading to a strategy for each county individually. NODA were asked to deliver a refreshed evidence base that could inform the new strategy for Norfolk and some of its district partners.

The Ask:

Working alongside a consultancy firm employed by Norfolk County Council, NODA were tasked with providing an in-depth evidence base that would act as a point of reference for those who are writing the updated Economic Strategy. Alongside this, some district councils are writing their own economic strategies in tandem, so aligning to these (and other relevant strategies) is/was crucial. This is an ongoing ask between November 2023 and throughout 2024, timelines dependant, and could develop into ongoing work that to track the success of the strategy over time, if required.

The solution, or what was delivered:

NODA has so far delivered an evidence base, including refreshed data that covers over 40 measures and metrics. This has been shared with the team and stakeholders both digitally and through a series of meetings, allowing two-way discussion of any specific data or talking points.

The Impact

By using NODA's expertise and resource, the team writing the new strategy have benefitted from time efficiencies in not having to create their own evidence base. They also now have an 'independent' stamp on the evidence base, which is likely to be published on Norfolk Insight for public consumption. Our relationships with the district councils is growing stronger and we intend to work alongside them at workshops throughout January 2024 to deliver any further data they require.

How is the approach being sustained?

The evidence base is following an iterative approach and is being developed according to various stakeholder requirements. NODA is also providing ongoing support by attending meetings and sharing insight and knowledge with both county council colleagues and district council partners.

Contact: [Jonathan Eagle](#), Senior Analyst

NODA Partners

We are grateful to all our public service partners represented on the NODA Leadership Group for their support in producing this Annual Review:

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