

# 2024-25: A Year in Review



**NODA Team**  
**April 2025**

**Norfolk Office of Data and Analytics**

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# Introduction from NODA's Co-Chairs

As I reflect on the past year, I'm proud to highlight our collaborative efforts with the Norfolk Office of Data and Analytics (NODA) in addressing critical issues within our community.

Our partnership has been instrumental in advancing our understanding and response to serious violence through the **Serious Violence Risk Factor Analysis**, which identified key hotspots and predictive factors, enabling us to target resources more effectively.

Additionally, the implementation of the **Right Care Right Person (RCRP) Monitoring Dashboard** has allowed an understanding of the impact the policing policy change has had across the whole system, helping ensure the best outcomes for our communities. This is something that simply would not have been possible without NODA.

Furthermore, the **Domestic Abuse Needs Assessment (Refresh 2024)** has provided valuable insights into the evolving landscape of domestic abuse, to name just a few products from the year.

These initiatives underscore our commitment to leveraging data-driven insights to enhance public safety and community wellbeing, but also evidence the maturity and unique abilities of our partnership.

**Hugh Zabel, NODA Chair**

Head of Strategic Business and Operational Services Department  
Norfolk and Suffolk Constabularies

Harold Wilson once said that a week is a long time in politics (as the UK faced the sterling crisis of 1964), reflecting on the pace of change at national government level, and that still exists to this day. I am not suggesting that we face the same daily pressures and challenges in Norfolk local politics, but if we think back to the context of just a year ago as we sought to set the goals for the year ahead, it was nevertheless quite different.

So as I reflect on the great achievements of the last 12 months, and products, services and outputs that NODA has provided as a result of our joint efforts, it is as much the success of the unique collaboration itself upon which I feel we should continue to congratulate ourselves. It is no mean feat to bring together in such a cohesive manner the members of the NODA collective and to combine each of our respective strengths. I hope it is not too trite to say that I truly feel that we are very much greater than the sum of our parts as a result.

I deliberately mention national politics up front because they do drive change as Whitehall directives cascade down to local level, whether that be in the realm of local government, social care, policing, health and/or education (and likely all of these). Whilst this NODA Review is aimed at a reflection of our substantial achievements this last year, it also acts as a springboard to our future planning and priorities. I am confident that NODA has an established reputation for excellence, that whatever the outcomes of potential changes in the local public sector landscape, we are well-placed and have demonstrable agility to respond to any and all challenges and opportunities. On that basis I suggest that this is the year to be confident about our joint capability built upon proven success. We ought to be ambitious in our planning for the year ahead (and beyond), with a NODA construct now sufficiently mature to meet the ever-changing needs of Norfolk.

**Simon Wynn, NODA Chair**

Director of Insight and Analytics and SIRO

Norfolk County Council

# Reflection on 2024-25 from Eliska Cheeseman, Head of NODA

I am enormously proud of the scale, diversity, and impact of what we have achieved together as the Norfolk Office of Data and Analytics (NODA). The last twelve months have been a year of deepening collaboration, growing maturity, and tangible outcomes that have made a real difference to the people and places we serve.

At the heart of our work is partnership. Whether supporting the Norfolk and Waveney Integrated Care Board with insight into health inequalities, or working with King's Lynn and West Norfolk Borough Council to pilot predictive tools for homelessness prevention, our strength lies in our ability to bring together data, expertise, and shared purpose across organisational boundaries.

We've delivered over twenty major insight projects, each one rooted in real-world challenges—from serious violence and domestic abuse to economic development and apprenticeships. These projects are not just about data, they are about enabling better decisions, earlier interventions, and more equitable outcomes.

We've also continued to invest in the foundations of our partnership. The Norfolk Analysis and Insight Network (NAIN) has grown to over 85 members across nine organisations, creating a vibrant community of practice. Our work on shared datasets, common frameworks, and professional development is building the infrastructure and capability we need to meet future challenges with confidence.

Looking ahead, we are preparing ourselves for the changes and challenges on the horizon including devolution and local government reorganisation. With a strong foundation, a clear vision, and a committed network of partners, I believe NODA is well placed to respond. We will continue to deliver insight that drives action and improves lives, whilst collaborating more closely with the Suffolk Office of Data and Analytics.

Thank you to everyone who has contributed to our shared success this year. I look forward to what we will achieve together in 2025–26.

**Eliska Cheeseman**

Head of NODA

[eliska.cheeseman@norfolk.gov.uk](mailto:eliska.cheeseman@norfolk.gov.uk)

# What is NODA?

NODA stands for the Norfolk Office of Data and 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's Vision

Embed the practice of safely sharing data between partners, providing a rounded view of our residents to make better informed decisions.

Our goal is to create a joined up, evidence based common data and intelligence picture across Norfolk.

## NODA's Mission

NODA is a partnership of public sector organisations working together to integrate data and provide system-wide evidence and insight through analysis. We also help develop the capacity and capability of partners to develop data insights that lead to action and improved outcomes.

## NODA's Purpose

1. 'People': Create professional development, training, networking and secondment opportunities for the data community to increase capability.
2. 'Infrastructure': Deliver linked/shared datasets, common approaches, frameworks and systems to facilitate sharing data.
3. 'Partnerships': Build trusting and collaborative relationships to expand capability into research and access additional funding.
4. 'Insight': Deliver insight and analysis to aid decision-making by partners and improve outcomes for residents.

# 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.

## Strategic Priorities

**Table 1** below shows the strategic priorities as agreed by the NODA leadership group in November 2023. These areas are designed to benefit partners and add value to the direct delivery of insight projects. NODA's strategic focus for 2025/26 is outlined in **Table 2**.

**Table 1: Strategic priorities for NODA**

Theme	Activities	Outcomes
People	Professional development opportunities, training, data community network	<ul style="list-style-type: none"><li>• Build capacity and capability across the public sector system</li><li>• Build relationships and networks amongst staff to share skills and knowledge</li><li>• Improve recruitment, retention, and resilience across the system</li><li>• Build resilience across organisations by sharing skills and knowledge specific to our projects and work areas</li></ul>
Infrastructure	Linked/shared datasets, IT systems and processes, common frameworks	<ul style="list-style-type: none"><li>• Infrastructure in place for advanced analytics / data science</li><li>• Data Ethics Panel for NODA partners</li><li>• Shared examples of DPI's, apprenticeship projects, funding proposals</li><li>• Standardised approaches to common issues</li></ul>
Collaborative partnerships	Higher Education Institutions, research	<ul style="list-style-type: none"><li>• Create opportunities for staff recruitment / development.</li><li>• Partnerships able to bid for funding opportunities for common objectives.</li></ul>

**Table 2: NODA's strategic focus for 2025-26**

Theme	Activity	Focus for 2025/26
Training and development	Analytical Network	Deliver an analyst-led NAIN agenda.
Training and development	Analytical Network	Forum function for discussion between organisations.
Training and development	Professional Development	Development of NAIN SharePoint site resources (competency framework examples, skills and experience of NAIN members, knowledge sharing on apprenticeships, events etc).
Training and development	Training	Training resources shared and delivered via NAIN
Infrastructure	Linked/ shared data sets	Develop a project plan for creation of a Business Case for the NODA Shared Core Data Set.
Infrastructure	IT systems and processes	Compare and align systems and process for data sharing in the future.
Infrastructure	Common frameworks	Share examples of frameworks on NAIN SharePoint site.
Collaborative partnerships	HEI and research collaborations	Explore the potential for Research Data Hub with UEA/SODA

# Norfolk Analysis and Insight Network

The Norfolk Analysis and Insight Network (NAIN) is a forum for likeminded practitioners to showcase their existing analysis, insight, research, technological advances, data use, and best practice. The network also shares opportunities for learning and development across the Norfolk partnership space.

## What we have achieved

Since its establishment in February 2023, the NAIN has gone from strength to strength, expanding our membership to around 85 strong, representing nine organisations.

To date, the NAIN has held two in person workshops and six virtual meetings where our members have contributed their experience and expertise for the benefit of the network. Presentations to date have included:

- The use and power of Microsoft PowerBI
- The benefits of hybrid working
- The use of Machine Learning within the Norfolk Constabulary
- The use of Mosaic and Acorn socio-demographic data
- Norfolk's approach to the Serious Violence duty
- GIS mapping and multi-agency working
- ONS Local tools
- NODA's Homelessness Pilot in collaboration with King's Lynn and West Norfolk Borough Council

## What is next for the NAIN?

In October 2024 we established four core workstreams at our inaugural in person workshop to direct the development of the network going forward. These workstreams and their current priorities cover:

- Membership – a directory of NAIN members, their respective organisations, areas of interest and expertise, and contact details
- Communications – the development of a SharePoint site for knowledge sharing and problem solving
- Learning and Development – highlighting and sharing potential opportunities for professional development across the network
- Data and Insight – currently investigating software common to NAIN members across agencies

While these workstreams are still in their infancy, great strides have already been made, and I look forward to seeing what else we can achieve together.

**Brendan Goffin, Senior Analysis Manager**

Strategic Business and Operational Services

Norfolk and Suffolk Constabularies

# Summary of 2024-25 Activity

## Serious Violence Risk Factor Analysis

NODA was commissioned to produce this report by the Norfolk Constabulary and The Office of the Police and Crime Commissioner for Norfolk (OPCCN), to support the wider multi agency approach in response to the Serious Violence Duty, as published by the Home Office, and Norfolk's subsequent Response Strategy. The report was intended to support strategic decision-making to determine where best to target partnership resources, specifically, to identify hotspots for deprivation and to reduce inequalities within Norfolk.

## Norfolk and Waveney Integrated Care Board: Health Inequalities Strategy

NODA was commissioned by the Norfolk and Waveney Integrated Care Board (ICB) to report on the emerging themes from Community Voices data in reference to the ICB's three 'pillars' (living and working conditions, lifestyle, and health and care services). This was done in order to inform the ICB Health Inequalities Strategic Framework for Action.

## Coastwise Survey

NODA was commissioned by North Norfolk District Council (NNDC) to analyse and report on the results of the online 'Coastwise' survey. The purpose of the survey was to improve understanding of people's relationships with North Norfolk's coast between Weybourne and Happisburgh. The survey was open to all with an interest in coastal erosion.

## Domestic Abuse Needs Assessment (Refresh 2024)

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 again to refresh the Domestic Abuse Needs Assessment, first produced in 2021.

## King's Lynn and West Norfolk Borough Council: Homelessness Pilot

The 'No Homelessness in Norfolk' partnership acquired funding from the Local Government Association Housing Advisors Programme to initiate this project for predicting and preventing homelessness within Norfolk. King's Lynn and West Norfolk Borough Council were approached by NODA to participate in the pilot.

## Death Registration Data Sharing

To compensate for the limitations of the 'Tell Us Once' process already in existence across many services within Norfolk, this project was proposed to share weekly lists of deaths registered within Norfolk (held by the General Register Office, GRO, in Norfolk County Council) to both reduce the delays in notifying partners as well as creating a centralised, validated list to draw from. NODA were asked to process this data and then disseminate to partners via our external SharePoint through named access.

## **Norfolk and Waveney Integrated Care Board: Children and Young People Asthma Project (Community Voices)**

NODA were commissioned by the Norfolk and Waveney Integrated Care Board (ICB) to analyse data collected in their Data Insight Bank. The ICB led a Children and Young People's Asthma project through the Community Voices programme which was funded through a grant from the Core20Connector Programme (Wave 4).

### **Right Care Right Person (RCRP) Monitoring Dashboard**

NODA were asked to monitor the potential impact of the 'Right Care Right Person' policing initiative on other partners in Norfolk such as Adult Social Care, Children's Services, and health services.

### **Norfolk Economic Strategy Evidence Base**

As a result of Local Enterprise Partnership (LEP) integration into local authorities, Norfolk County Council are responsible for strategic economic planning and development for the county. NODA were approached by colleagues in the Growth and Investment team at NCC to help support the delivery of their new economic strategy for Norfolk by providing an evidence base of economic data relating to Norfolk, its districts, and other comparator areas.

### **Adult Skills Funding**

Adult Skills Fund (ASF) enables NCC to deliver education provision which is aligned to the needs of Norfolk's people, places, businesses, and employers. The objective of the ASF Programme is to support those who are unemployed, economically inactive and those who are disadvantaged and focus on residents living in Norfolk's most deprived areas who often struggle to access training, employment support, and professional development opportunities. NODA supported the Employment and Skills Service directorate at NCC to develop evidence based strategic skills planning and a dashboard to track the performance of the delivery of ASF.

### **Apprenticeships Withdrawals PowerBI Dashboard**

Working alongside the Apprenticeships Norfolk team within NCC, NODA produced a PowerBI dashboard to investigate the risk factors for those withdrawing from apprenticeship courses within Norfolk. Utilising the Individualised Learner Record (ILR) data held by both local and national providers prominent within Norfolk, NODA produced an interactive dashboard allowing stakeholders to identify common characteristics and courses where learners were withdrawing from their course. The dashboard enabled comparisons between the withdrawing learner cohort, the wider apprentice population, and the general population of Norfolk to identify demographics to target with interventions.

### **Great Yarmouth Evidence Base Review**

NODA were approached by Great Yarmouth Borough Council to review their draft Borough Profile report for 2024. The Great Yarmouth Borough Profile includes a multitude of sources to provide local data and analysis in order to guide policy and decision making.

### **'State of Norwich' Report Review**

NODA were approached to review a draft 'State of Norwich' report prepared by Norwich City Council for 2024. The State of Norwich uses key datasets and metrics that can be compared to other places and observed over time to help the council, partners and stakeholders develop a shared, long-term view of the city.

### **Norfolk Local Full Fibre Network (LFFN) 2024 Data Refresh**

The LFFN data refresh is an annual return on key indicators as part of NCC Digital Services' annual report to Building Digital UK (BDUK). The LFFN initiative aims to improve internet access for public services in the areas most difficult to reach in the county. LFFN ask for this data in order to gain an understanding of the local industry benefits and the direct local area benefits expected to be seen from participation in the LFFN programme.

### **Norfolk and Waveney Integrated Care Board: Targeted Lung Health Checks Phase 1 (Community Voices)**

NODA were commissioned to provide qualitative analysis of conversations captured as part of the Community Voices Targeted Lung Health Check Project. Conversations were held by Trusted Communicators during the Autumn of 2024. Two organisations were commissioned to carry out conversations in their communities and were recorded on the Community Voices Insight Bank.

### **Norfolk and Waveney Integrated Care Board: Frailty Pathway (Six Month Interim Report)**

NODA were commissioned to analyse and summarise responses to a staff survey distributed six months after the introduction of the Frailty Pathway (one of North Norfolk Place Board's four workstreams). The survey asked colleagues involved in the Pathway to reflect on how their participation in the Pathway changed their knowledge of frailty and ability to support people, the effect of working collaboratively with other organisations, and the impact on people supported through the Pathway. There will be a further survey in June 2025 to establish staff perspectives on the longer-term effects of the Frailty Pathway.

### **Apprenticeships Dashboard**

Working alongside the Apprenticeships Norfolk team within NCC, NODA produced a PowerBI dashboard investigating the risk factors for those withdrawing from apprenticeship courses within Norfolk. Utilising the Individualised Learner Record (ILR) data held by both local and national providers prominent within Norfolk, NODA produced an interactive dashboard allowing stakeholders to identify common characteristics and courses where learners were withdrawing from their course. The dashboard enabled comparisons between the withdrawing learners cohort to the wider apprentice and general population in Norfolk to identify particular demographics to target with interventions.

# Case Studies

## Serious Violence Risk Factor Analysis

### Summary

NODA was commissioned to produce this report by the Norfolk Constabulary and The Office of the Police and Crime Commissioner for Norfolk (OPCCN), to support the wider multi agency approach in response to the Serious Violence Duty, as published by the Home Office, and Norfolk's subsequent Response Strategy. The report was intended to support strategic decision-making to determine where best to target partnership resources, specifically, to identify hotspots for deprivation and to reduce inequalities within Norfolk.

### The ask

NODA were asked to produce a risk factor analysis for 11 predetermined areas of Norfolk; these areas were identified by the Constabulary/OPCCN as a result of the Serious Violence Needs Assessment produced in 2023 with assistance from NODA. The risk factors that were analysed included 18 indicators spanning four domains which included Deprivation, Social, Health, and Employment and Education. Data was standardised using Z-scoring to allow for meaningful comparisons between MSOAs (Middle Layer Super Output Areas). Historical trend data for each target area/indictor was provided with comparison to the Norfolk, regional, and national average (England). The most recent data for all indicators for all Norfolk MSOAs were mapped relative to the Norfolk average.

### What was delivered

NODA delivered a 75 page written report outlining the purpose of the document, a summary of key findings, the rationale behind the inclusion of each of the 18 indicators, data sources for each indicator, the methodology behind the standardisation of data (z-scoring), and additional commentary around the data, such as highlighting the 10 worst performing MSOA for each indicator and identifying how many of those belonged to the 11 target areas.

### The impact

NODA's report informed further analysis completed by the OPCCN aimed at small area profiles to identify hotspots of serious violence within Norfolk, investigating the cohorts involved in serious violence and the likely predictive factors at play. This analysis led to a further commissioned project for NODA from the OPCCN looking to create an individual level matched dataset including police incident data, Children's Services Education and Social data as well as Adult Social Care data.

### How is the approach being sustained?

While this work was a one-off commission, it has helped to inform and shape subsequent work for both NODA and the OPCCN, particularly relating to the matched dataset mentioned above. Moreover, as the serious violence duty has received funding for a further year, it will likely inform more work in the future.

### Contact

[Harry Giles](#), Analyst; [Sophie Bitten](#), Assistant Analyst

## **Norfolk and Waveney Integrated Care Board: Health Inequalities Strategy**

### **Summary**

NODA was commissioned by the Norfolk and Waveney Integrated Care Board (ICB) to report on the emerging themes from Community Voices data in reference to the ICB's three 'pillars' (living and working conditions, lifestyle, and health and care services). This was done in order to inform the ICB Health Inequalities Strategic Framework for Action.

### **The ask**

The ICB works with district councils and the local Voluntary, Community and Social Enterprise (VCSE) sector to deliver the Community Voices (CV) programme. CV works with Trusted Communicators to speak with communities who may not be already engaged with the NHS and other statutory bodies to hear what is important to them. CV started during the COVID-19 pandemic to help the ICB understand vaccine uptake but has since looked at a range of services such as bowel cancer screening and smoking cessation.

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

NODA delivered a series of reports to the ICB including one for each of the three 'pillars' and one summary report consolidating the findings of the three others. Across the three main reports insights into the following questions were provided:

- What would make Norfolk and Waveney a better place to live and work in?
- What do people do to keep health and well, physically and mentally?
- What stops people from keeping healthy and well?
- What matters most to people when it comes to support for their health?

### **The impact**

These [reports](#) were used to inform, and were published as part of, the ICB's [Health Inequalities Strategic Framework for Action](#). Furthermore, this initial project has enabled NODA to establish strong working relationships with the ICB and has spawned three further commissions involving analysis of CV data on various health topics including asthma in children and young people, women's health hubs, and targeted lung health checks.

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

The findings from NODA's analysis have helped to inform the key actions required to help tackle health inequalities in Norfolk. This framework is intended to be upheld by the ICB for the next ten years.

### **Contact**

[Ellie Phillips](#), Senior Analyst, NODA

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

## Coastwise Survey

### Summary

NODA were commissioned by North Norfolk District Council (NNDC) to analyse and report on the results of the online 'Coastwise' survey. The purpose of the survey was to improve understanding of people's relationships with North Norfolk's coast between Weybourne and Happisburgh. The survey was open to all with an interest in coastal erosion.

### The ask

Over the next 100 years, it is predicted that over 1,000 homes will be lost to erosion in North Norfolk. Erosion will impact whole communities by threatening businesses, roads, footpaths, and utilities such as sewage, water, and electricity. It will also affect wellbeing, beach access, and heritage assets such as churches, lighthouses, listed buildings, and much more. Coastwise is an initiative that will work with individuals, communities, businesses, infrastructure owners, government, and others to explore and demonstrate how coastal places can plan and take actions to prepare and transition from coastal erosion risk<sup>1</sup>. NNDC hosted the Coastwise survey online from the 12<sup>th</sup> of March to the 25<sup>th</sup> of April 2024. NODA were commissioned to analyse and report on the findings of this survey.

### The solution, or what was delivered

NODA provided a 36-page report outlining the responses to each of the quantitative questions of the survey. Qualitative questions requiring free text analysis were out of scope for this project.

### The impact

The findings of our analysis your views were regarded as an important part of Coastwise project and will help shape decisions made around coastal transition throughout the project's course. By gathering the thoughts and opinions of those from coastal communities North Norfolk District Council can use these to inform and bolster applications for funding from central government to support coastal businesses and homes.

### How is the approach being sustained?

A further document was produced by NODA which outlined observations and potential future lines of enquiry should further analysis of the Coastwise survey data be required.

### Contact

[Ellie Phillips, Senior Analyst, NODA](#)

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

[Lizzie Benefer, Assistant Analyst, NODA](#)

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<sup>1</sup> [North Norfolk District Council, Accessed July 2024](#)

## Domestic Abuse Needs Assessment (Refresh 2024)

### **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 again to refresh the Domestic Abuse Needs Assessment, first produced in 2021.

### **The ask**

NODA were asked to refresh the 2023 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 it was refreshed in 2023. This included analysis of district and constabulary data, as well as summaries of domestic homicide reviews and multi-agency risk assessment conferences. 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. This refresh presented an improved estimate for the number of additional safe accommodation bedspaces required in Norfolk based on temporary accommodation usage but also highlighted gaps in provision for male victim-survivors and data-quality issues relating to victim-survivors' protected characteristics.

### **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**

[Harry Giles, Analyst](#)

## **King's Lynn and West Norfolk Borough Council: Homelessness Pilot**

### **Summary**

The 'No Homelessness in Norfolk' partnership acquired funding from the Local Government Association Housing Advisors Programme to initiate this project for predicting and preventing homelessness within Norfolk. King's Lynn and West Norfolk Borough Council were approached by NODA to participate in the pilot.

### **The ask**

the key aims for the project included creating a Strategic Planning Tool to predict future numbers of rough sleepers, combining national and local datasets, and identifying key characteristics amongst those at risk of becoming homeless.

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

This dashboard brought together a number of different data sources, some locally held by King's Lynn and West Norfolk Borough Council as mentioned above, with some nationally published datasets from the Census as well as other economic and demographic sources. With these, the dashboard is able to compare the cohort of individuals presenting as homeless, or at risk of homelessness, to that of the general population and thus identify any particular risk factors or common characteristics.

### **The impact**

Initial findings included higher proportions of young people, people identifying as Lithuanian and Latvian, and those not working due to ill health/disability were presenting to housing support services. The importance of data quality, data architecture, and standardised reporting processes in the success of this project were emphasised.

Impact and actionable insight from this pilot included informing upstream prevention work, the ability to target certain groups, the power to inform members and senior management about trends, evidence future funding bids, and providing a permanent ongoing solution to monitor impact.

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

The aim is for the dashboard to be handed over to King's Lynn and West Norfolk Borough Council so that it can be built upon and refreshed. Also, NODA has offered 1:1 sessions with other Local Authorities who may be interested in completing a similar piece of work, so that they can benefit from our findings and better inform their own future strategy.

### **Contact**

[Eliska Cheeseman, Head of NODA](#)

[Harry Giles, Analyst](#)

## Death Registration Data Sharing

### Summary

To compensate for the limitations of the 'Tell Us Once' process already in existence across many services within Norfolk, this project was proposed to share weekly lists of deaths registered within Norfolk (held by the General Register Office, GRO, in Norfolk County Council) to both reduce the delays in notifying partners as well as creating a centralised, validated list to draw from. NODA were asked to process this data and then disseminate to partners via our external SharePoint through named access.

### The ask

The GRO holds records of births, deaths, marriages, civil partnerships, stillbirths, and adoptions in England and Wales. However, the GRO has no statutory responsibility to notify local authorities of deaths which can delay their notification and cessation of services and benefits such as Housing Benefit, Council Tax Support, a Blue Badge, and removal from the electoral register. To avoid having to inform various central government departments and local authorities of a death separately, members of the public can use the 'Tell Us Once' service to notify relevant departments/authorities in one go. However, this is a voluntary service so does not capture all deaths thus also contributing to delays in notifying local authorities.

To introduce a more timely and validated process where all partners can be informed at once, NODA were tasked with processing the raw data received by the Norfolk Registration Service and then sharing this on to partners through our SharePoint site. Managing named access lists to this sensitive data to ensure security and privacy.

### The solution, or what was delivered

The solution involved a collaborative approach, drawing on the expertise of colleagues in Information Governance as well as Digital Services, to introduce a process which is as automated as possible to ensure regular, standard outputs. This resulted in data being shared on a weekly basis via an Excel file through named access to folders within NODA's SharePoint site where partners could self-serve data to inform their service delivery.

### The impact

Following the implementation of this new approach, six district partners are utilising the data as well as areas of Norfolk & Suffolk Foundation Trust (NSFT) and Anglia Revenues. We are in the process of implementing an organisation wide approach, along with Digital Services, to make the data available to teams within NCC to better inform service delivery internally.

An additional request from NSFT for historic deaths dating back to April 2019 was completed which enabled the organisation to complete a time critical assessment of their records.

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

This solution is maintained regularly through updating named access lists for each organisation. The Norfolk Registration Service team manage the uploading of raw data each week which is then distributed to partners automatically via a scheduled process.

NODA are eager to share this data source as widely as possible; especially to the Borough Council of King's Lynn & West Norfolk who are yet to request access.

NODA are also working with Digital Services to make this data available more widely within NCC.

### **Contact**

[Harry Giles, Analyst](#)

[Anne-Louise Ollett, Lead Analyst](#)

## **Norfolk and Waveney Integrated Care Board: Children and Young People Asthma Project (Community Voices)**

### **Summary**

NODA were commissioned by the Norfolk and Waveney Integrated Care Board (ICB) to analyse data collected in their Data Insight Bank. The ICB led a Children and Young People's Asthma project through the Community Voices programme which was funded through a grant from the Core20Connector Programme (Wave 4).

### **The ask**

The ICB works with district councils and the local Voluntary, Community and Social Enterprise (VCSE) sector to deliver the Community Voices (CV) programme. CV works with Trusted Communicators to speak with communities who may not be already engaged with the NHS and other statutory bodies to hear what is important to them.

NODA were commissioned to analyse the conversations undertaken between TCs and participating children and young people and report on the findings. Evaluation of the process from the perspective of some of the organisations that worked on the project was also undertaken and reported back to Community Voices/the ICB.

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

NODA delivered a written report of their findings. Insights included:

- Causes and triggers of asthma
- Signs and symptoms of asthma
- Managing asthma
- Confidence in managing asthma (for children and their parents/carers)
- Barriers in accessing support
- Overcoming barriers to support
- Signposting to support

Thematic analysis of interviews with participating organisations was also conducted and reported on and provided insight into:

- The application process
- Training
- Setting up conversations
- Adapting conversations, methods, and resources for children of different ages
- Selection of participating children and families
- Experiences of conducting interviews
- Recording and submitting conversations to the Insight Bank
- Desire for future involvement in the CV programme

### **The impact**

This project allowed the ICB to garner a greater understanding of how children and young people (and their families) in Norfolk understand their asthma and their confidence and ability to manage it. Further insight into barriers and enablers to care was also provided. Furthermore, Community Voices and the ICB were better able to

understand how participating organisations felt about the process of participating in the programme including any difficulties and challenges that they faced along with their willingness to participate in and support the programme in the future. The full report has been published on the [Community Voices webpage](#).

**How is the approach being sustained?**

NODA provided feedback to the Community Voices Steering group about how conversations with the children and young people were captured and provided recommendations that could in turn improve data quality and therefore enhance insights on future projects. This feedback was incorporated into future training of Trusted Communicators.

**Contact**

[Ellie Phillips, Senior Analyst](#)

[Sophie Bitten, Assistant Analyst](#)

## Right Care Right Person (RCRP) Monitoring Dashboard

### Summary

NODA were asked to monitor the potential impact of the 'Right Care Right Person' policing initiative on other partners in Norfolk such as Adult Social Care, Children's Services, and health services.

### The ask

NODA has been commissioned by the Norfolk Constabulary to monitor the impact of the 'Right Care, Right Person' (RCRP) initiative.

RCRP is a police initiative currently being implemented by police forces across the country with the aim to reduce the number of responses to calls that do not fall within the police's legal duty. For instance, the police are only required to respond to distress calls when a person's life is at risk, or if a crime has been committed. The initiative consists of four phases and addresses examples of where police time and resource is being used beyond their remit, these are:

- Concern for Welfare
- AWOL and walkouts
- Transportation
- Section 136

Under the new initiative callers will be signposted to the most appropriate partner/agency to handle the reason for their call.

The initiative went live in Norfolk on the 29<sup>th</sup> of May 2024. While initially in Norfolk each phase was intended to be rolled out one at a time, all four phases were launched at once on this date.

NODA has been tasked with collecting data to measure the impact of this initiative on agencies across the system such as Adult Social Care (ASC), Children's Services (CS), and the Integrated Care Board (ICB) to provide insight into whether additional burdens are being placed upon partner agencies (such as the ambulance service) and Local Authorities (LAs). Concern for Welfare is of greatest relevance to NODA's monitoring as this is likely to have the largest knock-on effects within the partnership landscape.

### The solution, or what was delivered

NODA delivered a PowerBI dashboard which collates call/referral data from the police ASC, CS, and the ICB, outlining where calls have been received from, whether the call concerns adults or children, whether police units were deployed, and where they have been signposted to in order to indicate potential changes in demand.

### The impact

The dashboard delivered by NODA draws together call demand data across multiple organisations within Norfolk and offers the "RCRP Oversight Board" an opportunity to monitor the strategy's impact during these regular monthly meetings. Our analysis has highlighted in particular the increased levels of signposting to the Ambulance service, which has been raised to the oversight board for consideration. This work is

ongoing and gives stakeholders the opportunity to review long term trends in demands across the entire Norfolk landscape.

**How is the approach being sustained?**

Data from the police is provided to NODA on a monthly basis via a secure SharePoint site. NODA also has a direct connection to ASC contact data via an SQL Server and can refresh the data whenever needed to provide the most up to date figures in the dashboard. Data from CS is provided via a dataflow in PowerBi.

**Contact**

[Harry Giles](#), Analyst

[Sophie Bitten](#), Assistant Analyst

# Norfolk Economic Strategy Evidence Base

## **Summary**

As a result of Local Enterprise Partnership (LEP) integration into local authorities, Norfolk County Council are responsible for strategic economic planning and development for the county. NODA were approached by colleagues in the Growth and Investment team at NCC to help support the delivery of their new economic strategy for Norfolk by providing an evidence base of economic data relating to Norfolk, its districts, and other comparator areas.

## **The ask**

The evidence base was intended as a companion piece to the Norfolk economic strategy (also referred to as the Local Growth Plan) and consisted of the core data sets that informed and underpinned the analysis and narrative of the strategy. This has the advantage of providing transparency around the origin of the data which underlines the strategic aims for the Norfolk economy moving forward. Publishing this evidence base also has the added advantage of giving district partners access to a broad range of data that is relevant to them.

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

NODA provided a slide deck which consolidated and summarised the key metrics selected to illustrate the current state of the Norfolk economy. These were given to district level to allow comparisons between areas of the county; regional and national comparators were also provided to shed light on how Norfolk performs against its neighbours and the country. The evidence base is comprised of three domains including people, place, and business. This was then also provided as an accessible PDF to comply with the standards placed upon public sector bodies to make published web-based content accessible. Bespoke versions of the slide decks and alternative formats were also created for and delivered to each of Norfolk's districts. The evidence base for Norfolk is now public on [Norfolk County Council's corporate website.](#)

## **The impact**

The economic strategy will provide a framework for prioritisation of economic development and help to target investment over the next five years.

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

As the strategy is a five-year plan, the key metrics and indicators included in the initial version of the evidence base will need to be monitored in order to determine their direction of travel and ascertain the effectiveness of the strategy.

## **Contact**

[Sreekumar Nair, Analyst](#)

[Lizzie Benefer, Assistant Analyst](#)

[Sophie Bitten, Assistant Analyst](#)

## Adult Skills Funding

### Summary

Adult Skills Fund (ASF) enables NCC to deliver education provision which is aligned to the needs of Norfolk's people, places, businesses, and employers. The objective of the ASF Programme is to support those who are unemployed, economically inactive and those who are disadvantaged and focus on residents living in Norfolk's most deprived areas who often struggle to access training, employment support, and professional development opportunities. NODA supported the Employment and Skills Service directorate at NCC to develop evidence based strategic skills planning and a dashboard to track the performance of the delivery of ASF.

### The ask

NODA was tasked with developing a Power BI dashboard to monitor the performance of Adult Skills course providers in Norfolk and to analyse the existing qualification levels in the County.

### The solution or what was delivered

The Power BI dashboard contains pseudonymised individual level data from the collated occupancy reports and funding summary reports submitted monthly by the providers. The dashboard consists of Key Performance Indicators (KPIs) for providers and courses which allows for the assessment of performance against benchmarks. Also mapped is the postcodes of learners to the corresponding LSOAs (Lower-layer Super Output Areas) which are highly deprived, to provide targeted educational support.

This required collaboration with the colleagues in the Skills Team to analyse the labour market data in different job sectors (using Python and Power BI) in Norfolk such as Job Advert Intensity, Workforce Attrition Levels etc., to map qualifications to the labour volume demand.

### The impact

The dashboard, which is still in development, will help to track the compliance of the course providers with the targeted enrolments agreed upon in the beginning of the academic year and also to monitor the expenditure on the enrolments.

The analysis of the vacancy and qualification levels in Norfolk for the Skills Team will supplement the policy making for the courses, cohort size, and budget issued to roll out various courses within Norfolk. Evaluating the impact of educational policies and funding adjustments helps in refining strategies to better meet the needs of learners and ensuring equity in educational opportunities.

### How is the approach being sustained?

The Power BI system is developed to accommodate monthly occupancy reports with an automated data refresh. A stock and flow model is in development to enable evidence-based decision-making to identify the most in-demand qualifications and introduce new courses or expand current cohorts to meet the market demand.

### Contact

[Sreekumar Nair, Analyst](#)

## Apprenticeships Withdrawals PowerBI Dashboard

### Summary

Working alongside the Apprenticeships Norfolk team within NCC, NODA produced a PowerBI dashboard to investigate the risk factors for those withdrawing from apprenticeship courses within Norfolk. Utilising the Individualised Learner Record (ILR) data held by both local and national providers prominent within Norfolk, NODA produced an interactive dashboard allowing stakeholders to identify common characteristics and courses where learners were withdrawing from their course. The dashboard enabled comparisons between the withdrawing learner cohort, the wider apprentice population, and the general population of Norfolk to identify demographics to target with interventions.

### The ask

NODA was tasked with producing a PowerBI dashboard to investigate the common characteristics of apprentices who withdrew from their course in Norfolk. This dashboard would combine locally sourced data from training providers with nationally published datasets to identify cohorts that could be targeted with interventions to prevent course withdrawals.

### The solution, or what was delivered

The final PowerBI dashboard contained pseudonymised, individual level data combined and Census data. The dashboards are connected to folders within a SharePoint site and stakeholders were all granted access to allow for self-serve analysis. By integrating census and green apprenticeships datasets and DFE approved return on investment estimations, the dashboard provides a great level of detail on those withdrawing from their course and the potential wider impact of withdrawals on training providers.

### The impact

This dashboard informed a report produced by the Apprenticeships Norfolk team and proved incredibly useful to local training providers within Norfolk which led to new targeted interventions for learners. The work was presented to DfE, as well as skills teams from other LAs in England, to highlight its impact and potential for reproduction elsewhere. Also, the project is currently being refreshed, with new national providers now included, to improve the analysis.

### How is the approach being sustained?

This analysis is being refreshed to include the latest academic year and to implement national training providers to maximise the robustness of the analysis by including all the main training providers within Norfolk. This will offer other areas and organisations a process that can be reproduced and implemented within other local authorities to better understand why apprentices are withdrawing from their courses.

### Contact

[Harry Giles, Analyst](#)

[Sreekumar Nair, Analyst](#)

## Great Yarmouth Evidence Base Review

### **Summary**

NODA were approached by Great Yarmouth Borough Council to review their draft Borough Profile report for 2024. The Great Yarmouth Borough Profile includes a multitude of sources to provide local data and analysis in order to guide policy and decision making.

### **The ask**

NODA were asked to review the draft report for 2024 and provide feedback on the document before the report was published on Great Yarmouth Borough Council's website.

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

A comprehensive review of the document was provided, which included proof-reading, data validation and noting any edits required. Feedback was prepared as a written report and consisted of a breakdown of each element which required review, along with suggested actions for each observation requiring attention.

### **The impact**

Providing feedback and recommendations on the Borough Profile report will ensure an opportunity to implement changes for a more robust final version. The data in the Borough Profile will underpin Great Yarmouth Borough Council's Corporate Plan, individual service plans, and their Long-Term Plan.

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

Although this work was a onetime request, Great Yarmouth Borough Council have expressed an interest as to whether NODA could provide a template with common key indicators which most districts would use for funding, policy and interventions. This work is currently ongoing.

### **Contact**

[Lizzie Benefer, Assistant Analyst](#)

[Sophie Bitten, Assistant Analyst](#)

## **‘State of Norwich’ Report Review**

### **Summary**

NODA were approached to review a draft ‘State of Norwich’ report prepared by Norwich City Council for 2024. The State of Norwich uses key datasets and metrics that can be compared to other places and observed over time to help the council, partners and stakeholders develop a shared, long-term view of the city.

### **The ask**

NODA were asked to review the draft ‘State of Norwich’ report for 2024 and provide feedback on the document before the report was published on Norwich City Council’s website.

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

A comprehensive review of the document was provided, which included proof-reading, cross-checking the values provided with the sources given and noting any edits required. The feedback consisted of a breakdown of each element which required review for ease for Norwich City Council, along with suggestion actions for each observation.

### **The impact**

Providing feedback on the report with suggested actions will ensure an opportunity to review the comments and provide changes to the report so future editions will be more robust. Similarly, members of the NODA team worked on this review collaboratively, meaning that working practices between colleagues are consistent when reviewing documents.

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

Norwich City Council intend to reproduce this report yearly. Should NODA be approached to review additional documents, feedback on the 2024 report can be cross-checked with any future feedback to ensure consistency.

### **Contact**

[Sophie Bitten, Assistant Analyst](#)

[Lizzie Benefer, Assistant Analyst](#)

# Norfolk Local Full Fibre Network (LFFN) 2024 Data Refresh

## Summary

The LFFN data refresh is an annual return on key indicators as part of NCC Digital Services' annual report to Building Digital UK (BDUK). The LFFN initiative aims to improve internet access for public services in the areas most difficult to reach in the county. LFFN ask for this data in order to gain an understanding of the local industry benefits and the direct local area benefits expected to be seen from participation in the LFFN programme.

## The ask

NODA were asked by NCC Digital Services to refresh the LFFN data evaluation sheet with the latest available values for Norfolk districts, Norfolk and England. Where possible, data for specific areas was provided; where this was not possible, an average was given.

## The solution or what was delivered

NODA delivered updated key indicator values from source data for 2024, following its previous refresh in 2023. Some of the indicators updated where required included but was not limited to:

- Child Poverty
- Average household income
- Employment and unemployment
- Qualifications
- Population
- Personal wellbeing
- Business birth and survival
- Business counts

This refresh was provided to NCC Digital Services for submission to BDUK as part of the annual return.

## The impact

The main delivery portion of the LFFN is complete. However, NCC report the benefits of the programme for a period of five years after completion, so this data refresh and future annual returns are a continuation of the work to assess the indicators against improvement following the installation of superfast broadband.

## How is the approach being sustained?

Source links have been updated where they had previously been obsolete. Guidance as to what the LFFN data refresh is and how to complete the evaluation sheet has been prepared for colleagues in NODA in order to maintain a consistent approach for future requests. It is expected that there will be two more returns, taking this yearly request to 2026.

## Contact

[Harry Giles, Analyst](#)

[Lizzie Benefer, Assistant Analyst](#)

## **Norfolk and Waveney Integrated Care Board: Targeted Lung Health Checks Phase 1 (Community Voices)**

### **Summary**

NODA were commissioned to provide qualitative analysis of conversations captured as part of the Community Voices Targeted Lung Health Check Project.

Conversations were held by Trusted Communicators during the Autumn of 2024.

Two organisations were commissioned to carry out conversations in their communities and were recorded on the Community Voices Insight Bank.

### **The ask**

The ICB works with district councils and the local Voluntary, Community and Social Enterprise (VCSE) sector to deliver the Community Voices (CV) programme. CV works with Trusted Communicators to speak with communities who may not be already engaged with the NHS and other statutory bodies to hear what is important to them. NODA were commission to provide qualitative analysis of conversations captured as part of the Community Voices Targeted Lung Health Check Project.

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

NODA analysed eight qualitative questions covering the themes of health and lung cancer awareness such as:

- awareness of signs/symptoms of lung cancer
- factors which enable or prevent people seeking information or support
- support provided as an outcome of the conversations such as knowledge sharing and signposting
- how people's experience could have been different

Conversations also included a general question about issues which affect people's health and wellbeing. Quantitative analysis of questions relating to outcomes from conversations was also delivered.

The findings of the analysis were compiled into a written report which provided a key summary of findings, background to the project, methodology, and detailed commentary of the emerging themes for each question within scope. This commentary was supplemented by verbatim, quotes from participants.

### **The impact**

This report provided CV/the ICB with a greater insight into people's understanding of lung cancer signs and symptoms, what is enabling and preventing people from accessing Targeted Lung Health Checks, how people are being supported, and how experiences could have been made different/improved.

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

The Targeted Lung Health Check project has two phases. Feedback from NODA about how conversations were captured in the Insight Bank and the impact this may have on data quality and the availability of valuable insight was given to CV/the ICB. This will help inform how conversations are recorded in the Insight Bank in the future which will help maximise the quality of insight that could be provided for phase two of

the project and for future CV work. Furthermore, feedback regarding questions included in the Insight Bank may also optimise data quality and subsequent insights in future. Analysis and reporting of phase two data is due to be undertaken and delivered by NODA later in 2025.

**Contact**

[Ellie Phillips, Senior Analyst](#)

[Sophie Bitten, Assistant Analyst](#)

[Lizzie Benefer, Assistant Analyst](#)

## **Norfolk and Waveney Integrated Care Board: Frailty Pathway (Six Month Interim Report)**

### **Summary**

NODA were commissioned to analyse and summarise responses to a staff survey distributed six months after the introduction of the Frailty Pathway (one of North Norfolk Place Board's four workstreams). The survey asked colleagues involved in the Pathway to reflect on how their participation in the Pathway changed their knowledge of frailty and ability to support people, the effect of working collaboratively with other organisations, and the impact on people supported through the Pathway. There will be a further survey in June 2025 to establish staff perspectives on the longer-term effects of the Frailty Pathway.

### **The ask**

NODA was commissioned to help scope the staff surveys, draft the survey questions and undertake subsequent analysis and reporting. This interim (six month) staff survey comprised fifteen closed questions and two open (free text) questions.

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

NODA provided a written report comprising three sections:

1. Improvements to staff knowledge, skills, contacts and confidence
2. Outcomes for people on the Frailty Pathway
3. Change and next steps

Potential future lines of enquiry for the project were also outlined including:

- whether people in other organisations need to be targeted to complete the survey
- seeking information from training providers about the nature of the training provided, including participant feedback and satisfaction in order to better understand the Frailty training offer
- review processes relating to information gathering and follow-up scripts, data inputting and GDPR practice
- explore issues around workload and competing priorities, with a view to longer-term sustainability and staff wellbeing in the second staff survey.
- how limitations around future roll-out (such as finance or completing priorities) is communicated to manage expectation

### **The impact**

This report provided the ICB with a better understanding of staff perspectives on the Pathway in terms of reported improvements in their awareness of how people aged 50+ can be affected by frailty, in their knowledge about services people could be signposted to for support, how to help people manage the risks they face, and their confidence in supporting people with frailty. Insight into perceived outcomes for people on the Pathway was also provided along with a greater understanding of what has changed in terms of respondents' day-to-day work.

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

In addition to the potential further lines of enquiry outlined above, the findings provided insight into how the pathway would be different/improved such as:

- changing some processes regarding telephone calls
- extension of the Frailty Pathway
- making data inputting and collection safer and easier
- increasing access to the Frailty Pathway

These could help inform the direction of the Pathway moving forward. There will be a further survey in June 2025 to establish staff perspectives on the longer-term effects of the Frailty Pathway which NODA will also analyse and summarise.

### **Contact**

[Ellie Phillips, Senior Analyst](#)

[Sophie Bitten, Assistant Analyst](#)

[Lizzie Benefer, Assistant Analyst](#)

## Apprenticeships Dashboard

### Summary

Working alongside the Apprenticeships Norfolk team within NCC, NODA produced a PowerBI dashboard investigating the risk factors for those withdrawing from apprenticeship courses within Norfolk. Utilising the Individualised Learner Record (ILR) data held by both local and national providers prominent within Norfolk, NODA produced an interactive dashboard allowing stakeholders to identify common characteristics and courses where learners were withdrawing from their course. The dashboard enabled comparisons between the withdrawing learners cohort to the wider apprentice and general population in Norfolk to identify particular demographics to target with interventions.

### The ask

NODA was tasked with producing a PowerBI dashboard to investigate the common characteristics of apprentices who withdrew from their course in Norfolk. This dashboard would combine locally sourced data from training providers with nationally published datasets to identify cohorts that could be targeted with interventions to prevent course withdrawals.

### The solution or what was delivered

The final PowerBI dashboard contained pseudonymised, individual level data combined with publicly available Census data. The dashboards are connected to folders within a SharePoint site and stakeholders were all granted access to allow for self-serve analysis. By integrating census and green apprenticeships datasets, as well as a DFE approved return on investment estimation, the dashboard provides a great level of detail on those withdrawing from their course and the potential wider impact of these withdrawals on the training providers.

### The impact

This dashboard, which informed a report produced by the Apprenticeships Norfolk team, provided incredibly useful to local training providers within Norfolk and led to some new interventions for learners to target those at risk of withdrawing from their course. The work was presented to DfE, as well as skills teams from other LAs in England, to highlight its impact and potential for reproduction elsewhere. Also, the project is currently being refreshed, with new national providers now included, to improve the analysis.

### How is the approach being sustained?

This analysis is currently being refreshed to include the latest academic year as well as implementing a number of national training providers in order to maximise the robustness of the analysis by including all the main training providers within Norfolk. This will then offer other areas and organisations a process that can be reproduced and implemented within other local authorities to better understand why apprentices are withdrawing from their courses.

### Contact

[Harry Giles, Analyst](#)

[Sreekumar Nair, 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)