2025-26: A Year in Review

NODA Team

May 2026

Norfolk Office of Data and Analytics

Summary of Impact

During 2025-26, NODA demonstrated the value of bringing together data, analytical expertise, and lived-experience insight across public-sector partners. NODA's work supported evidence-based decision-making, service improvement, and preventative approaches, while strengthening collaboration and analytical capability across Norfolk. Key areas of impact included:

- **Informing prevention and service planning:** The Serious Violence Matched Dataset brought together data from multiple services to improve understanding of factors associated with serious violence. Findings were shared with the Serious Violence Board and partners to inform future services, while data matching processes developed through the project have subsequently been applied to other projects.
- **Ensuring lived experience influences services:** Community Voices work provided insight into women's health, healthcare recruitment and primary care experiences. This evidence informed recommendations covering inclusive support, culturally responsive services, recruitment practices and communication about primary care roles.
- **Supporting commissioning and statutory responsibilities:** The Domestic Abuse Joint Needs Assessment brought together local and national evidence to inform partnership strategies and recommendations. These recommendations had a direct impact on the commissioning of sanctuary scheme funding for the following financial year.
- **Improving monitoring, accountability and decision-making:** Dashboards and reporting products provided partners with clearer, more consistent evidence. The Connect to Work Dashboard strengthened governance, transparency and performance management and created a shared evidence base between Norfolk County Council and delivery partners.
- **Informing strategic policy and delivery:** NODA developed 19 metrics for the Local Growth Plan. These will be used to monitor progress and strategic impact across the plan's lifespan and support reporting to the Norfolk Business Board.
- **Supporting partnership approaches to demand:** The Right Care, Right Person work provided a cross-service picture of demand and recommendations for the partnership, with the report presented to the oversight group to inform further action.
- **Building system-**wide analytical capability: NODA continued to develop the Norfolk Analysis and Insight Network, which has grown to more than 100 members and provides opportunities to share analysis, expertise, learning resources and good practice across organisations.
- **Strengthening NODA's sustainability:** Commissioned analytical work generated over £63,000 of income during the year, demonstrating the demand for NODA's capability and its growing sustainability.

Contents

Summary of Impact 2

Contents 3

Introduction from NODA's Co-Chairs 5

Reflection on 2025-26 from Eliska Cheeseman, Head of NODA 7

What is NODA? 8

- **NODA's Vision** 8
- **NODA's Mission** 8
- **NODA's Purpose** 8

The Benefits of the NODA Partnership 9

Strategic Priorities 10

Norfolk Analysis and Insight Network 12

- **What has been achieved?** 12
- **What is next for the NAIN?** 12

Summary of 2025-26 Activity 13

- **Serious Violence Matched Dataset Phase 2** 13
- **Norfolk and Waveney Integrated Care Board: Women's Health Hubs (Community Voices)** 13
- **Norfolk and Waveney Integrated Care Board: Quality Employment in Healthcare (Community Voices)** 13
- **Norfolk and Waveney Integrated Care Board: Primary Care Roles (Community Voices)** 13
- **Domestic Abuse Joint Needs Assessment** 14
- **Apprenticeships Dashboard Refresh and Accessibility Changes** 14
- **Right Care Right Person: A Year On** 14
- **Local Growth Plan: Action Plan Metric Design** 14
- **Connect to Work Dashboard** 14

Case Studies 15

- **Serious Violence Matched Dataset Phase 2** 15
- **Norfolk and Waveney Integrated Care Board: Women's Health Hubs (Community Voices)** 16
- **Norfolk and Waveney Integrated Care Board: Quality Employment in Healthcare (Community Voices)** 18

Norfolk and Waveney Integrated Care Board: Primary Care Roles (Community Voices) 20
Domestic Abuse Joint Needs Assessment 22
Apprenticeships Dashboard Refresh and Accessibility Changes 23
Right Care, Right Person: A Year On 24
Local Growth Plan: Action Plan Metric Design 25
Connect to Work Dashboard 26
NODA Partners 28

Introduction from NODA's Co-Chairs

As I reflect on the past year, I am again struck by the strength and maturity of the Norfolk Office of Data and Analytics (NODA) partnership, and the tangible difference it continues to make.

NODA's work has directly supported some of our most critical priorities. **The Serious Violence Matched Dataset (Phase 2)** has deepened our understanding of risk factors and vulnerability by linking data across agencies, allowing earlier and more targeted intervention. The **Domestic Abuse Joint Needs Assessment** has provided a comprehensive, evidence-based view of demand and need, informing both commissioning and operational responses across partners. And the **Right Care, Right Person – one year on analysis** has given us a system-wide perspective on demand, helping ensure that people receive the right service from the right agency while maintaining focus on policing's core role.

Alongside this, the continued growth of the **Norfolk Analysis and Insight Network (NAIN**) is a significant achievement. What began as a convening function has now developed into a largely self-sustaining, analyst-led network, with stronger attendance, greater participation and a clear sense of shared ownership across the system.

These products and partnerships demonstrate the value of bringing together policing, local government and health data to inform better decisions. This has been achieved against a backdrop of increasing complexity and uncertainty. The Policing White Paper, the move towards mayoral combined authorities and devolution, and Local Government Reorganisation all point to significant structural change over the coming years.

I would also like to recognise the significant progress NODA has made in strengthening its financial position. The delivery of commissioned analytical work has not only supported key priorities but has generated over £63k of income this year, demonstrating both demand for NODA's capability and its growing sustainability.

Looking ahead, the strategic priorities for 2026/27 reflect the need for flexibility, resilience and system leadership. NODA is well positioned to support transition—particularly through Local Government Reorganisation and wider reform—by providing shared evidence, developing common data approaches, and growing analytical capability across the system.

This adaptability will be critical in ensuring that, regardless of how structures evolve, we retain a strong, evidence-led approach to public safety and public service delivery.

NODA remains a unique and highly valued partnership. Its ability to turn complex data into clear, actionable insight continues to strengthen policing, support partners, and ultimately improve outcomes for our communities.

Hugh Zabel, NODA Chair

Head of Strategic Business and Operational Services Department

Norfolk and Suffolk Constabularies

A year in review, by definition, is about looking back upon the successes of the last 12 months, missions fulfilled and tasks well completed. But as ever, it also provides an opportunity to look ahead and provide context and a taster for the year to come. So, with that in mind, it is always worth looking back at where we were a year ago when I reflected on how much had changed in the year prior. I realise now if I didn't then that my annual introduction risks becoming a little 'samey' if I reflect again on the pace of change – because what is increasingly apparent is that change becomes the only constant in our world. But still safe to say, as much as we expected changes to take place a year ago, both the nature and combination of changes that have occurred, that are inbound or are being considered are somewhat unprecedented.

We find ourselves in a situation where changes affecting all our major stakeholders are already in play, are about to be or are under serious consideration - whether that be the establishment of the new NHS Norfolk and Suffolk Integrated Care Board (N&S ICB) as of 1 April 2026, the 'minded to' decision around Local Government Reform of County and Districts or ongoing discussions at national level about police reform.

Where this leaves NODA has yet to be established, but my view is that it is a position of opportunity and strength. We only have to look back at the last 12 months to again see the evidence of the NODA pedigree, the demand for our products and the high regard in which this collaboration is held. I talk about change being the only constant, but I would, in this context likely add to that the unarguable need for high quality data and insights for which NODA has built an unrivalled reputation.

Looking back therefore, we have grown still further in collaborative depth and breadth, and in skills and experience. The new data linkages and relationships we have forged, the innovative areas of new work we have successfully explored and delivered against, and under-represented areas of the community we can be proud of having supported all combine to paint a picture of a still expanding and growing NODA. A capability that will be able to not only meet the challenges associated with change in the year or two ahead but is well positioned to be the established organisation to be at the forefront of helping to evidence and inform change.

A pivotal year of further change for the region only points to a particularly bright future for brand NODA.

Simon Wynn, NODA Chair

Director of Insight and Analytics and SIRO

Norfolk County Council

Reflection on 2025-26 from Eliska Cheeseman, Head of NODA

This has been a year of continued growth and maturity for the Norfolk Office of Data and Analytics. As a partnership, we have strengthened our role at the centre of Norfolk's data and analytics system—bringing together organisations, data and expertise to inform better decisions and improve outcomes for residents.

A defining feature of this year has been the breadth and depth of our work. Across our projects, we have demonstrated the value of linking data and combining analytical approaches to tackle complex, cross-cutting issues. From advancing the Serious Violence Matched Dataset to inform earlier intervention and prevention, to delivering the Domestic Abuse Joint Needs Assessment that directly informs commissioning and statutory requirements, our work has supported some of the most important priorities for Norfolk's public services.

Alongside this, our growing portfolio of insight into lived experience—particularly through the Community Voices programme—has reinforced the importance of combining quantitative analysis with qualitative insight. Our work on women's health, quality employment and primary care access has helped to amplify the voices of our communities, ensuring that services are shaped by people's real experiences.

We have also continued to build capability across the system. The development of shared dashboards such as Connect to Work and Right Care, Right Person, has improved transparency, accountability and performance management across partnerships. These tools enable more consistent, evidence-based decision-making across organisations.

As we look ahead, our focus remains on embedding and scaling what works. We will continue to develop our infrastructure, grow analytical capability across the system, and ensure our insights lead to action. The changes ahead are complex and evolving but through working together and making the best use of our collective data and expertise, we are well placed to respond.

NODA's impact is a result of the trust, openness and shared ambition of our partners across local government, health, policing and academia. I would like to thank all of our partners and colleagues for their continued support, collaboration and commitment. The progress we have made this year is a shared achievement, and I am excited about what we will deliver together next.

Eliska Cheeseman

Head of NODA

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.

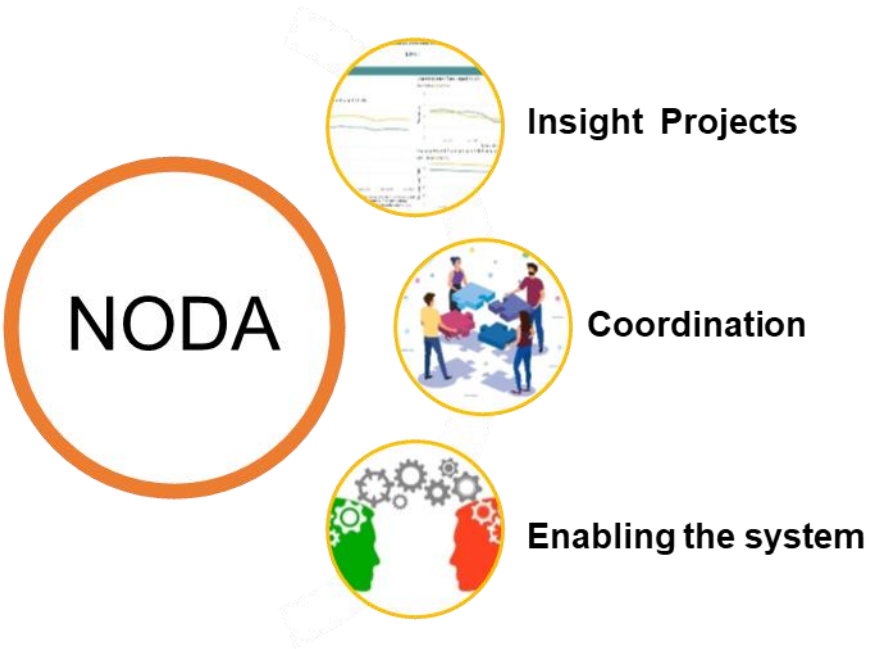
NODA's Mission

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	• 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
Infrastructure	Linked/shared datasets, IT systems and processes, common frameworks	• Infrastructure in place for advanced analytics / data science • Data Ethics Panel for NODA partners • Shared examples of DPI's, apprenticeship projects, funding proposals • Standardised approaches to common issues
Collaborative partnerships	Higher Education Institutions, research	• Create opportunities for staff recruitment / development. • Partnerships able to bid for funding opportunities for common objectives.

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. Since its establishment in February 2023, NAIN has gone from strength to strength, expanding its membership to over 100 colleagues across the Analytics and Insight space.

What has been achieved?

In the past 12 months, NAIN has held one in person workshop and four virtual meetings where members have contributed their experience and expertise for the benefit of the network. Presentations in the past year have included:

- Web Published PowerBi dashboards
- AI in Practice: Co-pilot at Norfolk (and Suffolk) Constabulary
- Right Care Right Person
- Norfolk Family Connect
- Index of Multiple Deprivation
- Public Voice

Furthermore, significant work has taken place to develop the NAIN Sharepoint site for knowledge sharing that includes:

- A Directory of NAIN members, their respective organisations, areas of interest and expertise, and contact details,
- All NAIN presentations from inception,
- Learning and Development materials that are relevant to the Analytics and Insight space.

Analytics and Insight colleagues from Suffolk have been invited to broaden the network yet further.

What is next for the NAIN?

In April 2026, three new workstreams were established at the in-person workshop to direct the development of the network's work moving forward. These workstreams include:

1. Data and AI Literacy
2. Data Challenges/Opportunities surrounding Geographical boundaries
3. Forecasting, Resource Modelling, Scenario Building

While these workstreams have only just been agreed, workstream leads have been appointed and a significant number of volunteers are keen to get involved.

Brendan Goffin, Senior Analysis Manager

Strategic Business and Operational Services

Norfolk and Suffolk Constabularies

Summary of 2025-26 Activity

Serious Violence Matched Dataset Phase 2

NODA were commissioned for a phase 2 of the Serious Violence Matched Dataset project by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) which looked at matching social care, education, youth justice and police data to identify and understand predictors for involvement in serious violence, as a suspect or victim. Phase 2 looked more in depth at those missing education, home educated or involved in proxy predictor crimes including Anti-social Behaviour. This analysis would then inform preventative services delivered by the Serious Violence Oversight Board.

Norfolk and Waveney Integrated Care Board: Women's Health Hubs (Community Voices)

In response to NHS England's Women's Health Strategy (2022), Norfolk and Waveney ICB identified key priorities around training and education related to Long-Acting Reversible Contraception (LARC) and menopause awareness, with a particular emphasis on reaching women from under-served communities. NODA were commissioned by the ICB to analyse and report on the findings of conversations undertaken as part of the ICB's Community Voices project for Women's Health.

Norfolk and Waveney Integrated Care Board: Quality Employment in Healthcare (Community Voices)

The Quality Employment in Healthcare (QEH) project, supported by the Health Anchor Learning Network (HALN), is a collaborative initiative led by the Queen Elizabeth Hospital to address employment inequalities in West Norfolk. As an anchor institution, Queen Elizabeth Hospital is uniquely positioned to influence local socioeconomic outcomes by improving access to secure, high-quality employment in healthcare particularly for individuals from deprived communities and underrepresented ethnic backgrounds. NODA were commissioned to analyse and report on the emerging themes from conversations held with those from under-served communities who applied for roles at the Queen Elizabeth Hospital.

Norfolk and Waveney Integrated Care Board: Primary Care Roles (Community Voices)

Following the introduction of the Additional Roles Reimbursement Scheme (ARRS) and a move towards multi-disciplinary teams within General Practice, there is no current data on how much the public and patients understand the new roles. Furthermore, people with disabilities face additional, unique barriers to accessing and understanding primary care services, therefore greater knowledge of how people with learning disabilities and/or autism experience primary care and their understanding of primary care roles was sought from NODA by the ICB.

Domestic Abuse Joint Needs Assessment

NODA is commissioned on an annual basis by the Domestic Abuse commissioning team within Norfolk County Council to complete a Needs Assessment focused on safe accommodation, to meet their statutory requirements. This year, in addition to this, NODA were part commissioned by the Office for the Police and Crime Commissioner for Norfolk (OPCCN) to look more broadly at domestic abuse in Norfolk. This included looking at community-based support, demographics of victims and suspects and OPCCN led qualitative engagement with victim-survivors.

Apprenticeships Dashboard Refresh and Accessibility Changes

Following a recent rebranding of Apprenticeships Norfolk, a new colour palette was applied to a pre-existing dashboard to reflect these changes in branding. Although not all elements of a PowerBi dashboard can be made accessible, as best practice NODA aims to make dashboards as accessible as possible.

Right Care Right Person: A Year On

NODA were commissioned to monitor the impact of the 'Right Care Right Person' partnership strategy between the key agencies in Norfolk. After creating a Power BI dashboard to track front door activity across services in Norfolk (including Children's Social Care, Adult's Social Care, Norfolk Constabulary and the Integrated Care System), NODA produced a report summarising the key findings after the first year of Right Care Right Person implementation.

Local Growth Plan: Action Plan Metric Design

The Local Growth Plan (LGP) is NCC's five-year strategy for developing Norfolk's economy and enhancing support for the people who live and work in the county. NODA were approached by colleagues in the Growth and Investment team at NCC to contribute to the development of the LGP Action Plan through the design of appropriate metrics. These metrics have been incorporated into the Action Plan and will be used to assess progress against the key themes of the LGP, helping to evaluate its impact across Norfolk over the next five years.

Connect to Work Dashboard

Connect to Work (CTW) is a supported employment programme at Norfolk County Council helping residents with health or disability-related barriers into sustained work. A Power BI dashboard app was developed using CRM data, structured through the Council's data warehouse, to provide a single, reliable view of performance. Built collaboratively with Digital Services and delivery partners (IPS and SEQF), the dashboard tracks referrals, job starts, outcomes and DWP requirements. It enables monthly performance monitoring, strengthens accountability, and supports evidence-based decisions to improve employment outcomes across Norfolk.

Case Studies

Serious Violence Matched Dataset Phase 2

Summary

NODA were commissioned for a phase 2 of the Serious Violence Matched Dataset project by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) which looked at matching social care, education, youth justice and police data to identify and understand predictors for involvement in serious violence, as a suspect or victim. Phase 2 looked more in depth at those missing education, home educated or involved in proxy predictor crimes including Anti-social Behaviour. This analysis would then inform preventative services delivered by the Serious Violence Oversight Board.

The ask

The OPCCN commissioned NODA to look more in depth at the educational circumstances of suspects/victims of serious violence aged 25 and under. In particular, the Serious Violence partnership wanted to understand how persistent absence, suspensions, home education, missing education and other indicators may impact the likelihood of individuals being involved in serious in the future.

The solution or what was delivered

NODA, with the support of colleagues in Information Governance, Adult Social Care, Children's Services social care and education teams, and Digital Services matched various datasets at an individual level and implemented this into a PowerBI dashboard which the Serious Violence Analytical Lead within the OPCCN then used to write a strategic level report setting out the findings.

The impact

This report was presented back to the Serious Violence board, and also within 1:1 sessions with partners to highlight relevant findings which can be taken forward by partners to inform future services.

How is the approach being sustained?

Many of the processes that were developed for matching individuals across various systems have been implemented within other projects including Family Connect. They will also be utilised in similar future projects.

Contact

Eliska Cheeseman, Head of NODA

Anne-Louise Ollett, Lead Analyst

Harry Giles, Senior Analyst

Norfolk and Waveney Integrated Care Board: Women's Health Hubs (Community Voices)

Summary

In response to NHS England's Women's Health Strategy (2022), Norfolk and Waveney ICB identified key priorities around training and education related to Long-Acting Reversible Contraception (LARC) and menopause awareness, with a particular emphasis on reaching women from under-served communities. NODA were commissioned by the ICB to analyse and report on the findings of conversations undertaken as part of the ICB's Community Voices project for Women's Health.

The ask

Building on the success of the Community Voices bowel cancer project, additional funding was secured through the Innovation for Healthcare Inequalities Programme (InHIP) to develop the Community Voices Women's Health project.

Based on the trusted communicator model the aim of this project was to proactively engage women aged 40 to 60 from under-served communities, listen to their experiences of care, and to increase awareness and improve access to support around:

- Breast, bowel, and cervical cancer and screening
- Menstrual health and menopause
- Sexual health services

NODA were commissioned to analyse eight qualitative questions covering the above themes. Questions also explored factors which enable women to seek support, and the barriers they experience. Conversations included a general question about issues which affect women's health and wellbeing.

The solution, or what was delivered

NODA delivered a detailed written report which outlined the key findings and cross cutting themes from the conversations, such as:

1. Attitudinal barriers (shame, embarrassment, fear) particularly for women who are vulnerable or who have experienced sexual violence
2. Negative experiences with health professionals, leading to potential disengagement with services
3. Women not feeling listened to or lacking a 'voice' in their medical care
4. Cultural aspects of women's health care
5. The impact of an individual's protected characteristic on their health care

Insight from the data was illustrated using verbatim quotes from participants to articulate issues in their own words.

The impact

Using Ripple Effects Mapping (REM), the ICB were able to identify intended and unintended impacts of conversations relating to women's health, including:

1. **Empowerment and confidence of women** (intended) – stronger sense of voice and agency
2. **Improved health literacy and service navigation** (intended) – application of new knowledge gained to improve own health and others
3. **Strengthened community connections and peer support** (unintended) – community-based conversations extending beyond health topics
4. **Organisational impact (unintended)** - changes in organisational policy
5. **Staff development** (intended) – improved health literacy in VCSE workforce
6. **Identification of system barriers and opportunities** (intended) – value of informal support networks where formal pathways or support were unclear or insufficient.

Furthermore, the findings of this project were published on the Open Science Framework in collaboration with the School of Health Sciences at the University of East Anglia (UEA). This publication focused on embarrassment as a barrier to accessing women's health care.

How is the approach being sustained?

Based on the insights and learning gathered from the project, the following recommendations were proposed by the ICB to improve engagement, understanding, and access for women:

- Enhance visibility of inclusive support options for women
- Strengthen cultural competency across the workforce
- Prioritise targeted, empowering health messaging
- Commission co-produced, culturally responsive resources and services

Contact

Ellie Phillips, Senior Analyst

Sophie Bitten, Assistant Analyst

Lizzie Benefer, Assistant Analyst

Norfolk and Waveney Integrated Care Board: Quality Employment in Healthcare (Community Voices)

Summary

The Quality Employment in Healthcare (QEH) project, supported by the Health Anchor Learning Network (HALN), is a collaborative initiative led by the Queen Elizabeth Hospital to address employment inequalities in West Norfolk. As an anchor institution, Queen Elizabeth Hospital is uniquely positioned to influence local socioeconomic outcomes by improving access to secure, high-quality employment in healthcare particularly for individuals from deprived communities and underrepresented ethnic backgrounds.

NODA were commissioned to analyse and report on the emerging themes from conversations held with those from under-served communities who applied for roles at the Queen Elizabeth Hospital.

The ask

Utilising the Community Voices Trusted Communicator model the aim of the Quality Employment in Healthcare project was to listen to and capture the experiences of the under-represented communities and their experiences of recruitment processes at the Queen Elizabeth Hospital.

The solution or what was delivered

Using data from the ICB Insight Bank, a thematic analysis of 49 conversations was undertaken. NODA then produced a detailed written report outlining the key emerging themes from the conversation, including:

- **how applicants found out about job opportunities** (online, through families and friends, job fayres)
- **enablers to securing employment** (fair and straightforward processes, easy to use platforms for applications, positive interview experiences, support from families, access to English language support services)
- **barriers to securing employment** (language barriers, attitudinal barriers, lack of clarity about requirements for job role, poor communication with recruiter, lack of digital skills)
- **solutions to these barriers** (improved language skills, clearer information on role requirements, better communication)
- **outcomes of conversations** (improvements in confidence, CV building and/or interview skills, improved understanding of how to apply for healthcare roles/ NHS jobs)

The report also included case studies from applicants to roles in nursing, midwifery, and women's and children's services, highlighting the both the positive and challenging aspects of the recruitment process.

The impact

Based on the findings from the report, the ICB made the following recommendations and considerations for their recruitment practices:

1. Develop a community-based recruitment support programme to build trust and access among underserved groups
2. Review and redesign recruitment communication process for transparency and timeliness to improve candidate experience and trust in QEH recruitment
3. Introduce inclusive role design and flexible opportunities to align job structures with lived realities of underserved communities
4. Launch a “Local Talent into Healthcare” Initiative to establish QEH as a leading anchor institution for inclusive employment
5. Create a multilingual recruitment pathway with language support tiers to reduce language as a barrier to employment whilst maintaining safety and role clarity

How is the approach being sustained?

The insights gathered will inform a shared local plan for inclusive workforce development, contributing to the Norfolk & Waveney Integrated Care Board’s (ICB) People Plan and supporting the West Norfolk Health and Wellbeing Partnership’s (WNH&WP) goals.

Contact

Ellie Phillips, Senior Analyst

Sophie Bitten, Assistant Analyst

Lizzie Benefer, Assistant Analyst

Norfolk and Waveney Integrated Care Board: Primary Care Roles (Community Voices)

Summary

Following the introduction of the Additional Roles Reimbursement Scheme (ARRS) and a move towards multi-disciplinary teams within General Practice, there is no current data on how much the public and patients understand the new roles. Furthermore, people with disabilities face additional, unique barriers to accessing and understanding primary care services, therefore greater knowledge of how people with learning disabilities and/or autism experience primary care and their understanding of primary care roles was sought from NODA by the ICB.

The ask

Trusted Communicators embedded in local groups as part of the Community Voices model held conversations with 69 adults with learning disabilities and/or autism in groups and individually. Conversations explored factors which enable people to seek support, the barriers they experience, which type of primary care practitioner they prefer to see (and why), and tested people's understanding of the role of different types of practitioners.

The solution, or what was delivered

NODA delivered a written report detailing people's experiences of accessing and receiving care, including:

- Which practitioner they saw and whether this is who they had expected to see
- Whether people's experiences of primary care were positive or negative and why
- Whether arranging an appointment was easy or difficult and why
- Whether or not people received the help they needed and why

Insight into people's familiarity with primary care roles and choice of professional were also reported on, including:

- The primary care roles that respondents had heard of and those they were less familiar with
- People's preferred professional and why
- The methods through which people typically arrange primary care appointments
- People's level of trust in the system or professional to direct them to the right healthcare professional
- People's belief in whether knowing about different healthcare roles would make them feel more confident about getting care from a range of professionals

The impact

The following recommendations were established by the ICB from the insight delivered by the report:

- Focus awareness activity on roles with lowest understanding, not all roles equally
- Share findings with General Practice to empower staff to explain who people are seeing and why at the point of access therefore reinforcing trust and confidence
- Co-design communications with people with lived experience and Trusted Communicators

How is the approach being sustained?

A further recommendation of the ICB was to arrange for the Community Voices Programme to reconvene six months after the project's conclusion to discuss developments following implementation of the above recommendations.

NODA's continued high quality customer service and insight has ensured delivery of further Community Voices related work with the ICB in 2026/27.

Contact

Ellie Philips, Senior Analyst

Sophie Bitten, Assistant Analyst

Lizzie Benefer, Assistant Analyst

Domestic Abuse Joint Needs Assessment

Summary

NODA is commissioned on an annual basis by the Domestic Abuse commissioning team within Norfolk County Council to complete a needs assessment focused on safe accommodation to meet their statutory requirements. This year, in addition to this, NODA were part commissioned by the Office for Police and Crime Commissioner for Norfolk (OPCCN) to look more broadly at domestic abuse in Norfolk. This included looking at community-based support, demographics of victims and suspects, and OPCCN led qualitative engagement with victim-survivors.

The ask

To meet the statutory requirements for producing an annual needs assessment on the usage of safe accommodation, NODA are commissioned to produce a report for the Norfolk Domestic Abuse Partnership Board (NDAPB). This year, in addition to this, the report looked more generally at domestic abuse in Norfolk and the report was also given to the Domestic Abuse and Sexual Violence Group (DASVG).

The solution, or what was delivered

The needs assessment included many different data sources, both local and national, which required a large amount of coordination with the partnership. The report included usage metrics for the refuge and dispersed accommodation in Norfolk, the demographics of community-based support, the usage of temporary accommodation within each local housing service due to fleeing abuse. The programming language R was used to produce accessible plots and figures which could then be included within the Word-based report.

The impact

The needs assessment included recommendations to be reviewed and actioned where necessary by both the NDAPB and the DASVG, this then informs their strategies in the future. This strongly supports NODA's aims of joining data for providing actionable insight for partnerships in Norfolk.

How is the approach being sustained?

The needs assessment received very positive feedback from stakeholders in the most recent iteration, and a suppressed version of the report has been published on the NCC website for public viewing. This year's needs assessment and the recommendations within it had a direct impact on the commissioning of sanctuary scheme funding in the next financial year.

Contact

Harry Giles, Senior Analyst

Lizzie Benefer, Assistant Analyst

Apprenticeships Dashboard Refresh and Accessibility Changes

Summary

Following a recent rebranding of Apprenticeships Norfolk, a new colour palette was applied to a pre-existing dashboard to reflect these changes in branding. Although not all elements of a PowerBi Dashboard can be made accessible, as a matter of best practice, NODA aims to make dashboards as accessible as possible.

The ask

NODA had previously created a dashboard for the Apprenticeships Norfolk team. NODA were approached to assist in the rebranding of the dashboard, incorporating a new logo and colour scheme. Given that the dashboard was being updated, it was prudent to also incorporate accessibility requirements at the same time.

The solution or what was delivered

An agreed set of accessible colours from the branding palette were used as core colours of the dashboard. All visuals were edited, where required, along with adding in accessibility elements throughout the dashboard to improve user experience, including (but not limited to) addition of alt text, and a revised tab order to allow for a logical flow through the page.

The impact

Applying accessibility changes to the dashboard allows for a better user experience, while not losing any data insights from adapting visuals.

How is the approach being sustained?

NODA and the Apprenticeships Norfolk team maintain an ongoing collaboration in providing required data for reporting. NODA continue to develop accessibility knowledge, implementing changes within Power BI where possible.

Contact

Lizzie Benefer, Assistant Analyst

Harry Giles, Senior Analyst

Right Care, Right Person: A Year On

Summary

NODA was commissioned to monitor the impact of the 'Right Care, Right Person' partnership strategy between the key agencies in Norfolk. After creating a Power BI dashboard to track front door activity across services in Norfolk (including Children's Social Care, Adult's Social Care, Norfolk Constabulary and the Integrated Care System), NODA produced a report summarising the key findings after the first year of 'Right Care, Right Person' implementation.

The ask

Norfolk Constabulary requested that NODA produce a report summarising the key trends and findings according to front door activity for the services in Norfolk following the 'Right Care, Right Person' partnership strategy being implemented for one year. This report and the recommendations it makes could then be shared with partner agencies, to inform the ongoing implementation of the 'Right Care, Right Person' strategy.

The solution, or what was delivered

NODA produced a report which built upon the Power BI dashboard, including a national evaluation from the Home Office and similar analysis undertaken by the Suffolk Office of Data and Analytics, to set out how demand has been distributed across the emergency services and other agencies in Norfolk. The report also identified recommendations for the partnership to take forward which could further inform future delivery of 'Right Care, Right Person'.

The impact

'The Right Care, Right Person' Oversight Group will be presented with the report and will take forward relevant actions. We received positive feedback from stakeholders within the police, who valued the recommendations included within the report.

How is the approach being sustained?

N/A

Contact

Harry Giles, Senior Analyst

Sophie Bitten, Assistant Analyst

Local Growth Plan: Action Plan Metric Design

Summary

The Local Growth Plan (LGP) is Norfolk County Council's five-year strategy for developing Norfolk's economy and enhancing support for the people who live and work in the county. NODA were approached by colleagues in the Growth and Investment team at Norfolk County Council to contribute to the development of the LGP Action Plan through the design of appropriate metrics. These metrics have been incorporated into the Action Plan and will be used to assess progress against the key themes of the LGP, helping to evaluate its impact across Norfolk over the next five years.

The ask

NODA assisted colleagues in the Growth and Investment team at Norfolk County Council with designing metrics as part of the LGP Action Plan. The Action Plan contains key themes taken from the LGP. The metrics were designed so they could be measured against all the key themes within the Action Plan, rather than siloing metrics for specific aims. NODA were asked to obtain and collate data sources for the metrics agreed which were to be incorporated into the action plan. Data source refresh frequencies were also included to allow for ongoing monitoring and reporting.

The solution, or what was delivered

A total of 19 metrics were agreed. Data for each of the metrics were obtained for Norfolk and England level data. District data was also provided for metrics where necessary. A comparison was provided where appropriate for Norfolk and England values. This was collated together into a table and incorporated into the main body of the action plan. Additionally, an appendix document was provided which contained source links to the data used for the metrics as well as a breakdown for some of the metrics with multiple values which were not aggregated in the table.

The impact

The metrics will be used to monitor progress over the LGP's lifespan (2024-2029) and measure whether the Norfolk County Council's actions are making intended strategic impacts in Norfolk.

How is the approach being sustained?

The Action Plan will continue to be updated and adapted throughout its lifespan. Along with source data for the metrics, data refresh frequencies were provided to help inform the monitoring regime. These metrics will also allow delivery and progress to be monitored and reported to the Norfolk Business Board.

Contact

Lizzie Benefer, Assistant Analyst

Sreekumar Nair, Analyst

Anne-Louise Ollett, Lead Analyst

Connect to Work Dashboard

Summary

Connect to Work (CTW) is a supported employment programme at Norfolk County Council helping residents with health or disability-related barriers into sustained work. A Power BI dashboard app was developed using CRM data, structured through the Council's data warehouse, to provide a single, reliable view of performance. Built collaboratively with Digital Services and delivery partners (IPS and SEQF), the dashboard tracks referrals, job starts, outcomes and DWP requirements. It enables monthly performance monitoring, strengthens accountability, and supports evidence-based decisions to improve employment outcomes across Norfolk.

The ask

The Employment and Skills Service required a unified reporting approach to monitor participant journeys from referral through to job start and sustained employment outcomes. Leadership needed confidence that outcomes were being measured consistently, that performance could be reviewed across districts and delivery models, and that progress against agreed targets and national requirements was transparent.

The framework also needed to support monitoring of delivery partners operating under two supported employment models: Individual Placement and Support (IPS), delivered by district providers, and the Supported Employment Quality Framework (SEQF), delivered through Local Supported Employment within the Council. In addition, the system had to capture and report the metrics required by the Department for Work and Pensions (DWP).

The solution or what was delivered

A Power BI dashboard app was developed as a single, reliable reporting environment for CTW. Programme data is captured through a CRM system and transferred to the Digital Services data warehousing team, who provide the dataset in a structured Power BI dataflow format. Building the reporting system required several iterative development cycles, close collaboration with Digital Services, and continuous knowledge sharing to refine definitions, improve data quality and ensure alignment with reporting requirements.

The project also involved ongoing liaison with IPS district providers and the SEQF delivery team within Norfolk County Council to ensure that performance measures reflected operational realities and national standards. This collaborative approach ensured that the dashboard supports both strategic oversight and frontline delivery management.

The dashboard enables the CTW team to capture DWP-required metrics and monitor monthly performance across key measures including Out of Work starts, In Work starts, job outcomes, and sustained employment milestones. It tracks the full participant journey from referral to job outcome or exit, incorporating demographic information and participant preferences to provide a rounded understanding of the cohorts being supported.

Delivery partners also use the dashboard to review referral flows, assess their own performance, and ensure that minimum service delivery standards are being maintained.

The impact

The introduction of a structured and shared performance framework has significantly strengthened governance and accountability across the programme. Senior leaders, project managers and delivery team leaders now have timely insight into delivery performance across districts and models, enabling informed discussions about resource allocation, performance improvement and strategic alignment.

The ability to track participant journeys in a consistent manner has improved transparency and confidence in reported outcomes. Monthly performance tracking supports early identification of emerging risks or underperformance, allowing for proactive management rather than reactive intervention.

The dashboard has also enhanced partnership working, creating a shared evidence base between the Council and delivery partners. By aligning operational reporting with DWP requirements, the system ensures compliance while also supporting local strategic priorities.

How is the approach being sustained?

The CTW Core Team was able to leverage a reliable view of performance that aligns directly with DWP metrics and reporting requirements. They described the dashboard as “a clear line of sight from referral to outcome,” enabling them to confidently track Out of Work starts, In Work starts, job outcomes, and sustained employment measures on a monthly basis. A key success identified was the ability to monitor delivery in real time rather than relying on retrospective reports.

Delivery partners noted that the dashboard gives them “greater clarity on expectations and performance standards.” They highlighted improved visibility of referral volumes, cohort characteristics and conversion rates as a significant win. The ability to benchmark performance and quickly identify areas requiring attention was described as “a practical tool for continuous improvement, not just reporting.”

Overall, the shared view of KPIs and DWP requirements was seen as a major step forward in strengthening accountability, transparency and collaborative performance management.

Contact

Sreekumar Nair, Analyst

NODA Partners

We are grateful to all our public service partners represented on the NODA Leadership Group for their support in leading NODA over the past 12 months:

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