

## Pre Needs Assessment Guidance and Tools

This guidance and accompanying tools are intended to ensure that needs assessments (NA) commissioned by Southwark Clinical Commissioning Group (CCG), The London Borough of Southwark, Lambeth CCG and The London Borough of Lambeth have maximum impact in helping us to achieve our aims to improve outcomes for Lambeth and Southwark people, provide high quality services and ensure the best use of public resources.

It is intended to support the following people in shaping the NA prior to any work commencing.

- Sponsors:** The person or group responsible for commissioning the needs assessment, agreeing its scope and signing off the final report
- Lead Officer:** The person responsible for working up the proposal for the NA and for making it happen (in some cases this may be two different people)
- Stakeholders:** The people who need to be actively involved in undertaking the NA or who will need to act on its recommendations

The guidance includes:

### 1. Pre-Needs Assessment guidance

This is intended to support the officer working up the detail of the proposed NA. It provides detailed prompts on many of the key issues that need to be considered prior to seeking support for and embarking on a NA. It will support the officer undertaking this work to answer the questions sponsors are prompted to ask in the Sponsor's Score Sheet.

### 2. Needs Assessment Initiation Template

This is provided as a helpful format for officers working up the detail of the proposed NA to present their proposals to the NA sponsor. It has been designed so it can be completed in stages so officers can seek approval of governance, scope, approach, engagement and resources over two or three iterations, allowing you to tailor the NA to the requirements of the sponsor.

The NA Initiation Template is intended to be shared with stakeholders so they can feed in their views and requirements to ensure they are fully engaged in the process.

### 3. Sponsor's Score Sheet

This is intended to support the officer or group who commission/act as sponsor for a proposed NA. It should be used to assess the NA Initiation Document which will have been completed by the officer working up the detail of the proposed NA. It is intended to help them in identifying whether the proposed NA will:

- Add value

- Help to achieve agreed strategic or commissioning priorities
- Be undertaken in an effective way

#### **4. Joint Strategic Needs Assessment Template and Guidance**

This is a template (with associated guidance) to summarise the findings of the needs assessment and the resulting recommendations for commissioners. The template provides a standard format which will become familiar to readers (and therefore easy to navigate independent of the topic area) and will ensure that information (and the absence of information) is clearly documented.

# Pre-Needs Assessment guidance

This is intended to support the officer working up the detail of the proposed Needs Assessment (NA). It provides detailed prompts on many of the key issues that need to be considered prior to seeking support for and embarking on a NA. It will support the officer undertaking this work to answer the questions sponsors are prompted to ask in the Sponsor's Score Sheet.

## Confirming accountability, ownership and governance

These questions will help clarify who owns and who is responsible for the NA

Question	Response	Decision Required on the following
<p><b>1. Sponsor:</b> Has the correct sponsor been established?</p>	<p>You should be able to clearly state which group or person is responsible for commissioning and agreeing the scope of this work and for approving the final product</p> <p>Having the right sponsor is essential if the NA is to be owned by those who need to own the recommendations. In most cases the sponsor will be a group who also have responsibility for developing strategic priorities or commissioning intentions related to the subject of the NA.</p>	<ul style="list-style-type: none"> <li>• Which group or person(s) is responsible for agreeing the scope/brief; and, if different from this:</li> <li>• Which group or person(s) is responsible for signing of the final report</li> <li>• Should the need arise, which group or person(s) will be responsible for signing off any variation or amendments to the scope/brief</li> </ul>
<p><b>2. Lead Officer:</b> Has an appropriate lead officer been agreed?</p>	<p>You should be able to clearly state which officer will be responsible for making sure this NA is completed in line with the specification agreed by the sponsor.</p> <p>It is really important to agree the leadership of the NA before commencing work. This may be the person undertaking the bulk of the work but it is more likely to be the manager responsible for overseeing the completion of the NA. A NA will only be successful if the right amount of time and leadership is given to it, a qualified project manager may be the best asset to your NA being completed on time and on budget. If existing staff cannot be deployed to the NA you will need to make decisions about external temporary staff - job descriptions and person specifications will then be required.</p>	<ul style="list-style-type: none"> <li>• Who is the lead officer responsible for developing the work in the NA</li> </ul>

Question	Response	Decision Required on the following
<p><b>3. Status:</b> Has the correct partnership/organisational ownership been agreed?</p>	<p>You should be able to clearly state which partnership, organisation or organisations own the NA?</p> <p>In most case this will be Southwark CCG, The London Borough of Southwark, Lambeth CCG, The London Borough of Lambeth or joint ownership between the Council and NHS. However there may be other forms of ownership including joint ownership with authorities in adjoining boroughs</p>	<ul style="list-style-type: none"> <li>• Which organisation(s) own the NA</li> </ul>

### Agreeing the scope, purpose and timing

These questions will help clarify the scope and purpose of the NA so that all partners can be clear what it will deliver

Question	Response	Decision Required on the following
<p><b>4. Population/ Geographical Area:</b> Is the population/ geographical area correct?</p>	<p>You need to be able to clearly define and justify the population(s) to be covered, where they are located and why have they been chosen?</p> <p>This might be based on a combination of place (living in or receiving services in all of Lambeth and/or Southwark, part of the borough or wider than Lambeth and/or Southwark), age, ethnicity, social situation, gender, disability, condition etc.</p>	<ul style="list-style-type: none"> <li>• What population(s) will be covered</li> <li>• What is the rational for prioritising this population</li> </ul>
<p><b>5. Aim(s):</b> Is the aim clear, right and achievable?</p>	<p>The Aim of the NA should be defined in no more than 5 sentences, be clear to any reader and achievable.</p> <p>Ask yourself: What issues will the NA address and not address. Why is there a need to carry it out? What will it lead to e.g.: re-designed services, better access, equitable treatment. Are some elements more important than others?</p>	<ul style="list-style-type: none"> <li>• What is the overall aim</li> </ul>

Question	Response	Decision Required on the following
<p><b>6. Outcome(s):</b> Are the objectives clear, aligned with strategic priorities and achievable?</p>	<p>You should be able to concisely define the big picture outcomes that the undertaking of the NA <u>and the subsequent implementation of its recommendations</u> is intended to improve. Outcomes need to be realistic and aligned with strategic and commissioning priorities.</p> <p>Ask yourself what will change as a result of this work and how will this improve the lives of Lambeth and/or Southwark people, the way services are delivered and the use of resources. Examples might be:</p> <ul style="list-style-type: none"> <li>• reduction in the gap in life expectancy</li> <li>• reduction in employment between the target group and the borough or national average</li> <li>• reduction in the number of people needing acute or residential care</li> <li>• improved satisfaction with services</li> <li>• improved value for money.</li> </ul>	<ul style="list-style-type: none"> <li>• What are the expected outcomes</li> <li>• Do these sufficiently align with agreed strategic or commissioning priorities?</li> <li>• Do they identify disparity in needs, risks, access or service outcome across groups?</li> </ul>
<p><b>7. Timing:</b> Is the timing realistic, and timely to influence key decisions?</p>	<p>You should be able to state when the NA will start and end and why this is the right time to undertake it.</p> <p>Ask yourself: Which key strategy, commissioning and planning cycles does the NA need to inform? By when will the NA need to be completed to influence them? Are your timescales for undertaking it realistic? When will the capacity to do the work be available? How much time is needed to engage the public or stakeholders? When will it be possible to sign off the final report (is there a key meeting date it needs to be timed to hit)?</p>	<ul style="list-style-type: none"> <li>• What are the key planning cycles that this NA needs to inform and when do they happen</li> <li>• When will work start</li> <li>• When will the draft report be produced</li> <li>• When will the final report be signed off</li> </ul>

## Ensuring the assessment will be effective

These questions will help clarify whether the NA is needed and whether the proposed approach will meet the aims and objectives

Question	Response	Decision Required on the following
<p><b>8. Starting Point:</b> Has existing work been identified, and is there still a need for the NA as proposed?</p>	<p>To avoid duplication, it is imperative that as much previous work as practicable is identified. This should include transferable work completed in other areas or nationally. It may also include work that has not been called a needs assessment such as the development of a plan, strategy or service specification.</p>	<ul style="list-style-type: none"> <li>• Is there any previous recent local or national work that already fulfills all or part of the aims and objectives?</li> <li>• If so what is this?</li> <li>• What (if any) gaps remain?</li> </ul>
<p><b>9. Methodology:</b> Is the methodology appropriate?</p>	<p>To be accurate and effective needs assessment need to be based on sound methodology. You will need to set out the key steps that will be taken to undertake the needs assessment. For some approaches you may need to consider data confidentiality and/or ethical approval.</p> <p>This may include: a literature review, review of recent consultations, stakeholder/community consultation, population/trend forecasting, service reviews etc. It will need to include an Equalities (Health and Wellbeing) Impact Assessment of the recommendations or equivalent. (Note: details of stakeholder/community consultation should be provided in the following section)</p>	<ul style="list-style-type: none"> <li>• What methodology/processes will be used to undertake the NA</li> <li>• Is ethical approval needed</li> <li>• How will equalities issues be identified</li> </ul>
<p><b>10. Likely Implications/ Capacity to Respond:</b> Is there likely to be sufficient capacity to respond to the kinds of need that will be identified?</p>	<p>You should be able to identify whether there is likely to be sufficient commitment/capacity in key commissioning and service delivery functions to respond to the likely findings to justify undertaking the NA?</p> <p>Ask yourself: What kinds of need is the assessment likely to identify? Which commissioning functions or services are most likely to need a response? Have leads for these functions been involved and are they committed to doing things differently as a result of likely findings. Will there be the opportunity/resources to do things differently?</p>	<ul style="list-style-type: none"> <li>• What are the likely implications?</li> <li>• Is there likely to be sufficient commitment/capacity to respond?</li> </ul>

Question	Response	Decision Required on the following
<p><b>11. Implementation Plan:</b> Are sufficient plans in place to ensure effective implementation of recommendations?</p>	<p>A NA is not an end in itself. For it to be worth undertaking things must improve as a result of the NA. There therefore needs to be a clear process in place for identifying who will be responsible for responding to findings and for identifying what improvements are achieved as a result of action taken in response to the NA. To ensure this happens, an appropriate person or body needs to be identified as responsible for overseeing this process. It will be essential that those partners likely to be responsible for responding to findings are committed to this process.</p>	<ul style="list-style-type: none"> <li>• What process will be followed to ensure effective action takes place in response to the findings</li> <li>• Who (which person or group) will be responsible for overseeing this process</li> </ul>

## Ensuring the right level of engagement

These questions will help to ensure that the NA will be supported by, informed by and acted upon by those who need to be involved to make it effective

Question	Response	Decision Required on the following
<p><b>12. Stakeholder Engagement:</b> Have stakeholders been identified and are appropriate plans in place to engage them?</p>	<p>Who needs to be involved in undertaking <u>and implementing</u> the NA and how will they be engaged throughout the process?</p> <p>Ask yourself who (in which organisations and services) is likely to hold or have access to the information, skills, resources etc. needed to undertake the NA; <u>AND</u>, which commissioners, service managers etc. (in the Council, NHS and beyond) are likely to need to respond to the findings? Have these people been sufficiently involved in developing this brief and are they in agreement of it? If not what needs to happen before progressing this work to build consensus/support. How will they be involved during the NA</p>	<ul style="list-style-type: none"> <li>• Who will need to be involved in undertaking the NA?</li> <li>• Who is most likely to need to respond to the findings?</li> <li>• Are these key stakeholders committed to supporting the NA?</li> <li>• How will these stakeholders be involved in undertaking the NA?</li> </ul>

Question	Response	Decision Required on the following
<p><b>13. Community Involvement:</b> Will the views of Lambeth and/or Southwark people be heard and sufficiently incorporated?</p>	<p>A judgment needs to be made on the most appropriate way to ensure the views, experience and aspirations of Lambeth and/or Southwark people in general, and people from the target population in particular are reflected in the needs assessment. This may be from existing evidence from prior consultations, surveys or service feedback or may need a detailed consultation plan or something in between.</p> <p>Ask yourself: How and to what extent do Lambeth and/or Southwark people need to be involved in the assessment to achieve the aims and objectives and which groups of people's views need to be incorporated. Will people be directly involved or will evidence from existing surveys or consultations be used. What steps will be taken to ensure the views of marginalised groups will be heard?</p>	<ul style="list-style-type: none"> <li>• What existing evidence of Lambeth people's views will be used</li> <li>• Will Lambeth people be directly involved in this NA and if yes <ul style="list-style-type: none"> <li>○ Who will be involved, and</li> <li>○ How will they be involved</li> </ul> </li> </ul>
<p><b>14. Communication Plan:</b> Is an appropriate communications plan in place?</p>	<p>It is imperative that the NA has a clear communications plan that covers the period during and following the completion of the report to ensure</p> <ul style="list-style-type: none"> <li>• Awareness and buy-in of the NA process</li> <li>• Relevant sign-off</li> <li>• Findings are taken forward</li> </ul>	<ul style="list-style-type: none"> <li>• Has an appropriate communications plan been agreed</li> </ul>

## Securing the resources needed to complete the assessment

These questions will help to ensure that the right resources are in available and in place to undertake the NA before it is commissioned

Question	Response	Decision Required on the following
<p><b>15. Management &amp; Administration:</b> Has appropriate management and administration been agreed?</p>	<p>A NA will only be successful if well managed; an effective project manager may be the best asset to your NA being completed on time and on budget. Be aware that staff that work in the field may not be the best people to run the NA. Most NA will also require administrative support to ensure that meetings are set up and well attended etc. You will also need to identify who will author the final report; this person needs to have the skills to present findings in an accessible format.</p>	<ul style="list-style-type: none"> <li>• Who will project manage the NA?</li> <li>• Who (person or team) will provide administrative support?</li> <li>• Who will write up the final report?</li> <li>• Has officer commitment and managerial agreement been secured for the above?</li> </ul>



Question	Response	Decision Required on the following
<p><b>16. Specialist Knowledge &amp; Skills:</b> Has the specialist expertise needed to undertake the NA been identified?</p>	<p>Your specialist skills and knowledge assessment should cover the full range of expertise needed. This may be drawn from a mix of people across partner organisations or, if resources permit, contracted in to support the NA. You may need to re-assess the skills required throughout the NA. This should include communication and relationship management, project skills, specialist knowledge, technical skills (such as data analysis) or specialist expertise in working with the target population.</p>	<ul style="list-style-type: none"> <li>• What specialist skills are needed?</li> <li>• What specialist knowledge is needed?</li> </ul>
<p><b>17. Project Team:</b> Has the right team of people been secured to undertake the NA and do they have the expertise and capacity to undertake the work?</p>	<p>When the skills and knowledge required are clear you should begin to work with appropriate managers across partner agencies to identify a team that has the expertise and capacity to undertake the NA. It is essential that this is based on an honest assessment of what people are capable of achieving. Wherever practical an agreement should be written down to ensure that the individual people and their line managers are clear about their role, time scales and proportion of workload. If existing staff cannot be deployed to the NA you will need to make decisions about external temporary staff - job descriptions and person specifications will then be required.</p>	<ul style="list-style-type: none"> <li>• Which existing staff (across partner agencies) will support the NA?</li> <li>• Have their roles been agreed and officer commitment and managerial sign off been secured?</li> <li>• What (if any) expertise/capacity will need to be bought in?</li> <li>• Is this expertise available from the market?</li> <li>• Has financial approval been secured?</li> </ul>
<p><b>18. Budget:</b> Is a budget required for this work and if so has it been secured?</p>	<p>It is good practice to identify all the costs upfront and secure the required funding before you begin any NA. Failure to secure adequate funding can lead to delays and wasted opportunities. You will need to take into account any external temporary staff. Approved funding may not be required to carry out the NA directly, but time resources, temporary cover, photocopying, printing, travel costs and meeting time will need to be identified.</p>	<ul style="list-style-type: none"> <li>• Has a clear budget been secured for the NA?</li> <li>• Are all stakeholders aware of the financial requirements and are they signed up to deliver them</li> <li>• Has financial approval been secured?</li> </ul>

## Risk assessment

This question will help to identify those things that might hamper the production of your needs assessment and to identify actions that may prevent this

Question	Response	Decision Required on the following
<p><b>19. Assessing Risks:</b> Have the main risks been identified and actions been agreed to mitigate them</p>	<p>There are many factors that can set a NA off track, it is good practice to undertake a quick risk assessment to identify what these may be in advance, and think through how you would mitigate them so you are better able to respond to them should they happen. Examples include key staff leaving or becoming unwell, key partners withdrawing from the process, required information not being available.</p> <p>Ask yourself: What are the current demands from other projects, NA's or work load within the team? What priority has the organisation given to this NA? What pressures do the stakeholders have and what impact will this have on the NA timescales. Are all the stakeholders aware of the pressures that may delay/affect the NA?</p>	<ul style="list-style-type: none"><li>• Has a risk assessment been undertaken?</li></ul>

# Needs Assessment Initiation Document

**NA Title:**

**Sponsor:**   
(Group or Person)

**Date Initiation Document Agreed:**

**Due Date:**

---

## Lead Officer

**Name:**

**Email:**

**Job Title:**

**Tel:**

---

## Status

Southwark  
CCG :

LBS:

Lambeth  
CCG

LBL:

Other:

## Scope

**Population/Geographical Area** (Maximum 100 words)

**Aim** (Maximum 80 words)

**Intended Outcome(s)** (Maximum 100 words)

## Approach

**Starting Point** (Maximum 100 words)

**Methodology** (Maximum 100 words)

**Likely implications/capacity to respond** (Maximum 100 words)

**Timing** (Maximum 100 words)

**Implementation plan** (Maximum 100 words)

**Engagement**

**Stakeholder engagement** (Maximum 100 words)

**Community involvement** (Maximum 100 words)

**Communication plan** (Maximum 100 words)

**Management & administration** (Maximum 100 words)

**Specialist knowledge & skills** (Maximum 100 words)

**Project team** (Maximum 100 words)

**Budget** (Maximum 100 words)

Financial approval secured:

Risk assessment completed:

-----This template should not go beyond 4 pages-----

## Sponsor's Score Sheet

This score sheet is intended to support the officer or group who is commissioning/acting as sponsor for a proposed needs assessment (NA). It should be used to assess the NA Initiation Document which will have been completed by the officer working up the detail of the proposed NA. It is intended to help you identify whether the proposed NA will:

- Add value
- Help to achieve agreed strategic or commissioning priorities
- Be undertaken in an effective way

Question	Yes	Unclear	No
1. <b>Sponsor:</b> Has the correct sponsor been established?			
2. <b>Lead Officer:</b> Has an appropriate lead officer been agreed?			
3. <b>Status:</b> Has the correct partnership/ organisational ownership been agreed?			
4. <b>Population/ Geographical Area:</b> Is the population/ geographical area correct?			
5. <b>Aim:</b> Is the aim clear, right and achievable?			
6. <b>Outcomes:</b> Are the objectives clear, aligned with strategic priorities and achievable?			
7. <b>Timing:</b> Is the timing realistic, and timely to influence key decisions?			
8. <b>Starting Point:</b> Has existing work been identified, and is there still a need for the NA as proposed?			
9. <b>Methodology:</b> Is the methodology appropriate?			
10. <b>Likely implications/capacity to respond:</b> Is there likely to be sufficient capacity to respond to the recommendations?			
11. <b>Implementation plan:</b> Are sufficient plans in place to ensure effective implementation of recommendations?			
12. <b>Stakeholder engagement:</b> Have stakeholders been identified and are appropriate plans in place to engage them?			
13. <b>Community involvement:</b> Will the views of Lambeth and Southwark people be heard sufficiently and incorporated?			

14. <b>Communication plan:</b> Is an appropriate communications plan in place?			
15. <b>Management and administration: Has appropriate management and administration been agreed?</b>			
16. <b>Specialist knowledge &amp; skills:</b> Has the specialist expertise needed to undertake the NA been identified?			
17. <b>Project team:</b> Has the right team of people been secured to undertake the NA and do they have sufficient capacity?			
18. <b>Budget:</b> Is a budget required for this work and if so has it been secured?			
19. <b>Assessing Risks:</b> Have the main risks been identified and actions been agreed to mitigate them			

# Joint Strategic Needs Assessment : <Summary Template>

## <Topic /Area of work>

---

### Executive Summary

- 
- 
- 
- 

### Background

- 

### Risk factors

- 

### Local picture

- 

### Local priorities and actions

- 

### Outcomes

- 

### Stakeholder views

- 

### Evidence and best practice (Literature review)

- 

### Local unmet needs and gaps

- 

### Knowledge and information gaps

- 

### Findings

- 

### Short, medium and long term priorities for improvement

- 

### Author/s, key contacts and links for further information

-



## NOTES / GUIDELINES

<p><b>Background</b></p>	<ul style="list-style-type: none"> <li>• State the original aim of the needs assessment</li> <li>• Briefly describe the target population and geographical area covered</li> <li>• Describe the extent of the problem and why it is important</li> <li>• Describe national policy drivers</li> <li>• What previous needs assessment work did this build on?</li> </ul>
<p><b>Who is at risk &amp; why?</b></p>	<ul style="list-style-type: none"> <li>• Describe who in the population is at risk of the disease or condition and why. Risk factors include: <ul style="list-style-type: none"> <li>• demographic (e.g. age, gender ethnicity)</li> <li>• lifestyle (e.g. smoking status)</li> <li>• wider determinants of health (e.g. socio-economic status)</li> <li>• Describe any factors related to resilience</li> </ul> </li> </ul> <p>This section should be informed by published evidence (e.g. epidemiological studies) and well referenced national policy documents.</p>
<p><b>Local Picture</b></p>	<ul style="list-style-type: none"> <li>• Describe the current prevalence of the risk factors, disease or condition and the current associated health outcomes and compare different population groups and geographies</li> <li>• Describe trends overtime – up to 10 years.</li> <li>• Describe in relation to comparators. England and London as a minimum; ONS statistical neighbours for key indicators or outcomes</li> <li>• Describe other assets in the community, for example formal or informal resources and if possible how many people are benefitting.</li> </ul> <p>Ensure all the data are from reputable sources, validated and properly referenced or linked. You may have to use proxy (e.g. service use), qualitative or modeled data. Please ensure that the weaknesses of such data sources are clear to the reader.</p>
<p><b>Local priorities and action</b></p>	<ul style="list-style-type: none"> <li>• What strategies/plans are in place?</li> <li>• Describe local strategic priorities</li> <li>• Describe commissioned services and current level of service provision. How well are current services working? Are there any groups of people for whom current services work less well?</li> <li>• Describe providers, spend/budgets, programme budgeting data and short medium and long-term projects</li> </ul>
<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Describe local outcomes in terms of structure, process and outcomes</li> <li>• Are the outcomes for the target population better or worse than those for the borough, comparable areas, nationally, or comparable countries. Link outcomes to national outcomes frameworks</li> <li>• Include local and national performance indicators</li> <li>• Describe relevant equality impact assessments. Which groups of people are at highest risk of worse outcomes?</li> </ul>
<p><b>Stakeholder views</b></p>	<p>Which stakeholders were involved?</p>

	<p>Views of service commissioners, service users and other stakeholders on met and unmet needs, problems and concerns.</p> <ul style="list-style-type: none"> <li>• Local consultations</li> <li>• Patient/user satisfaction surveys</li> <li>• Complaints and compliments</li> <li>• Where local evidence is not available, use national evidence</li> </ul>
<b>Evidence and best practice</b>	<ul style="list-style-type: none"> <li>• What is the evidence on interventions that work? Describe published evidence of effectiveness. Use the hierarchy of evidence and where indicated do a literature review</li> <li>• Describe published evidence of cost effectiveness</li> <li>• Describe published evidence of service delivery models</li> <li>• Describe national best practice</li> <li>• Where research evidence is lacking or not relevant use best practice case studies / small case studies</li> </ul>
<b>Local unmet needs and gaps</b>	<ul style="list-style-type: none"> <li>• Highlights / Main findings.</li> <li>• Performance on outcome indicators: summary of service level datasets to note trends. Evidence to show impact locally.</li> <li>• Using the evidence gathered in sections 3-8, identify the key unmet needs and local service gaps.</li> <li>• Describe any over-provision of services or options for re-provisioning services in a different way.</li> </ul>
<b>Knowledge and information gaps</b>	<ul style="list-style-type: none"> <li>• List gaps with regard to understanding extent of problem, commissioning activity related gaps,</li> <li>• knowledge gaps in understanding local service provision, other gaps</li> <li>• Describe data that is missing or areas lacking good quality evidence.</li> </ul>
<b>Findings</b> (Including Strategic Recommendations)	<ul style="list-style-type: none"> <li>• Findings summary</li> <li>• Recommendations to take forward – e.g. evaluation of programs, audits, others.</li> <li>• Taking into account your analysis in this document and the identified unmet needs and gaps, identify the main areas of need/improvement for commissioners.</li> <li>• Prioritise your recommendations.</li> </ul>
<b>Short, medium and long term priorities</b>	<ul style="list-style-type: none"> <li>• List priorities identified to address needs, and gaps identified to improve and achieve outcomes.</li> <li>• List prioritised outcomes.</li> </ul>