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ACP	Acute Care Pathway: Key programme of work within Mental Health looking to improve services for people who experience serious mental illness, and for those who at times, may be in need of crisis/acute mental health care
ACP	Advanced Clinical Practitioner
ACS	Accountable Care System: Is a system of healthcare provision which is intended to be integrated, and in particular to merge the funding of primary care with that for hospital care, therefore providing incentives to keep people healthy and out of hospital
ADASS	Association of Directors of Adult Social Services: The Association of Directors of Adult Social Services is the leading body in social care in England, made up of the serving directors of adult social care employed by the 152 local authorities in England with social care responsibilities. the Association issues guidance to local authorities on professional standards and the law
AEC	Ambulatory Emergency Care: Is a service that provides same day emergency care to patients in hospital
AHP	Allied Health Professionals: Provide treatment and help rehabilitate adults and children who are ill, have disabilities or special needs, to live life as fully as possible. They often manage their own caseloads
AHSN	Academic Health Science Network: AHSNs have been established to deliver a step-change in the way the NHS identifies, develops and adopts new technologies and are predicated on partnership working and collaboration between the NHS, academia, the private sector and other external partners within a single AHSN context and across AHSNs
AI	Artificial Intelligence: Is an area of computer science that emphasises the creation of intelligent machines that work and react like humans
ALB	Arm's Length Bodies: A commonly used term covering a wide range of public bodies, including non-ministerial departments, non-departmental public bodies, executive agencies and other bodies, such as public corporations
APM	Association for Project Management
AQC	Audit and Quality Committee: Audit and Quality Committee forms part of Dorset Clinical Commissioning Group's organisational governance structure and is a subcommittee of the Governing Body. The Committee is responsible for providing the Governing Body with assurance across the range of CCG activities, including governance, risk management and internal controls. The Audit and Quality Committee has wide powers to establish special investigations in the event that any wrongdoing is brought to its notice, in particular, in the case of defalcations, fraud or theft
Acceptance criteria	The requirements and essential conditions that have to be achieved before a deliverable is accepted

	Source: 7 th Ed. of the APM Body of Knowledge
Activity	(1) A task, job, operation or process consuming time and possibly other resources (2) The smallest self-contained unit of work in a project Source: 7 th Ed. of the APM Body of Knowledge
Actual progress	A measure of the work that has been completed for comparison with the baseline
Adoption	The optional additional phase in a linear life cycle that facilitates the use of project outputs to enable the acceptance and use of benefits Source: 7 th Ed. of the APM Body of Knowledge
Agile	A family of development methodologies where requirements and solutions are developed iteratively and incrementally throughout the life cycle Source: 7 th Ed. of the APM Body of Knowledge
Aggregated risk	The combined effect of risk to the programme objectives when risks are viewed collectively rather than individually. This could include the outputs of particular scenarios or risk combinations Source: 5 th Ed. of MSP
Analogous estimating	An estimating technique based on the comparison with, and factoring from, the cost of similar, previous work. Also known as comparative estimating Source: 7 th Ed. of the APM Body of Knowledge
Analytical estimating	An estimating technique based on the comparison with, and factoring from the cost of similar, previous work. Also known as comparative estimating Source: 7 th Ed. of the APM Body of Knowledge
Approach	The term used to describe a mandatory section of the programme strategy. Approaches establish tailored governance and controls for the particular work Source: 5 th Ed. of MSP
Assumption	A statement that is taken to being true for the purposes of planning, but which could change later. As assumption is made where some facts are not yet known or decided, and is usually reserved for matters of such significance that if they do change or turn out not to be true there will need to be considerable re-planning
Assurance	The process of providing confidence to stakeholders that projects, programmes and portfolios will achieve their objectives for beneficial change Source: 7 th Ed. of the APM Body of Knowledge
Audit	A type of assurance activity that provides a systematic and independent examination of records vs a defined standard Source: 5 th Ed. of MSP