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P3 assurance	The process of providing confidence to stakeholders that projects, programmes and portfolios will achieve their scope, time, cost and quality objectives, and realise their benefits
P3 management	The collective term for project, programme and portfolio management
PAS	Prevention at Scale: A portfolio aimed at helping people stay healthy and avoid getting unwell
PBC	Programme Business Case: The business case provides justification for undertaking a project or programme. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution
PCH	Primary Care Home: An innovative approach to strengthening and redesigning primary care
PCN	Primary Care Networks
PDC	Public Dividend Capital: A form of long-term government finance which was initially provided to NHS trusts when they were first formed to enable them to purchase the Trust's assets from the Secretary of State
PDSA	Plan, Do Study Act: Cycles and the model for improvement Guidance can be found here
PE	Public Engagement: Is a term that is widely used in a variety of sectors, from arts and heritage to science policy and local government
PEG	Public Engagement Group: A group of approximately 20 members of the public from Dorset to provide advice, guidance and challenge to inform public engagement
PERT	Program Evaluation and Review Technique (PERT): Is a project management planning tool used to calculate the amount of time it will take to realistically finish a project. PERT charts are tools used to plan tasks within a project – making it easier to schedule and coordinate team members accomplishing the work"
PESTLE	PESTLE analysis is a framework to analyse the key external factors (Political, Economic, Sociological, Technological, Legal and Environmental) that can affect an organisation
PH	Public Health: Is about helping people to stay healthy and protect them from threats to their health
PHD	Public Health Dorset: Working as part of Bournemouth Borough Council, Dorset County Council and the Borough of Poole, we want to achieve Prevention at Scale – helping as many people as possible stay healthier for longer, which is a key aspiration of Dorset's Sustainability and Transformation Plan (STP)

PHFT	Poole Hospital Foundation Trust: One of the three acute hospitals in Dorset
PID	Project Initiation Document: A logical set of documents that bring together all the key information needed to start the project. The PID could include some or all elements of the below: <ul style="list-style-type: none"> • Define the project and its scope • Provide justification for the project • Provide the financial case for the project and secure funding if necessary • Defines the roles and responsibilities of project participants • Details the communication, reporting, risk and issue management procedures • The project plan Elements of the PID are a control documents and are updated through the life of the project and can be used to measure actual progress against expected Template and Guidance can be found here
PIP	Performance Improvement Plan: A tool to give an employee with performance deficiencies the opportunity to succeed
PMP	Project Management Plan: The output of the planning phase of a project or programme. Collection of documents indicating the Who, what, where, when, how and how much
PRINCE2	A project management methodology. It is an acronym standing for Projects IN Controlled Environments
PBS	Product Breakdown Structure: A hierarchy of all the products/deliverables to be produced during a plan/by the project
Pace	The timing of programme delivery to ensure the appropriate balance between a number of factors. The factors include delivery of capabilities, achievement of desired programme outcomes, available funds, maintenance of current performance levels, and business as usual (BAU) activities Source: 5 th Ed. of MSP
Partner Representatives	Partner representatives represent their partner organisation or provider 'expertise' based on their profession / on behalf of their organisation. If clinical, they are responsible for providing the clinical leadership and expertise in a specific workstream
Parametric estimating	An estimating technique that uses a statistical relationship between historic data and other variables to calculate an estimate Source: 7 th Ed. of the APM Body of Knowledge
Performance targets	A plans goals for time, cost, quality, scope, benefits and risks
Phase	The major subdivision of a life cycle Source: 7 th Ed. of the APM Body of Knowledge
Planned value	The cost profile of a resource optimised schedule used as the baseline to monitor actual spend and earned value. Alternatively called the Budgeted Cost of Work Schedule (BCWS) Source: 7 th Ed. of the APM Body of Knowledge
Planning horizon	The period of time for which is it possible to accurately plan

Policy	Formally documented management expectations and intentions, used to direct decisions and activities Source: 5 th Ed. of MSP
Portfolio	A collection of projects and/or programmes used to structure and manage investments at an organisational or functional level to optimise strategic benefits or operational efficiency Source: 7 th Ed. of the APM Body of Knowledge
Portfolio management	The selection, prioritisation and control of an organisation's projects and programmes in line with its strategic objectives and capacity to deliver Source: 7 th Ed. of the APM Body of Knowledge
Precedence network	A model of activities and their dependencies used in scheduling. Also known as a network diagram Source: 7 th Ed. of the APM Body of Knowledge
Prerequisites	Any fundamental aspects that must be in place and remain in place for a plan to succeed
Principle	A guiding obligation that is continually required to achieve value from programme management Source: 5 th Ed. of MSP
Probability and impact matrix	A visual framework for categorising risks based on their probability of occurrence and impact
Process	A structured set of activities that define the sequence of actions and their inputs and outputs to achieve a specific objective Source: 5 th Ed. of MSP
Procurement strategy	The high-level approach for securing the goods and services required from external suppliers to satisfy project, programme and portfolio needs. See also strategic sourcing Source: 7 th Ed. of the APM Body of Knowledge
Product	A tangible or intangible component of a project's output. Used interchangeably with deliverable and output Source: 7 th Ed. of the APM Body of Knowledge
Product life cycle	A life cycle approach that adds operation and termination phases to a linear life cycle to reflect the whole life of an asset. Enabling a full asset life cycle perspective encourages engagement with long-term future implications of project-related actions Source: 7 th Ed. of the APM Body of Knowledge
Professionalism	The application of expert and specialised knowledge within a specific field and the acceptance of standards relating to that profession Source: 7 th Ed. of the APM Body of Knowledge
Programme	A unique, transient strategic endeavour undertaken to achieve beneficial change and incorporating a group of related projects and business as usual (steady state) activities Source: 7 th Ed. of the APM Body of Knowledge
Programme board	The governance board with delegated authority to drive delivery of the outcomes of benefit of the programme within the defined constraints. Members of the programme board include (as a minimum) the senior responsible owner (SRO), the programme manager, the business case manager (BCM), and the leader of the programme office Source: 5 th Ed. of MSP

Programme directors	Provides effective coordination of the programme's projects and management of their inter-dependencies including oversight of any risks and issues. Responsible for the overall integrity and coherence of the programme and will develop and maintain the programme environment. They will plan and design the programme and proactively monitor its progress, resolving issues and initiating appropriate corrective action
Programme environment	The internal and external context of the programme comprising the ecosystem of stakeholders and the business as usual (BAU) operations and functions of the investing organisation(s) Source: 5 th Ed. of MSP
Programme governance	The framework of authority and accountability applied by the investing organisation(s) to control the work of the programme and ensure the creation of value Source: 5 th Ed. of MSP
Programme leads	The programme leads are the subject matter experts (SMEs) who are responsible for providing the knowledge and expertise in a specific workstream, subject or technical area to the programme / project(s). They will assist in the delivery of programme or project objectives. Communicate with team members, including relaying briefs, connecting daily tasks to larger goals and providing context and support
Programme management	The coordinated management of projects and business as usual (steady state) activities to achieve beneficial change Source: 7 th Ed. of the APM Body of Knowledge
Programme and project managers	The programme team supporting the workstream and its leads will be a mix of programme and/or project managers and project support officers. They will be responsible for delivering the project(s) and will lead and manage the project(s) on a day-to-day basis
Programme and project management roles	<ul style="list-style-type: none"> • Senior Responsible Owner: The SRO holds overall accountability for a programme and is primarily concerned with ensuring that the programme delivers the agreed business benefits. The SRO acts as the representative of the ICS and provides clear leadership and direction. Maintains alignment with the ICSs strategic direction and is the Chairperson of the Programme Steering Board • The Executive lead is primarily concerned with ensuring that the workstream delivers the agreed business benefits and is responsible for ongoing management on behalf of the SRO to ensure that desired outcomes and objectives are delivered. They also act as a member of the Programme Steering Board • Programme Director: Provides effective coordination of the programme's projects and management of their inter-dependencies including oversight of any risks and issues. Responsible for the overall integrity and coherence of the programme and will develop and maintain the programme environment. They will plan and design the programme and proactively monitor its progress, resolving issues and initiating appropriate corrective action • The Programme leads are the subject matter experts (SMEs) who are responsible for providing the knowledge and expertise in a specific workstream, subject or technical area to the programme / project(s). They will assist in the delivery of programme or project objectives. Communicate with team members, including relaying briefs, connecting daily tasks to larger goals and providing context and support • Partner representatives represent their partner organisation or provider 'expertise' based on their profession / on behalf of their organisation. If clinical, they are responsible for providing the clinical leadership and expertise in a specific workstream • Each sub stream lead provides consistent leadership to each of the sub streams of the workstream in question. Alongside leadership and chairing of meetings, the leads provide an overview of other sub streams through regular meetings with the Programme Director • The programme leads are the subject matter experts (SMEs) who are responsible for providing the knowledge and expertise in a specific workstream, subject or technical area to the programme / project(s). They will assist in the delivery of programme or project

	<p>objectives. Communicate with team members, including relaying briefs, connecting daily tasks to larger goals and providing context and support</p> <ul style="list-style-type: none"> • Programme and Project Managers: The programme team supporting the workstream and its leads will be a mix of programme and/or project managers and project support officers. They will be responsible for delivering the project(s) and will lead and manage the project(s) on a day-to-day basis • Business Analyst: Extension of the project manager duties in a smaller project, in a larger project could be an individual role and contribute to the solution design and help solve implementation issues in project management by providing expert advice, guidance and leadership to the project manager team and other stakeholders. The role is defined by two activities: Problem Identification and Problem Solving • The Project support roles primary aim is to undertake tasks delegated from the management role of the project, programme or portfolio, to relieve the manager of the more administrative tasks, such as record keeping and meeting administration
Programme office	<p>A governance-supporting office, led by the programme office lead, with primary responsibility for managing delivery and capacity controls for the programme. The programme office may be part of a wider governance office such as a portfolio management office, or work with other relevant governance offices such as a project management office or a centre of excellence</p> <p>Source: 5th Ed. of MSP</p>
Programme organisation structure	<p>The temporary organisation that has been put in place to deliver the programme, including the governance boards and supporting offices</p> <p>Source: 5th Ed. of MSP</p>
Programme risk	<p>An uncertain event that, if it occurs, will have an effect on the achievement of the programme's objectives. The exposure of the programme's objectives to risk is determined by multiplying the perceived likelihood of each threat or opportunity occurring by an estimate of the size of its impact on one or more of the objectives</p> <p>Source: 5th Ed. of MSP</p>
Programme risk appetite	<p>The amount of risk the investing organisation(s) is willing to accept in pursuing the benefits of the programme</p> <p>Source: 5th Ed. of MSP</p>
Project	<p>A unique, transient endeavour undertaken to bring about change and to achieve planned objectives</p> <p>Source: 7th Ed. of the APM Body of Knowledge</p>
Project-based working	<p>A collective term for project, programme or portfolio management. Used interchangeably with management of projects</p> <p>Source: 7th Ed. of the APM Body of Knowledge</p>
Project brief	<p>A statement or document that describes the purpose, cost, time, performance requirements and constraints for a project. It is created before the project begins during the 'Starting up' phase and is used during the 'Initiate' phase to create the PID and its components. It is superseded by the PID and is not updated during the course of the project</p>
Project management	<p>The application of processes, methods, knowledge, skills and experience to achieve specific objectives for change</p> <p>Source: 7th Ed. of the APM Body of Knowledge</p>
Project management plan (PMP)	<p>The output of process of integrated planning for a project or programme</p> <p>Source: 7th Ed. of the APM Body of Knowledge</p>

Project (programme or portfolio) management office (PMO)	An organisational structure that provides support for projects, programmes and/or portfolios Source: 7 th Ed. of the APM Body of Knowledge
Project professional	The term used to describe those people in roles associated with the management of projects, programmes or portfolios Source: 7 th Ed. of the APM Body of Knowledge
Project support	The project support roles primary aim is to undertake tasks delegated from the management role of the project, programme or portfolio, to relieve the manager of the more administrative tasks, such as record keeping and meeting administration
Proof of concept	A proof of concept is derived from a pilot project or experiment that examines whether an activity can be completed, or a concept can be realised. It shows the feasibility of an idea
Provider	A person or company that provides goods or services
Proximity (of risk)	The time factor of risk (i.e., when the risk may occur). The impact of a risk may vary in severity depending on when the risk occurs Source: 5 th Ed. of MSP