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<b>CAMHS</b>	<b>Child and Adolescent Mental Health Services:</b> CAMHS is used as a term for all services that work with children and young people who have difficulties with their emotional or behavioural wellbeing
<b>CCP</b>	<b>Clinical Commissioning Programmes:</b> A programme of work that has been commissioned
<b>CCQI</b>	<b>College Centre for Quality Improvement:</b> An organisation that helps mental healthcare providers assess and improve the quality of care they provide. Can provide accreditation to services that comply with their standards
<b>CDG</b>	<b>Clinical Delivery Group:</b> Clinical Delivery Groups work with partners, including local authorities, as joint commissioners in developing joint commissioning intentions and subsequent delivery plans
<b>CEO</b>	<b>Chief Executive Officer:</b> The most senior role in an organisation; the person responsible for the company's overall operations and performance
<b>CFO</b>	<b>Chief Finance Officer:</b> The person responsible for managing the financial actions of the NHS
<b>CHC</b>	<b>Continuing Healthcare:</b> Continuing Healthcare provides free social care for some people with long-term, complex health needs; this is arranged and funded solely by the NHS
<b>CIO</b>	<b>Chief Information Officer:</b> The most senior IT and technology position within an organisation
<b>CLAHRC</b>	<b>Collaboration for Leadership in Applied Health Research and Care:</b> Collaborations between local NHS providers and NHS commissioners, universities, other local organisations
<b>CMA</b>	<b>Competition and Markets Authority:</b> An independent non-ministerial department who work to promote competition for the benefit of consumers, both within and outside the UK. They aim to make markets work well for consumers, businesses and the economy
<b>COO</b>	<b>Chief Operating Officer:</b> The Chief Operating Officer works closely with the Chief Executive Officer to oversee the daily operation of an organisation
<b>CQC</b>	<b>Care Quality Commission:</b> The independent regulator of health and social care in England. They monitor, inspect and regulate services to make sure they meet fundamental standards of quality and safety
<b>CQUIN</b>	<b>Commissioning for Quality and Innovation:</b> The Commissioning for Quality and Innovation framework supports improvements in the quality of services and the creation of new, improved patterns of care
<b>CRG</b>	<b>Clinical Reference Group:</b> Group of clinicians, commissioners, public health experts, patients and carers who use their

	specific knowledge and expertise to advise NHS England on the best ways that specialised services should be provided
<b>CSS</b>	<b>Commissioning Support Services:</b> Provide a wide range of commissioning support services, from overseeing the reconfiguration of local services, to supporting HR and IT. This enables clinical commissioners to focus their expertise and leadership in securing the best outcomes for patients
<b>CWG</b>	<b>Clinical Working Group:</b> established as part of the clinical services review to provide oversight, advice and guidance on best practice from health care clinicians and other relevant professionals on areas of review
<b>CYP</b>	Children and Young People
<b>Capability</b>	The completed set of project outputs required to deliver an outcome; this exists prior to transition. It is a service, function, or operation that enables the organisation to exploit opportunities Source: 5 <sup>th</sup> Ed. of MSP
<b>Cash flow</b>	The net amount of cash and cash-equivalents that the programme requires to pay for resources over time Source: 5 <sup>th</sup> Ed. of MSP
<b>Change agents</b>	The people deployed by the investing organisation(s) to shape, drive, and implement change Source: 5 <sup>th</sup> Ed. of MSP
<b>Change control</b>	The process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated and then approved, rejected or deferred Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Change freeze</b>	A point after which no further changes to scope will be considered. Also known as design freeze Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Change management</b>	The overarching approach taken in an organisation to move from the current to a future desirable state using a coordinated and structured approach in collaboration with stakeholders Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Change recipients</b>	The people in the investing organisation(s) who are expected to change their ways of working Source: 5 <sup>th</sup> Ed. of MSP
<b>Change register (or log)</b>	A record of all proposed changes to scope Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Change request</b>	A request to obtain formal approval for changes to the scope of work
<b>Change request</b>	A request to obtain formal approval for changes to the approved baseline Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Checkpoint</b>	A team level, time driven review of progress
<b>Checkpoint report</b>	A progress report of information gathered at the checkpoint which is given by the team/team lead to the project manager and provides reporting data as defined in the work package
<b>Closure</b>	The formal end point of a project, programme or portfolio, either because planned work has been completed or because it has been terminated early

	Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge Template and Guidance can be found <a href="#">here</a>
<b>Collaborative negotiation</b>	Negotiation that seeks to create a 'win-win' scenario where all parties involved get part or all of what they were looking for from the negotiation
<b>Committed expenditure</b>	Costs that have not yet been paid but cannot be cancelled
<b>Communication</b>	The process of exchanging information and confirming there is a shared understanding Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Communities of practice</b>	Are a type of learning network used within and between organisations to maintain, develop and share knowledge Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Comparative estimating</b>	An estimating technique based on the comparison with and factoring from, the cost of similar, previous work. Also known as analogous estimating Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Complexity</b>	Relates to the degree of interaction of all the elements that make up a project, programme or portfolio and is dependent on such factors as the level of uncertainty, interaction between stakeholders and degree of innovation Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Concept</b>	The first phase in a linear life cycle that develops an initial idea through initial studies and high-level requirements management and assessment of viability including an outline business case Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Concession</b>	An off specification that is accepted by the project board without corrective action
<b>Configuration</b>	The functional and physical characteristics of a product as defined in its specification and achieved through the deployment of project management plans Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Configuration item</b>	An entity that is subject to change control. The entity may be a component, a product/deliverable or a set of products/deliverables in a release
<b>Configuration management</b>	Configuration management encompasses the technical and administrative activities concerned with the creation, maintenance, controlled change and quality control of the scope of the work Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Conflict management</b>	The process of identifying and addressing differences that, if left unresolved, could affect objectives
<b>Conflict resolution</b>	The process of identifying and addressing differences that if left unmanaged would affect successful completion of objectives Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Constraints</b>	The restrictions or limitations to which the project is bound
<b>Context</b>	A collective term for the societal and/or organisational setting of a project, programme or portfolio. Also known as environment Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge

<b>Contingency</b>	Provision of additional time or money to deal with the occurrence of risks should they occur. See also risk budget and management reserve Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Continual improvement</b>	A delivery mode used for improvement work that enables an organisation to identify waste in a process or system and work to eliminate this Source: 5 <sup>th</sup> Ed. of MSP
<b>Continuing professional development (CPD)</b>	Is the term used to describe the requirement for any professional to continually develop their competence Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Contract</b>	An agreement made between two or more parties that creates legally binding obligations between them. The contract sets out those obligations and the actions that can be taken if they are not met Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Control</b>	Tracking performance against agreed plans and taking the corrective action required to meet defined objectives Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Corporate governance</b>	The means by which an organisation is directed and controlled. At the level of a legal entity, corporate governance is focused on maintaining a sound system of internal control by which the directors and officers of the organisation ensure that effective management systems are in place to protect assets, earning capacity, and the reputation of the organisation Source: 5 <sup>th</sup> Ed. of MSP
<b>Corporate portfolio</b>	The totality of the change initiatives within an organisation; it may comprise a number of programmes, standalone projects, and other initiatives that achieve congruence of change Source: 5 <sup>th</sup> Ed. of MSP
<b>Cost of capital</b>	A term used in investment appraisal to reflect the percentage return an investment must deliver to satisfy lenders. Value is only created when the return is greater than the cost of capital. See also weighted average cost of capital (WACC) Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Cost planning and control</b>	The estimation of costs, the setting of an agreed budget, and management of actual and forecast costs against that budget Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Cost tolerance</b>	The permissible deviation in a plan's cost that is allowed before it needs to be escalated to the next level of management. Cost tolerance is documented in the relevant project plan
<b>Critical chain</b>	A resource-based approach to scheduling, useful when time is critical and derived from the critical path, that protects critical chains of activities with buffers Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Critical path</b>	A sequence of activities through a precedence network from start to finish, the sum of whose durations determines the overall duration Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge
<b>Critical path analysis</b>	An activity-based scheduling technique that determines the overall duration of the identified work based on estimates and logical dependencies. The method of determining the critical path Source: 7 <sup>th</sup> Ed. of the APM Body of Knowledge

<b>Critical success factor</b>	A critical success factor is an aspect of a project that is crucial to the success of the project
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<b>Current state</b>	The existing operating model and performance of the organisation(s) that will be impacted by a programme. Also called 'as-is state' Source: 5 <sup>th</sup> Ed. of MSP
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