A

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: 7th 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: 7th 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: 7th 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: 7th 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: 5th 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: 7th 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: 7th 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: 5th 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 reserviced 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: 7th 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: 5th Ed. of MSP

B

BAU	**Business As Usual**: Business as usual is the normal execution of standard functional operations within an organisation, it is a direct contrast to projects or programmes, which introduce change to business operations

BCF	**Better Care Fund**: The Better Care Fund is a programme spanning both the NHS and local government which seeks to join-up health and care services, so that people can manage their own health and wellbeing, and live independently in their communities for as long as possible

BCP	Bournemouth, Christchurch and Poole Council

BI	**Business Intelligence**: Business intelligence is a technology-driven process for analysing data and presenting actionable information to help executives, managers and other corporate end users make informed business decisions. Organisations often have a dedicated team to this process, also known as the "BI team"

BIC	**Bournemouth International Centre**: One of the largest venues for conferences, exhibitions, entertainment and events in southern England

BMA	**British Medical Association**: The British Medical Association is the trade union and professional body for doctors in the UK

BSS	**Business Support Services**: Business Support refers to a wide range of support and transactional services within an organisation that are inward facing (also known as back-office services). These services can include administration, Information Technology, Human resources, finance etc. The term Business Support team is also used to describe administrative teams within departments

BU	**Bournemouth University**: Bournemouth University is a public university in Bournemouth, Dorset

Baseline	The reference levels against which a project, programme or portfolio are monitored and controlled Source: 7th Ed. of the APM Body of Knowledge

Benefit	A positive and measurable impact of change Source: 7th Ed. of the APM Body of Knowledge

Benefits erosion	An undesirable situation where the quantum of realised benefits is reduced over time. In business as usual, for example, resource efficiencies claimed by the programme are reduced by hiring additional staff or contractor Source: 5th Ed. of MSP

Benefits management	The identification, definition, planning, tracking and realisation of business benefits Source: 7th Ed. of the APM Body of Knowledge Template can be found here

Benefits realisation	The practice of ensuring that benefits are derived from outputs and outcomes Source: 7th Ed. of the APM Body of Knowledge

Best practice	A defined and proven method of managing events effectively Source: 5th Ed. of MSP

Blueprint	A document defining and describing what a programme is designed to achieve in terms of the business and operational vision Source: Managing Successful Programmes (MSP) Methodology)

Board	A body that provides sponsorship to a project, programme or portfolio. The board will represent financial, provider and user interests

Bottom-up estimating	An estimating technique that uses detailed specifications to estimate and cost for each product or activity. Also known as analytical estimating Source: 7th Ed. of the APM Body of Knowledge

Breakdown structure	A hierarchical structure by which project elements are broken down or decomposed. Examples include cost breakdown structure (CBS), organisational breakdown structure (OBS), product/Deliverable breakdown structure (PBS), and work breakdown structure (WBS) Source: 7th Ed. of the APM Body of Knowledge

Buffer	A term used in critical path analysis for the centralised management of contingencies Source: 7th Ed. of the APM Body of Knowledge

Budget	The sum of the estimates of income and expenditure for the programme that are delegated to the roles in the programme organisation Source: 5th Ed. of MSP

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

Business-as usual	An organisation's normal day-to-day operations. Also referred to as steady state Source: 7th Ed. of the APM Body of Knowledge

Business change manager	A role that is accountable to the programme board and has overall and ongoing responsibility for the successful day-to-day adoption of new capabilities in the investing organisation(s) in support of the realisation of outcomes of benefit on behalf of the senior responsible owner (SRO) Source: 5th Ed. of MSP

Burn down chart	A graph that shows the relationship between the number of tasks to be completed and the amount of time left to complete these tasks

Business case	Provides justification for undertaking a project, programme or portfolio. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution Source: 7th Ed. of the APM Body of Knowledge

Business information modelling	Involves the generation and management of digital representations of physical and functional characteristics of buildings and places. Building information models are digital files (often but not always in proprietary formats and containing proprietary data) which can be extracted, exchanged or networked to support decision-making regarding a building or other built asset. Related to configuration management Source: 7th Ed. of the APM Body of Knowledge

Business readiness	Is a continuous concern and activity through the life of a project or programme that seeks to understand attitudes to change and any barriers so that people are ready to accept outputs and adopt new ways of working to realise benefit Source: 7th Ed. of the APM Body of Knowledge

Business risk assessment	The assessment of risk to business objectives rather than risk to achieving project, programme or portfolio objectives

C

CAMHS	**Child and Adolescent Mental Health Services**: 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

CCP	**Clinical Commissioning Programmes**: A programme of work that has been commissioned

CCQI	**College Centre for Quality Improvement**: 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

CDG	**Clinical Delivery Group**: Clinical Delivery Groups work with partners, including local authorities, as joint commissioners in developing joint commissioning intentions and subsequent delivery plans

CEO	**Chief Executive Officer**: The most senior role in an organisation; the person responsible for the company's overall operations and performance

CFO	**Chief Finance Officer**: The person responsible for managing the financial actions of the NHS

CHC	**Continuing Healthcare**: Continuing Healthcare provides free social care for some people with long-term, complex health needs; this is arranged and funded solely by the NHS

CIO	**Chief Information Officer**: The most senior IT and technology position within an organisation

CLAHRC	**Collaboration for Leadership in Applied Health Research and Care:** Collaborations between local NHS providers and NHS commissioners, universities, other local organisations

CMA	**Competition and Markets Authority**: 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

COO	**Chief Operating Officer**: The Chief Operating Officer works closely with the Chief Executive Officer to oversee the daily operation of an organisation

CQC	**Care Quality Commission**: 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

CQUIN	**Commissioning for Quality and Innovation**: The Commissioning for Quality and Innovation framework supports improvements in the quality of services and the creation of new, improved patterns of care

CRG	**Clinical Reference Group**: 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

CSS	**Commissioning Support Services**: 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

CWG	**Clinical Working Group**: 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

CYP	Children and Young People

Capability	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: 5th Ed. of MSP

Cash flow	The net amount of cash and cash-equivalents that the programme requires to pay for resources over time Source: 5th Ed. of MSP

Change agents	The people deployed by the investing organisation(s) to shape, drive, and implement change Source: 5th Ed. of MSP

Change control	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: 7th Ed. of the APM Body of Knowledge

Change freeze	A point after which no further changes to scope will be considered. Also known as design freeze Source: 7th Ed. of the APM Body of Knowledge

Change management	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: 7th Ed. of the APM Body of Knowledge

Change recipients	The people in the investing organisation(s) who are expected to change their ways of working Source: 5th Ed. of MSP

Change register (or log)	A record of all proposed changes to scope Source: 7th Ed. of the APM Body of Knowledge

Change request	A request to obtain formal approval for changes to the scope of work

Change request	A request to obtain formal approval for changes to the approved baseline Source: 7th Ed. of the APM Body of Knowledge

Checkpoint	A team level, time driven review of progress

Checkpoint report	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

Closure	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: 7th Ed. of the APM Body of Knowledge Template and Guidance can be found [here](#)
Collaborative negotiation	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
Committed expenditure	Costs that have not yet been paid but cannot be cancelled
Communication	The process of exchanging information and confirming there is a shared understanding Source: 7th Ed. of the APM Body of Knowledge
Communities of practice	Are a type of learning network used within and between organisations to maintain, develop and share knowledge Source: 7th Ed. of the APM Body of Knowledge
Comparative estimating	An estimating technique based on the comparison with and factoring from, the cost of similar, previous work. Also known as analogous estimating Source: 7th Ed. of the APM Body of Knowledge
Complexity	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: 7th Ed. of the APM Body of Knowledge
Concept	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: 7th Ed. of the APM Body of Knowledge
Concession	An off specification that is accepted by the project board without corrective action
Configuration	The functional and physical characteristics of a product as defined in its specification and achieved through the deployment of project management plans Source: 7th Ed. of the APM Body of Knowledge
Configuration item	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
Configuration management	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: 7th Ed. of the APM Body of Knowledge
Conflict management	The process of identifying and addressing differences that, if left unresolved, could affect objectives
Conflict resolution	The process of identifying and addressing differences that if left unmanaged would affect successful completion of objectives Source: 7th Ed. of the APM Body of Knowledge
Constraints	The restrictions or limitations to which the project is bound
Context	A collective term for the societal and/or organisational setting of a project, programme or portfolio. Also known as environment Source: 7th Ed. of the APM Body of Knowledge

Contingency	Provision of additional time or money to deal with the occurrence of risks should they occur. See also risk budget and management reserve Source: 7th Ed. of the APM Body of Knowledge

Continual improvement	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: 5th Ed. of MSP

Continuing professional development (CPD)	Is the term used to describe the requirement for any professional to continually develop their competence Source: 7th Ed. of the APM Body of Knowledge

Contract	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: 7th Ed. of the APM Body of Knowledge

Control	Tracking performance against agreed plans and taking the corrective action required to meet defined objectives Source: 7th Ed. of the APM Body of Knowledge

Corporate governance	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: 5th Ed. of MSP

Corporate portfolio	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: 5th Ed. of MSP

Cost of capital	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: 7th Ed. of the APM Body of Knowledge

Cost planning and control	The estimation of costs, the setting of an agreed budget, and management of actual and forecast costs against that budget Source: 7th Ed. of the APM Body of Knowledge

Cost tolerance	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

Critical chain	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: 7th Ed. of the APM Body of Knowledge

Critical path	A sequence of activities through a precedence network from start to finish, the sum of whose durations determines the overall duration Source: 7th Ed. of the APM Body of Knowledge

Critical path analysis	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: 7th Ed. of the APM Body of Knowledge

Critical success factor	A critical success factor is an aspect of a project that is crucial to the success of the project

Current state	The existing operating model and performance of the organisation(s) that will be impacted by a programme. Also called 'as-is state' Source: 5th Ed. of MSP

D

DB	**Directors Board**: A group of people who jointly supervise the activities of an organisation

DCA	**Discharge to Assess**: Where people who are clinically optimised and do not require an acute hospital bed but may still require care services are provided with short term, funded support to be discharged to their own home or another community setting. Assessment for longer-term care and support needs is then undertaken in the most appropriate setting and at the right time for the person

DCC	**Dorset County Council**: Provides the upper tier of local government for Dorset; below which are district councils, town and parish councils

DCH / DCHFT	**Dorset County Hospital / Dorset County Hospital Foundation Trust**: Acute hospital in Dorchester providing a full range of district general services

DCN	**Dorset Clinical Network**: A programme that supports collaborative working across the county to the benefit of patients and staff. In providing services across the county, the network needs to include community services and work with other partners across the health and social care system

DCP	**Dorset Cancer Partnership**: Was set up in 2016 to bring together all partners involved in the commissioning and delivery of cancer services in Dorset

DCR	**Dorset Care Record**: A confidential computer record that will join up all of the different sets of records held about a patient to create one complete up-to-date record

DHC / DHUFT	**Dorset HealthCare University Foundation Trust**: Dorset HealthCare is responsible for all mental health services and many physical health services in Dorset, delivering both hospital and community-based care. They are the biggest provider of healthcare in Dorset

DIG	**Dorset Informatics Group**: Group made up of senior clinical, social care and technical leaders who are responsible for setting the priorities regarding how to best respond to emerging clinical need and driving forward new visions

DiiS	**Dorset Intelligence and Insight Service**: A shared data service linking health and social care data across the Dorset system

DING	Dorset Interactive Neighbour Group

DISC	**Dorset Information Sharing Charter**: The Dorset Information Sharing Charter aims to provide Dorset partner agencies with a robust foundation for the lawful, secure and confidential sharing of personal information between themselves and other public, private or voluntary sector organisations that they work, or wish to work, in partnership with. It will enable all partner organisations to share information safely and provide a more integrated service for residents

DLEP	**Dorset Local Enterprise Partnership**: Aims to create more jobs and drive economic growth through cross-sector partnership and investment

DMBC	**Decision Making Business Case**: Business case providing information required by the Governing Body to make their decisions as to the configuration of services to move forward to implementation

DHSC	**Department of Health and Social Care**: Support ministers in leading the nation's health and social care to help people live more independent, healthier lives for longer

DON	**Director of Nursing**: Responsible for ensuring that the nursing care is of an excellent standard, and that all patients receive high quality clinical care

DOS	**Directory of Services**: Is a central directory which provides NHS 111 call handlers with real time information about services available to support a particular patient

DPIA	Data Privacy Impact Assessment Template and Guidance can be found here

DPQC	Delivery, Performance, Quality Committee

DTD	**Digitally Transformed Dorset**: Digitally Transformed Dorset will increase the use of technology in the health and care system, to support new approaches to service delivery

DTOC	**Delayed Transfer of Care**: When a patient is ready to leave hospital or similar care provider but is still occupying a bed. This can occur when a patient is being discharged home or to a supported care facility, or are awaiting transfer to a community hospital or hospice

DWAB	**Dorset Workforce Action Board**: Dorset Workforce Action Board lead Dorset's Workforce Plan which tackles the workforce challenges being faced across our primary, community and acute hospital services

Decision bias	Psychological biases affecting individuals and groups when making risk-based decisions Source: 7th Ed. of the APM Body of Knowledge

Decision gate	A point in the life cycle between phases that is used to review and confirm viability of the work in line with the business case. Alternatively called stage gates or gates Source: 7th Ed. of the APM Body of Knowledge

Decision point	An event or occurrence that triggers the need for programme governance to make decisions about the future of the programme Source: 5th Ed. of MSP
Decision quality	A concept that supports organisations in making appropriate decisions by focusing on the decision-making process Source: 5th Ed. of MSP

Decision tree	A technique that uses a tree-like model to evaluate different options to a problem by considering conditions, probabilities, and consequences Source: 5th Ed. of MSP

Delegated limits of authority	The limits for decision-making that are delegated to individual roles in an organisation; the limits define the levels of accountability of those roles Source: 5th Ed. of MSP

Deliverable	A product, set of products, service or package of work that will be delivered to, and formally accepted by, a stakeholder

Delphi technique	The generation of an estimate through individual expert judgement followed by facilitated team consensus Source: 7th Ed. of the APM Body of Knowledge

Dependency	A relationship between activities, a dependency means that one activity is dependent on another

Dis-benefit	A consequence of change perceived as negative by one or more stakeholders

Document	A record, in any format; used to evidence application of the MSP integrated framework Source: 5th Ed. of MSP

Drawdown	The removal of funds from an agreed source resulting in a reduction of available funds

E

ED	**Emergency Department**: Medical treatment facility specializing in emergency medicine, the acute care of patients who present without prior appointment; either by their own means or by that of an ambulance

EIA	**Equality Impact Assessment**: The purpose of an Equality Impact Assessment is to improve the work of the Trust by making sure it does not discriminate and, where possible, promotes equality. It is a way to make sure individuals and teams think carefully about the likely impact of their work on service users and take action to improve activities, where appropriate

EOI	**Expression Of Interest**: a statement put forward by a company or investor if their intention to compete for an opportunity to do a job or become involved in a business

EPRR	**Emergency Preparedness, Resilience and Response**: The NHS needs to plan for, and respond to, a wide range of incidents and emergencies that could affect health or patient care. These could be anything from extreme weather conditions to an outbreak of an infectious disease or a major transport accident

EPR	**Electronic Patient Record System**: Means that all patient information will be available electronically, on screen, at any hospital, at any time

ESG	**Executive Steering Group**: An advisory committee comprised of senior industry leaders and key stakeholders to make strategic decisions

Earned value	A measure of progress that expresses costs committed and work achieved in the same units Source: 7th Ed. of the APM Body of Knowledge

Earned value management	A project control process, based on a structured approach to planning, cost collection and performance measurement. It facilitates the integration of project scope, time and cost objectives and the establishment of a baseline plan of performance measurement Source: 7th Ed. of the APM Body of Knowledge

Emergent change	Unplanned change that is managed by an organisation through incremental iterative or evolutionary approaches Source: 7th Ed. of the APM Body of Knowledge

End user	The person or persons who will eventually use the Deliverables of a project. Deliverables are designed with end users in mind

Enhance	A risk response to an opportunity that involves proactive actions to increase the probability of the event occurring and/or the impact of the event should it occur

Enterprise agility	A condition of an organisation that is able to be flexible and responsive to drivers in its environment. Programme management enables enterprise agility. Also called 'corporate agility' or 'organisational agility' Source: 5th Ed. of MSP

Environment	A collective term for the societal and/or organisational setting of a project, programme or portfolio. Also known as context

	Source: 7th Ed. of the APM Body of Knowledge

Escalation	The process by which issues are drawn to the attention of a higher level of management Source: 7th Ed. of the APM Body of Knowledge

Estimate	A forecast of the probable time or cost of completing work Source: 7th Ed. of the APM Body of Knowledge

Estimating	The use of a range of tools and techniques to produce forecasts of the probable time or cost of completing work Source: 7th Ed. of the APM Body of Knowledge

Event-driven	Control actions or reports that are triggered by a specific event Source: 7th Ed. of the APM Body of Knowledge

Executive Leads	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

Exception	A situation where it can be forecast that there will be a deviation beyond the agreed tolerance levels for the project

Exception plan	Plan that often follows the exception report to plan the implementation of the recommended course of action for remedy of an exception situation

Exception report	A report prepared for the board by the project manager. The report details the exception situation, it's impact, options, recommendation and impact of the recommendation

Execution phase	The execution phase begins after activity approval and is the phase in which the team executes the project plan. Execution is typically the longest and most expensive phase in the project management life cycle

Exploit	A response to an opportunity that maximises both its probability and impact

Extended life cycle	A life cycle approach that adds an adoption phase to a linear or iterative life cycle with the purpose of ensuring the accountability and governance of the investment stays with the change teams until change is fully embedded. It provides the missing connection to benefit realisation in a linear life cycle and facilitates cooperation and knowledge sharing between change and business as usual teams Source: 7th Ed. of the APM Body of Knowledge

F

FBC	**Full Business Case**:
	A 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

FIG	Finance Implementation Group

FOI	**Freedom of Information**:
	FOI is an extension of Freedom of Speech. It provides the public the right to request access to record information held by public sector organisations

FY	**Financial Year**:
	A year as reckoned for taxing or accounting purposes, for example the British tax year, reckoned from 6 April

Facilitation	An approach to working with groups in a collaborative way to create energy and make it easy for the group to solve problems
	Source: 7th Ed. of the APM Body of Knowledge

Financial contingency	The financial allowance that the investing organisation(s) decides to make available to deal with identified and unidentified risks
	Source: 5th Ed. of MSP

Finish-to-finish	A dependency in an activity network. It indicates that one activity cannot finish until another dependent activity has finished too

Finish-to-start	A dependency in an activity network indicating that one activity cannot start until another dependent activity has finished

Financial measure of benefit	A metric that enables benefit to be evaluated in financial terms, e.g., cash saved or revenue growth
	Source: 5th Ed. of MSP

Fixed or non-recurring cost	A resource and associated cost that is not influenced by volume of business or quantity, for example a one-off capital cost
	Source: 7th Ed. of the APM Body of Knowledge

Float	A term used to describe the flexibility with which an activity may be rescheduled. There are various types of float, such as total float and free float
	Source: 7th Ed. of the APM Body of Knowledge

Forecast	A prediction of a defined future state typically related to the duration and out-turn cost of a project or programme
	Source: 7th Ed. of the APM Body of Knowledge

Free float	Free Float is the amount of time that an activity can be delayed without delaying the early start date of any successor activity

Funding	The means by which the money required to undertake a project, programme or portfolio is secured and then made available as required
	Source: 7th Ed. of the APM Body of Knowledge

Funding mechanism	The way(s) that the investing organisation(s) chooses to provide finances to the programme over time Source: 5th Ed. of MSP

Future state	The defined future state of the organisation at the end of the programme and documented in the target operating model. Also called the 'to-be state' or 'end-state' Source: 5th Ed. of MSP

G

GIRFT	Get it Right First Time

GP	**General Practitioner**: General practitioners treat all common medical conditions and refer patients to hospitals and other medical services for urgent and specialist treatment. They focus on the health of the whole person combining physical, psychological and social aspects of care

Gantt chart	A graphical representation of activity against time. Variations may include information such as 'actual vs. planned', resource usage and dependencies Source: 7th Ed. of the APM Body of Knowledge Template and Guidance can be found [here](#)

Gate	The point between phases where a go/no go decision can be made about the remainder of the work

Gated review	A structured review of a project, programme, or portfolio as part of the formal assurance arrangements carried out at key decision points in the lifecycle to ensure that the decision to invest as per the agreed business case remains valid Source: 5th Ed. of MSP

Governance	The framework of authority and accountability that defines and controls the outputs, outcomes and benefits from projects, programmes and portfolios. The mechanism whereby the investing organisation exerts financial and technical control over the deployment of the work and the realisation of value Source: 7th Ed. of the APM Body of Knowledge

Governance board	A body that provides sponsorship to a project, programme or portfolio. The board will represent financial, provider and user interests. Members of a governance board oversee deployment and make decisions through the chosen life cycle. Alternatively called steering committee, steering group, project board, programme board etc Source: 7th Ed. of the APM Body of Knowledge

H

HCP	**Health Care Professional**: A health professional may operate within all branches of health care, including medicine, surgery, dentistry, midwifery, pharmacy, psychology, nursing or allied health professions

HOSC	**Health and Overview Scrutiny Committee**: To review and scrutinise matters pertaining to the planning, commissioning, provision and operation of health services in the area of the County Council

HRD	**Human Resource Director**: This role includes the overall responsibility for recruitment, selection, appraisal, staff development and training, understanding and implementing employment legislation and welfare

HWB	**Health and Wellbeing Board**: The Health and Wellbeing Board is the integrated governing board through which senior representatives of key partner organisations will give strategic leadership and direction through the agreement of outcomes for health and wellbeing across Dorset; drive change through an outcome based approach and be accountable and responsible for better outcomes for people's health and wellbeing in Dorset by facilitating collaboration and promoting integrated commissioning to support the delivery of cost effective services

Handover	The point, as part of the transition phase of a linear life cycle where deliverables are commissioned and handed over to the permanent organisation to adopt Source: 7th Ed. of the APM Body of Knowledge

Health check	A type of assurance activity that examines a snapshot of performance status in order to identify which areas are going as planned and which need attention. Unlike audits, health checks are focused on learning and knowledge capture rather than compliance with a standard Source: 5th Ed. of MSP

Highlight report	A time driven report from the project manager to the board to report on management stage progress Template can be found here

Host organisation	The organisation that provides the strategic direction of the project, programme or portfolio and is the primary investor and recipient of benefits. Used interchangeably with investing organisation ad client organisation Source: 7th Ed. of the APM Body of Knowledge

Hybrid life cycle	A pragmatic approach to achieving beneficial change that combines a linear life cycle for some phases or activities with an iterative life cycle for others Source: 7th Ed. of the APM Body of Knowledge

I

IAGPS	**Integrated Access to General Practice Services**: Ensure everyone has easier and more convenient access to GP services, including appointments at evening and weekends

ICB	**Integrated Care Board**

ICS	**Integrated Care Service**: Aims to transform general practice, primary and community health and care services in Dorset, so that they are truly integrated and based on the needs of our local populations. One example of this will be the creation of a network of community service hubs, which will enable people to access a wider range of health services, from routine care to urgent and specialist care, closer to their homes

IG	**Information Governance**: Information Governance is the way in which the NHS handles all organisational information. It pulls together all the information handling requirements into one framework

IHP	**Independent Healthcare Provider**: An NHS term for a healthcare services provider (a term which, as used in the UK, refers to an organisation, not an individual healthcare professional) that operates independently of the NHS

IRG	Investment and Resources Group

ITT	**Invitation to Tender**: Is the initial step in competitive tendering, in which suppliers and contractors are invited to provide offers for supply or service contracts, the ITT is one process in IT procurement

IUC	**Integrated Urgent Care**: Simplifies access for patients and increases confidence in services is the 'Clinical Assessment Service (Clinical Hub)'. It offers patients access to a wide range of clinicians, both experienced generalists and specialists

Incremental progression	An approach to delivering a programme that focuses on delivery benefits of value to stakeholders throughout the programme lifecycle, adapting as necessary to align with new information Source: 5th Ed. of MSP

Influencing	The act of affecting the behaviours and actions of others Source: 7th Ed. of the APM Body of Knowledge

Information management	The collection, storage, curation, dissemination, archiving and destruction of documents, images, drawings and other sources of information Source: 7th Ed. of the APM Body of Knowledge

Inherent risk	The exposure arising from a specific risk before any action has been taken to manage it

Integrated assurance	The coordination of assurance activities where there are a number of assurance providers. Can follow a three lines of defence model from corporate governance Source: 7th Ed. of the APM Body of Knowledge

Integrated planning	The application of management processes that bring together the planning of benefits, success criteria, scope, quality, time, resources, costs, risk, communications etc to create the project management plan Source: 7th Ed. of the APM Body of Knowledge

Internal rate of return (IRR)	Is used to determine the profitability of a potential investment. It is discount rate that makes the net present value zero Source: 7th Ed. of the APM Body of Knowledge

Issue	A problem that is now or is about to breach delegated tolerances for work on a project or programme. Issues require support from the sponsor to agree a resolution Source: 7th Ed. of the APM Body of Knowledge

Issue	An unplanned event that has occurred and requires management action. It could be a problem, query, change request, or a risk that has occurred Source: 5th Ed. of MSP

Investing organisation	The body that carries the risk associated with funding the programme and realising the beneficial outcome Source: 5th Ed. of MSP

Investment appraisal	The analysis done to consider the profitability of an investment over the life of an asset alongside considerations of affordability and strategic fit. An input to the investment decision Source: 7th Ed. of the APM Body of Knowledge

Investment decision	The decision made by the sponsor and governance board that justifies the investment in a project, programme or portfolio. Investment decisions rely on robust investment appraisal Source: 7th Ed. of the APM Body of Knowledge

Issue owner	The person who is assigned to take responsibility for resolving the issue to the satisfaction of the programme's governance boards Source: 5th Ed. of MSP

Iterative life cycle	A life cycle that repeats one or more of the phases of a project or programme before proceeding to the next one with the objective of managing uncertainty of scope by allowing objectives to evolve as learning and discovery takes place Source: 7th Ed. of the APM Body of Knowledge

K

KPI	**Key Performance Indicator**: A measure of performance that is used by an organisation to define and evaluate how successful it is in making progress towards project or organisational objectives. Some of these are set by the Department of Health, i.e. A&E 4 Hour Wait

Knowledge	An asset embedded tacitly in the minds of individuals or codified explicitly as information. Most knowledge is tacit and only becomes explicit when there is an investment of effort to do so Source: 5th Ed. of MSP

Knowledge management	The holistic, cross-functional discipline and set of practices concerned with the way organisations create and use knowledge to improve outcomes Source: 7th Ed. of the APM Body of Knowledge

L

LA	**Local Authority**: An organisation responsible for a range of services for both individuals and businesses, including health services, social services, education, planning, waste disposal. Our LA's are BCP and DCC (described above)

LD	**Learning Disabilities**: Is a reduced intellectual ability and difficulty with everyday activities

LDP	**Local Delivery Plan**: The delivery contract between the Government and NHS Boards, it focuses on the priorities for the NHS and supports the delivery of the Government's national performance framework

LEP	**Local Enterprise Partnership**: The Dorset Local Enterprise Partnership's overarching aim is to create more jobs and drive economic growth in Dorset through public, private and cross sector partnership and investment

LGA	**Local Government Association**: A politically led; cross-party organisation that works on behalf of councils to ensure local government has a strong, credible voice with national government

LGR	**Local Government Review**: Ensure local communities have more say about how public services in their area are run

LHCRE	**Local Health and Care Record Exemplar**: To create an information sharing environment that helps our health and care services continually improve the treatments we use, ensures that care is tailored to the needs of each individual, and can empower people to look after themselves better and make informed choices about their own health and care

LIMS	**Laboratory Information Management System**: Is a software-based solution with features that support a modern laboratory's operations

LRF	**Local Resilience Forum**: Is a forum formed in a police area of the United Kingdom by key emergency responders and specific supporting agencies

Landing point	A control point, following delivery of a step-change in capability and benefits realisation (tranche), at which a programme can be redirected or closed Source: 5th Ed. of MSP

Leadership	The ability to establish vision and direction, to influence and align others towards a common purpose, and to empower and inspire people to achieve success Source: 7th Ed. of the APM Body of Knowledge

Lessons learned	Documented experiences, both positive and negative, that can be used to improve the future management of projects, programmes and portfolios Template and Guidance can be found here

Life cycle	A framework comprising a set of distinct high-level stages required to transform an idea of concept into reality in an orderly and efficient manner. Life cycles offer a systematic and organised way to undertake project-based work and can be viewed as the structure underpinning deployment

	Source: 7th Ed. of the APM Body of Knowledge

Linear life cycle	A life cycle that aims to complete a project within a single pass through a set of distinct phases that are completed serially and span from the development of the initial concept to the deployment of an ultimate output, outcome or benefits Source: 7th Ed. of the APM Body of Knowledge

M

MD	**Medical Director**:
	A member of the board of an NHS organisation with a clinical background

MDT	**Multi-Disciplinary Team**:
	A group of professionals from one or more clinical disciplines (consultants, psychiatrists, social workers etc) who make decisions together regarding recommended treatment of individual patients

MH	**Mental Health**:
	The emotional and spiritual resilience which enables us to survive pain, disappointment, and sadness

MIU	**Minor Injuries Unit**:
	Hospital unit providing treatment to injuries which need urgent attention but are not life-threatening

MOU	**Memorandum of Understanding**:
	A Memorandum of Understanding sets out the nature of the partnership between parties. It provides a framework within which strategic issues of mutual interest can be addressed. It sets out shared ambition, agreed principles for engagement, the governance structure and terms of reference

MSK	**Musculoskeletal**:
	Relating to or denoting the musculature and skeleton together

MSP	Managing Successful Programmes

Manage by exception	Manage by Exception is used by each level in the Project Organisation to manage the level below. The layer below should only notify the above management layer if there is a big issue that is outside their tolerance

Management plan	A plan that sets out how an aspect of a project, programme or portfolio will be delivered, for example a configuration management plan. Individual management plans are component parts of the overall project management plan (PMP) that is the output of integrated planning
	Source: 7th Ed. of the APM Body of Knowledge

Management reserve	A sum of money that is part of overall cost contingency to cover the cost impact of unidentified risks, and potentially some already identified very low probability, very high impact risks. See also risk budget and contingency
	Source: 7th Ed. of the APM Body of Knowledge

Maturity model	An approach to understand the current capabilities, processes and behaviours deployed in the management of projects and to identify a structured path to increase the predictability of success
	Source: 7th Ed. of the APM Body of Knowledge

Milestone	A key event selected for its importance in the schedule commonly associated with tangible acceptance of deliverables
	Source: 7th Ed. of the APM Body of Knowledge

Minimum viable product	A product with just enough features to satisfy early users and to provide feedback for future product development

	Source: 7th Ed. of the APM Body of Knowledge

Monte Carlo simulation	A technique often used in the estimation of overall risk for a project, programme or portfolio that enables the combined effect of estimating uncertainty and specific risk events to be predicted Source: 7th Ed. of the APM Body of Knowledge

	Source: 7th Ed. of the APM Body of Knowledge

Monte Carlo simulation	A technique often used in the estimation of overall risk for a project, programme or portfolio that enables the combined effect of estimating uncertainty and specific risk events to be predicted Source: 7th Ed. of the APM Body of Knowledge

N

NAO	**National Audit Office**: The National Audit Office audit the financial statements of all central government departments, agencies and other public bodies and report the results to Parliament

NAPC	**National Association of Primary Care**: A national membership organisation representing and supporting the interests of all healthcare professionals, both clinicians and managers, working across the breadth of primary care

NEPTS	**Non-Emergency Patient Transport Services**: Provides transport for patients, who are unable to use public or other transport because of their medical condition, to hospital appointments, being admitted/discharged to hospital

NHS	**National Health Service**: Publicly funded national healthcare system for England

NHSE	**National Health Service England**: NHS England leads the National Health Service in England. They set the priorities and direction of the NHS and encourage and inform the national debate to improve health and care

NHSI	**National Health Service Improvement**: NHS Improvement is responsible for overseeing foundation trusts and NHS trusts, as well as independent providers that provide NHS-funded care. They offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable

NIGB	**National Information Governance Board**: Holds advisory functions relating to information governance. Monitors practice by relevant bodies in processing relevant information. Publish guidance on the practice to be followed in relation to the processing of relevant information

NIHR	**National Institute for Health Research**: Fund health and care research and translate discoveries into practical products, treatments, devices and procedures, involving patients and the public

NPSA	**National Patient Safety Agency**: A risk matrix assessment based on Likelihood of risk and Severity the impact of the risk, which will provide an overall risk score

Net present value (NPV)	Is the difference between the present value of cash inflow and the present value of cash outflow over a period of time. It is the monetary value used to judge the value of an investment at a particular discount rate Source: 7th Ed. of the APM Body of Knowledge

Network diagram	A model of activities and their dependencies used in scheduling. Also known as a precedence network Source: 7th Ed. of the APM Body of Knowledge

Non-financial measure of benefit	A metric that enables a benefit (e.g., customer satisfaction) to be counted but not evaluated in financial terms Source: 5th Ed. of MSP

O

OBC	**Outline Business Case**: An outline business case is used by senior management to assess whether to give the go-ahead for the definition phase. The detailed business case is then prepared during the latter phase

OD	**Organisational Development**: Organisational Development is the planned, comprehensive and systematic process aimed at improving the overall effectiveness of an organisation. It involves intervening in its processes, structure and culture; there is a strong emphasis on organisational behaviour, human resource development and organisational change

OFRG	**Operational Finance and Reference Group**: The main group overseeing the Sustainability and Transformation Plan's financial position

OGSCR	**Oversight Group for Service Change and Reconfiguration**: They oversee the national work programme for service change and provide advice and recommendations to the Investment Committee in relation to service change schemes and transactions

Objectives	A generic term for pre-determined results towards which effort is directed. Objectives may be defined in terms of outputs, outcomes and/or benefits Source: 7th Ed. of the APM Body of Knowledge Template be found here

Off-specification	Something that is not specified in the scope of the project but that may be included with agreement at the appropriate levels. May be included for mitigation/enhancements of risks & issues or for improvement of the project

Opportunity	A positive risk event that, if it occurs, will have an upside/beneficial effect on the achievement of one or more objectives Source: 7th Ed. of the APM Body of Knowledge

Optioneering	An approach to exploring multiple options to optimally satisfy stakeholders needs requiring creativity and lateral thinking Source: 7th Ed. of the APM Body of Knowledge

Organisational ability	The overall capability of an organisation to perform the work required to deliver outcomes of benefit with its current people, processes, and practices Source: 5th Ed. of MSP

Organisational capacity	The amount of work that an organisation can deliver in a given period of time Source: 5th Ed. of MSP

Organisational culture	The unwritten rules that influence individual and group behaviour and attitudes. Applicable at multiple levels of organisation, including national culture or project culture Source: 7th Ed. of the APM Body of Knowledge

Outcome	The changed circumstances or behaviour that results from the use of an output and leads to realisation of benefits Source: 7th Ed. of the APM Body of Knowledge

Output	The tangible or intangible product that typically delivered by a project. Used interchangeably with deliverable and product

| | Source: 7th Ed. of the APM Body of Knowledge |

| | Source: 7th Ed. of the APM Body of Knowledge |

P

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:
	• 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: 5th 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: 7th 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: 7th 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: 7th 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: 5th 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: 7th 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: 7th 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: 7th 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: 5th 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: 5th 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: 7th 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: 7th 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: 7th 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: 7th 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: 7th 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: 5th 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: 5th 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: 5th 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: 7th 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	• **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

	objectives. Communicate with team members, including relaying briefs, connecting daily tasks to larger goals and providing context and support • **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	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 Source: 5th Ed. of MSP

Programme organisation structure	The temporary organisation that has been put in place to deliver the programme, including the governance boards and supporting offices Source: 5th Ed. of MSP

Programme risk	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 Source: 5th Ed. of MSP

Programme risk appetite	The amount of risk the investing organisation(s) is willing to accept in pursuing the benefits of the programme Source: 5th Ed. of MSP

Project	A unique, transient endeavour undertaken to bring about change and to achieve planned objectives Source: 7th Ed. of the APM Body of Knowledge

Project-based working	A collective term for project, programme or portfolio management. Used interchangeably with management of projects Source: 7th Ed. of the APM Body of Knowledge

Project brief	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

Project management	The application of processes, methods, knowledge, skills and experience to achieve specific objectives for change Source: 7th Ed. of the APM Body of Knowledge

Project management plan (PMP)	The output of process of integrated planning for a project or programme Source: 7th Ed. of the APM Body of Knowledge

Project (programme or portfolio) management office (PMO)	An organisational structure that provides support for projects, programmes and/or portfolios Source: 7th 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: 7th 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: 5th Ed. of MSP

Q

QAG	**Quality Assurance Group**: An operational group that reports to Audit and Quality Committee. Will exist as a 'task and finish' group to assure the Audit and Quality Committee on the processes of the transformation programme. Will ensure the appropriate governance and risk processes are in place to mitigate risk of future legal challenge

QI	**Quality Improvement**: Making healthcare safer, effective, patient cantered, timely, efficient and equitable

Quality	The fitness for purpose or the degree of conformance of the outputs of a process or the process itself to requirements Source: 7th Ed. of the APM Body of Knowledge

Quality assurance	A set of practices designed to monitor processes and provide confidence that result in deliverables meeting quality expectations. It may involve quality audits and the stipulated use of best practices

Quality control	Consists of inspection, measurement and testing to verify that the project outputs are fit for purpose to the sponsor Source: 7th Ed. of the APM Body of Knowledge

Quality management	A discipline for ensuring the Deliverables, benefits and the processes by which they are delivered, meet stakeholder requirements and are fit for purpose

Quality planning	Takes the defined scope and specifies the acceptance criteria used to validate that the outputs are fit for purpose to the sponsor Source: 7th Ed. of the APM Body of Knowledge

R

RACI	RACI stands for responsible, accountable, consulted and informed. A RACI chart is a matrix of all the activities or decision-making authorities undertaken in an organisation set against all the people or roles Template can be found [here](#)

RAG	**Red, Amber, Green Rating**: Way of measuring progress e.g., for risks or milestones

RAID	RAID analysis is a project planning technique for identifying key project Risks, Assumptions, Issues and Dependencies Template and Guidance can be found [here](#)

RBCH	**Royal Bournemouth & Christchurch Hospital**: One of the three acute hospitals in Dorset

RCN	**Royal College of Nursing**: Largest nursing union and professional body. Represents nurses, student nurses, midwives and healthcare assistants in the UK and internationally. Carry out work on nursing standards, education and practice, and a trade union

RNDA	**Registered Nurse Degree Apprentices**: The Open University's Registered Nurse Degree Apprenticeship supports employers to develop their healthcare support workers (HCSWs) towards registration with the Nursing and Midwifery Council, as either adult or mental health nurses

Re-usable resource	A resource that when no longer needed becomes available for other uses. Accommodation, machines, test equipment and people are re-usable

Reduce	A response to a threat that reduces its probability, impact or both

Register	A formal repository, managed by the programme manager, that requires agreement by the sponsoring group on its format, composition, and use. MSP has three registers; issue register, risk register and decision register Source: 5th Ed. of MSP

Reject	A response to an opportunity where no action is taken

Reports	1) The presentation of information in an appropriate format (e.g., management report) 2) A written record or summary, a detailed account or statement, or a verbal account 3) 3) A term used to refer to a role that is subordinate to another role in an organisation structure Source: 7th Ed. of the APM Body of Knowledge

Requirements	The stakeholders' wants and needs clearly defined with acceptance criteria Source: 7th Ed. of the APM Body of Knowledge

Requirements management	The process of capturing, assessing and justifying stakeholders' wants and needs Source: 7th Ed. of the APM Body of Knowledge

Residual risk	Any risks that have not or cannot be addressed by risk mitigation or risk avoidance procedures

Resource allocation	The process by which labour and non-labour resources are attributed to activities Source: 7th Ed. of the APM Body of Knowledge
Resource levelling	An approach used during resource optimisation that delays activities such that resource usage is kept below specified limits. Also known as resource limited scheduling Source: 7th Ed. of the APM Body of Knowledge
Resource management	The acquisition and deployment of the internal and external resources required to deliver the project, programme or portfolio Source: 7th Ed. of the APM Body of Knowledge
Resource optimisation	A collective term used to describe the methods for ensuring that labour and non-labour resources are matched to the schedule. See also resource levelling and resource smoothing Source: 7th Ed. of the APM Body of Knowledge
Resource smoothing	An approach used as part of resources optimisation that involves utilising float or increasing or decreasing the resources required for specific activities, such that any peaks and troughs of resource usage are smoothed out avoiding extension of the duration where possible. Also known as time limited resource scheduling Source: 7th Ed. of the APM Body of Knowledge
Resources	All the labour and non-labour items required to undertake the scope of work to the required quality Source: 7th Ed. of the APM Body of Knowledge
Responsibility assignment matrix	A diagram or chart showing assigned responsibilities for elements of work. It is created by combining the work breakdown structure with the organisational breakdown structure Source: 7th Ed. of the APM Body of Knowledge
Retrospective	A regular event that looks at how the process of doing work can be improved Source: 5th Ed. of MSP
Return on investment (ROI)	An expression of the value of an investment in change based on the gain in benefit relative to the cost Source: 7th Ed. of the APM Body of Knowledge
Risk	The potential of situation or event to impact on the achievement of specific objectives Source: 7th Ed. of the APM Body of Knowledge
Risk analysis	An assessment and synthesis of estimating uncertainty and/or specific risk events to gain an understanding of their individual significance and/or their combined impact on objectives Source: 7th Ed. of the APM Body of Knowledge
Risk analysis and management	A process that allows individual risk events and overall risk to be understood and managed proactively optimising success by minimising threats and maximising opportunities Source: 7th Ed. of the APM Body of Knowledge
Risk appetite	How much risk investors are willing to tolerate in achieving their objectives. Expressed as risk thresholds or tolerances Source: 7th Ed. of the APM Body of Knowledge
Risk assessment	The term used for the identification, analysis, and evaluation of risks Source: 5th Ed. of MSP
Risk attitude	The perception driven choice of a person or group about an individual risk, or overall riskiness of a project, programme or portfolio

	Source: 7th Ed. of the APM Body of Knowledge

Risk budget	A sum of money that is part of overall cost contingency to cover the cost impact of identified risks. See also management reserve and contingency Source: 7th Ed. of the APM Body of Knowledge

Risk connectivity	An analysis of the relationships between risks, providing insight into how they might unfold Source: 5th Ed. of MSP

Risk context	Describes the institutional and individual environment, attitudes and behaviours that affect the way risk arises and the way it should be managed

Risk efficiency	The principle of risk-taking to achieve the minimum level of exposure to risk for a given level of expected return

Risk event	An uncertain event or set of circumstances that would, if it occurred, have an effect on the achievement of one or more objectives Source: 7th Ed. of the APM Body of Knowledge

Risk identification	The determination of what could pose a risk; a process to describe and list sources of risk (threats and opportunities) Source: 5th Ed. of MSP

Risk management	A process that allows individual risk events and overall risk to be understood and managed proactively, optimising success by minimising threats and maximising opportunities

Risk mitigation	Risk mitigation involves decreasing the probability of a negative risk occurring, as well as protecting project objectives from a negative risk's impact

Risk owner	The individual or group best placed to assess and manage a risk Source: 7th Ed. of the APM Body of Knowledge

Risk prioritisation	The process of determining which risks matter the most by considering the likelihood of occurrences, the size of impact on objectives should the risk occur, and (sometimes) other factors such as risk proximity Source: 5th Ed. of MSP

Risk register	A document listing identified risk events and their corresponding planned responses. Used interchangeably with risk log or risk repository Source: 7th Ed. of the APM Body of Knowledge Template and Guidance can be found here

Risk response	An action or set of actions to reduce the probability or impact of a threat, or to increase the probability or impact of an opportunity Source: 7th Ed. of the APM Body of Knowledge

Risk universe	A visualisation of all the types of risk that could affect an entity Source: 5th Ed. of MSP

Rolling wave planning	The process whereby short-term work is planned in detail and longer-term work is planned in outline only Source: 7th Ed. of the APM Body of Knowledge

S

SDEC	Same Day Emergency Care

SBARN	**Situation, Background, Assessment, Recommendations, Next steps**: Mechanism used to frame conversations, especially critical ones that require immediate action/attention. Clarifies any information that should be communicated and how

SCAS	**South Coast Ambulance Service**: Is the ambulance service for the counties of Buckinghamshire, Oxfordshire, Berkshire and Hampshire. It is a foundation trust of the National Health Service, and one of 10 NHS ambulance trusts in England

SEND	**Special Educational Needs and Disability**: A child or young person has special educational needs and disabilities if they have a learning difficulty and/or a disability that means they need special health and education support

SIRO	**Senior Information Risk Officer**: An Executive Director or member of the Senior Management Board of an organisation with overall responsibility for an organisation's information risk policy

SLT	**System Leadership Team**: Chief executives and chief officers from all the provider organisations throughout Dorset care system

SOC	**Strategic Outline Case**: A document that presents a case for change, outlines the options and highlights the preferred way forward. It should outline the strategic context for any decisions

SPA	**Single Point of Access**: Aims to provide patients with the Right Care, at the Right Time, in the Right Place. Single referral pathways will provide ease of access for referrals by professionals to community teams

SPB	**System Partnership Board**: A board to assure delivery of the vision for transforming health and care across Dorset

SPoA	**Single Point of Access**: Also known as the 24/7 Helpline, is a telephone-based service which manages all adult mental health referrals as well as providing telephone support to patients and carers

SQEEIA	**System, Quality, Equity and Equality Impact Assessment**: A document to provide appropriate assurance that the impact of proposed changes on quality are at worst "neutral" at aiming for an improvement on quality Template and Guidance can be found here

SRG	**Systems Resilience Group**: Changed to Local A&E Delivery Board in September 2016

SRO	**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

STP	**Sustainability Transformation Plan**: Plans every health and care system nationally had to produce to look at strengthening local relationships and enabling a shared view/understanding of where they are now and where they want to be. Dorset's STP looks at helping people stay healthy for longer and be more confident in managing their own health
SWASFT	**South Western Ambulance Service NHS Foundation Trust**: The providers of a wide range of emergency and urgent care services across a fifth of England. Includes emergency ambulance 999 services (A&E), Urgent Care Services, GP out-of-hours, NHS 111
SWOT analysis	SWOT is a strategic planning tool used to evaluate the strengths, weaknesses, opportunities and threats to a project
Scenario planning	A method used to anticipate potential future scenarios that is useful in preparing to deal with emergent change Source: 7th Ed. of the APM Body of Knowledge
Schedule	A timetable showing the forecast start and finish dates for activities or events within a project, programme or portfolio Source: 7th Ed. of the APM Body of Knowledge
Schedule management	The process of developing, maintaining and communicating schedules for time and resource
Scope	The totality of the outputs, outcomes and benefits and the work required to produce them Source: 7th Ed. of the APM Body of Knowledge
Scope management	The process whereby outputs, outcomes and benefits are identified, defined and controlled Source: 7th Ed. of the APM Body of Knowledge
Sensitivity analysis	A technique for understanding how different sources of uncertainty relate to the overall risk to objective Source: 5th Ed. of MSP
Share	A risk management response to an opportunity that increases its probability, impact or both by sharing the risk with a third party Source: 7th Ed. of the APM Body of Knowledge
Socio-political complexity	Difficulties facing the programme as a result of the number and divergence of the following factors: the people involved; the level of politics or power-play to which the programme is subjected; the lack of stakeholder/sponsorship commitment; the degree of resistance to the work being undertaken; a lack of shared understanding of the programme's goals; a failure to align with strategic goals; and the hidden agendas or conflicting priorities of stakeholders Source: 5th Ed. of MSP
Social system	The network of relationships between people (actors) involved in the project, programme or portfolio and how the influences between actors work as a whole Source: 7th Ed. of the APM Body of Knowledge
Solutions development	The process of determining the best way of satisfying requirements

Sponsor	A critical role as part of the governance board of any project, programme or portfolio. The sponsor is accountable for ensuring that the work is governed effectively and delivers the objectives that meet identified needs Source: 7th Ed. of the APM Body of Knowledge

Sponsoring group	The governance board, which includes the senior leaders who are accountable to the executives of the respective investing organisations. The sponsoring group is responsible for ensuring the alignment of the programme's objectives with the strategic direction of the organisations or organisational units involved Source: 5th Ed. of MSP

Sprint	A regular repeatable work cycle in Agile development. Also known as an 'iteration'

Stakeholder	Individuals or groups who have an interest or role in the project, programme or portfolio, or are impacted by it Source: 7th Ed. of the APM Body of Knowledge

Stakeholder analysis	The process of identifying stakeholders and prioritising the level and type of engagement of each; depending on features such as their power, interest, influence, and alliances Source: 5th Ed. of MSP

Stakeholder engagement	The systematic identification, analysis, planning and implementation of actions designed to influence stakeholders Source: 7th Ed. of the APM Body of Knowledge

Stakeholder management	The systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders Template and Guidance can be found here

Stakeholder mapping	A set of techniques that enables visualisation of stakeholders and their relative position in the network of individuals and groups that can affect, or be affected by the programme Source: 5th Ed. of MSP

Start-to-finish	A dependency in an activity-on-node network. It indicates that one activity cannot finish until another activity has started

Start-to-start	A dependency in an activity-on-node network. It indicates that one activity cannot start until another activity has started

Statement of work	An annex to the main body of a contract that defines the detail of deliverables, timescales and management procedures relevant to the contract Source: 7th Ed. of the APM Body of Knowledge

Story point	A method of estimating the completion/forecasting work yet to complete on a user story when using an iterative life cycle Source: 7th Ed. of the APM Body of Knowledge

Strategic intent	The term used to describe the aspirational plans, overarching purpose or intended direction of travel needed to reach an organisational vision Source: 7th Ed. of the APM Body of Knowledge

Strategic sourcing	An analysis of the buying strength and weaknesses of an organisation that enables procurement strategies to maximise buying advantages and not respond to risks of supply disruption Source: 7th Ed. of the APM Body of Knowledge

Success criteria	The satisfaction of stakeholder needs for the deployment of a person. Note this is a different performance measure to benefits which are focused on the strategic intent and delivering beneficial change Source: 7th Ed. of the APM Body of Knowledge

Success factors and maturity	Management practices that, when implemented, will increase the likelihood of success of a project, programme or portfolio. The degree to which these practices are established and embedded within an organisation indicates its level of maturity

Sub stream leads	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

Sunk costs	Costs that are unavoidable, even if the remaining work is terminated

Sustainability	An approach to business that balances the environmental, social, economic and administrative aspects of project-based working to meet the current needs of stakeholders without compromising or overburdening future generations Source: 7th Ed. of the APM Body of Knowledge

T

TOR	**Terms of Reference**: Sets out what the scope of a group is - what they will do, how often they will meet, who is in the group and their roles

Talent management	The ability to attract, motivate and retain high quality people to deliver the strategic goals and objectives of the organisation Source: 7th Ed. of the APM Body of Knowledge

Target operating model	A detailed description of the future state of the investing organisation(s) after the programme has finished, including roles and responsibilities, culture, processes, technology, infrastructure, information and data, and knowledge and learning Source: 5th Ed. of MSP

Team	A group of people working in collaboration or by cooperation towards a common goal Source: 7th Ed. of the APM Body of Knowledge

Temporary organisation (team)	A generic term used to describe a specific project, programme or portfolio team brought together specifically to implement project-based work. Used to contrast the organisational structure for project-based work from the permanent organisation Source: 7th Ed. of the APM Body of Knowledge

Terms of reference	The scope and limitations of the governance bords and supporting offices within the programme organisation Source: 5th Ed. of MSP

Theme	An essential aspect of governance required to ensure that the programme is aligned with the principles. Themes are collectively applied during the processes throughout the programme lifecycle Source: 5th Ed. of MSP

Threat	A negative risk event: a risk event that if it occurs will have a downside/detrimental effect on one or more objectives Source: 7th Ed. of the APM Body of Knowledge

Three lines of defence	The provision of three levels of assurance in line with the levels of delegated authority within the programme's organisation Source: 5th Ed. of MSP

Three-point estimate	An estimate in which optimistic best case, pessimistic worst case and most likely values are given Source: 7th Ed. of the APM Body of Knowledge

Timebox	A generic term used in iterative life cycle approaches to refer to an iteration with a fixed end date that is not allowed to change, thereby adjusting the scope and quality to deliver on time and to cost Source: 7th Ed. of the APM Body of Knowledge

Time-driven	Control actions or reports that are triggered by the passage of a defined interval (e.g., monthly) are referred to as 'time-driven'

Time scheduling	A collection of techniques used to develop and present schedules that show when work will be performed Source: 7th Ed. of the APM Body of Knowledge

Tolerance	A level of delegated permission to vary performance from specified parameters Source: 7th Ed. of the APM Body of Knowledge

Total float	Total Float is the amount of time that an activity can be delayed from its early start date without delaying the project finish date

Tranche	A sub-division of the deployment phase of a programme designed to enable an incremental approach to development of outputs, outcomes and benefits Source: 7th Ed. of the APM Body of Knowledge

Transfer	A response to a threat that reduces its probability, impact or both by transferring the risk to a third party

Transition	The fourth phase in a linear cycle where results are handed over, commissioned and accepted by the sponsor, culminating in formal closure Source: 7th Ed. of the APM Body of Knowledge

Triple constraint	A way of describing the fundamental trade-off between time, cost and quality in delivering the scope of a project. Often also called the iron triangle Source: 7th Ed. of the APM Body of Knowledge

U

UCC	**Urgent Care Centre**: Part of the NHS where you can walk-in and instantly access a doctor should you become unwell or experience sudden symptoms that cause concern. Conditions that are not life threatening but are too urgent to wait

UEC	**Urgent and Emergency Care**: The group responsible for monitoring SWASFT and DCHFT. They support work within urgent and emergency care across Dorset through the implementation of the Urgent Care Strategy and working with the Urgent and Emergency Care Clinical Working Group

UTC	**Urgent Treatment Centre**: Community and primary care facilities providing access to urgent care. Encompass current walk-in centres, MIUs, GP-led health centres

Users	The group of people who are intended to work with deliverables to enable beneficial change to be realised Source: 7th Ed. of the APM Body of Knowledge

User story	An informal, simple language description of one or more features of a system or tool. User stories are often written from the perspective of an end user or user of a system Source: 7th Ed. of the APM Body of Knowledge

V

Value	A standard, principle or quality considered worthwhile or desirable. In value management terms value is defined as the ratio of 'satisfaction of requirements' over 'use of resources' Source: 7th Ed. of the APM Body of Knowledge

Value for money ratio	The ratio of monetary and non-monetary benefits to the investment made of resources committed

Value management	A structured approach to defining what value means to the organisation. It is a framework that allows needs, problems or opportunities to be defined and then enables review of whether these can be improved to determine the optimal approach and solution Source: 7th Ed. of the APM Body of Knowledge

Variable or recurring cost	A resource and associated cost that is influenced by volume of business or quantity, for example a recurring operational cost Source: 7th Ed. of the APM Body of Knowledge

Version control	The control of a specific product baseline (e.g., a document or version of computer code) that enables users to know they are using the most up to date information Source: 5th Ed. of MSP

Virtual team	A team where the people are separated by geography and potentially time-zone Source: 7th Ed. of the APM Body of Knowledge

Vision	The desired future state of the investing organisation(s) after the programme is completed Source: 5th Ed. of MSP

V life cycle	A graphical representation of a life cycle where horizontal lines connect related front and back-end phases, useful specifically in verifying how requirements will be checked during deployment Source: 7th Ed. of the APM Body of Knowledge

VCSE	**Voluntary, community and social enterprise:** The voluntary, community and social enterprise (VCSE) sector is an important partner for statutory health and social care agencies and plays a key role in improving health, well-being and care outcomes

VUCA conditions	**Volatility, uncertainty, complexity and ambiguity**: A phrase used to describe an organisational context where there is inherent uncertainty that makes it difficult to predict and plan with great accuracy Source: 7th Ed. of the APM Body of Knowledge

W

WBS	A work breakdown structure (WBS) is a key project deliverable that organizes the team's work into manageable sections

Waterfall method	A type of life cycle where the project is completed sequentially in distinct stages and moved step by step towards project completion

Weighted average cost of capital (WACC)	Is the minimum average return that an organisation must earn on an existing asset base to satisfy its capital providers (creditors, owners, etc). See also cost of capital Source: 7th Ed. of the APM Body of Knowledge

Whole-life costs	The fixed and variable capital and operational costs required to develop, use and terminate a product or asset Source: 7th Ed. of the APM Body of Knowledge

Work package	A group of related activities that are defined at the same level within a work breakdown structure. Often a grouping of work to produce a single deliverable or component on a project

Workplace stress	The adverse reaction that people have to excessive pressure or other types of demand placed upon them Source: 7th Ed. of the APM Body of Knowledge