

In meeting its Mission, the DLO must apply the common set of values that it shares with the whole of the MOD acquisition community including Ministers, Defence Management Board Members, customers at all levels, the scrutiny community, project teams in the various delivery organisations and our private sector partners. We must therefore:

Recognise that **people are the key to our success**; equip them with the right skills, experience and professional qualifications.

Recognise that **best can be the enemy of the very good**; distinguish between must have, desirable, and nice to have if affordable.

Identify **trade offs between performance, time and cost**; cases for additional resources must offer realistic alternative solutions.

Never assume additional resources will be available; cost growth on one project can only mean less for others and for the front line.

Think **incrementally**; seek out agile solutions with open architecture which permit 'plug and play'; allow space for **innovation** and the application of best practice.

Understand that **time matters**; slippage costs - through running on legacy equipment, extended project timescales and damage to our reputation.



Quantify risk and reduce it by placing it where it can be managed most effectively; stopping a project before Main Gate can be a sign of maturity.

Recognise the contribution made by industry; seek to share objectives, risks and rewards while recognising that different drivers apply.

Value **openness and transparency**; share future plans and priorities wherever possible to encourage focused investment and avoid wasted effort.

Embed a **through life culture** in all planning and decision making.

Value **objectivity** based on clear evidence rather than advocacy; ensure that we capture past experience and allow it to shape our future behaviour.

Realise that **success and failure matter**; we will hold people to account for their performance.