

# THE DEFENCE DELIVERY AGENCY RULES, IN A REGISTER YOU CAN WORK

Every duty in the Public Governance, Performance and Accountability Amendment (Defence Delivery Agency) Rules 2026, stated in our own words, with the party it binds, the evidence a reviewer asks for, the common gaps and the preparation steps. The plan runs from the entity design to the first quarter after commencement.

SPECIMEN: SIX ROWS, NOT THE FULL KIT, NOT YOUR DATA

|             |                                                                                                                                             |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| INSTRUMENT  | Public Governance, Performance and Accountability Amendment (Defence Delivery Agency) Rules 2026 (F2026L01074)                              |
| MADE        | 13 August 2026                                                                                                                              |
| REGISTERED  | 18 August 2026                                                                                                                              |
| COMMENCES   | 1 July 2027, stated in section 2                                                                                                            |
| AMENDS      | Public Governance, Performance and Accountability Rule 2014 (F2014L00911), Schedule 1, clause 8 after clause 7                              |
| REPEAL      | 2 July 2027 under Legislation Act 2003 section 48A, with clause 8 continuing in the Rule                                                    |
| RECORD DATE | 2026-10-20                                                                                                                                  |
| CONTENTS    | 11 rule rows, 42 evidence items, 44 gaps, 9 plan milestones                                                                                 |
| LICENCE     | One organisation, internal use and its consultants. Not for resale. The instrument and explanatory statement are Commonwealth public texts. |

**What this is.** A working register, not the instrument and not legal advice. The requirements are our own words, read from the authorised version and cited to the clause. Where the text is silent, the row says so. **Not legal advice; does not certify.**

## HOW TO USE IT

The register is the row set. Put an owner, a due date and a status on every row. Use the evidence sheet to collect the records, the gap sheet to decide what to fix first, and the plan to sequence the work. The watch tells you when the record moves.

OBLIGATION REGISTER (SPECIMEN: SIX ROWS)

| REF            | CLAUSE     | PARTY                                                     | REQUIREMENT IN OUR WORDS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | EVIDENCE A REVIEWER ASKS FOR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | OWNER |
|----------------|------------|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| DDA-cl 8(1)(a) | cl 8(1)(a) | The Defence Delivery Agency                               | Clause 8(1)(a) designates the Defence Delivery Agency as a listed entity under the finance law. The explanatory statement explains that this makes the DDA a non-corporate Commonwealth entity in its own right, inside the Defence portfolio, from 1 July 2027. Once the finance law applies in that capacity, the planning, performance, reporting, risk, control and annual report provisions for a non-corporate entity reach the DDA.                                                                                                                                                                                                                                                                                                                                                                                                                                 | The register entry that records the DDA as a listed entity and a non-corporate Commonwealth entity from 1 July 2027, with the instrument and clause cited.; A map of the finance law provisions that apply to the DDA as a non-corporate Commonwealth entity, with the owner for each.; The written charter and membership record for the audit committee, including the four functions in Rule section 17(2) and the membership test in section 17(3) to (5).; The first corporate plan, the performance measure register and the annual report plan for the first reporting period.                                                                                                                                                                                                                                                                                                                                            |       |
| DDA-cl 8(1)(b) | cl 8(1)(b) | The National Armaments Director                           | Clause 8(1)(b) gives the accountable authority role to the National Armaments Director. Under the PGPA Act, a listed entity has as its accountable authority the person or group the rules prescribe. The explanatory statement says the Director is responsible for governing the DDA and that the general duties in Act sections 15 to 19 apply to the office. Those duties cover the proper management and use of public resources, delivery of the entity purposes, financial sustainability, risk oversight and internal control, cooperation, the risks and effects of requirements placed on others, and keeping the Finance Minister plus the responsible Minister up to date.                                                                                                                                                                                     | The instrument or record that appoints the National Armaments Director and the register entry that names the office as accountable authority from 1 July 2027.; The signed instructions issued under section 20A of the Act, with a version history and a record of how they were communicated to officials.; The written delegation instrument and a register that records what is delegated, to whom, with what limits, and what cannot be delegated under section 110(2).; The section 19 protocol, the decision and issue log, and a sample of notifications showing the trigger and the time taken.; The risk oversight and management framework, the internal control framework and the control testing schedule that support the section 16 duty.; The indemnity or insurance position for the accountable authority and the external audit committee members, including any Finance Minister grant under Act section 60. |       |
| DDA-cl 8(1)(c) | cl 8(1)(c) | The officials of the Defence Delivery Agency              | Clause 8(1)(c) names four groups as officials: the National Armaments Director; APS employees who assist the Director; ADF members assigned to the Director; and people from other Commonwealth entities or Commonwealth companies assigned to the Director. The explanatory statement says Act sections 25 to 29 apply to these officials and that the Director may delegate powers to them under section 110.                                                                                                                                                                                                                                                                                                                                                                                                                                                            | A register with one row per official, the class in clause 8(1)(c), the engagement or making-available basis, the start and end dates and the evidence for the arrangement.; Secondment agreements, ADF service arrangements and letters for officials of other entities, each identifying the DDA as the entity to which the person is made available.; Records showing each official was briefed on Act sections 25 to 29, the interests disclosure process and the accountable authority instructions.; The register of material personal interests and the disclosure forms, with the process for the National Armaments Director and for other officials kept distinct.; The principal officer's written procedures, the authorised officer list and the training record for the disclosure scheme.                                                                                                                          |       |
| DDA-cl 8(1)(d) | cl 8(1)(d) | The Defence Delivery Agency and its accountable authority | Clause 8(1)(d) says the entity purposes include six matters. In our words: to acquire, sustain and dispose of materiel for air, land, maritime (not nuclear-powered submarines) and space capabilities, consistent with the National Defence Strategy; to advise the Department of Defence and the Defence Minister independently through the capability lifecycle, including when a project enters the Integrated Investment Program, on delivery options, cost, feasibility and effects on the defence industry; to build a professional and integrated delivery workforce; to act as steward of Australia defence industry and as the main Defence contact for government and international engagement that supports industry opportunities; to supply policy and specialist services, including cost estimation, for defence capability; and to take on other relevant | A table with one row for each of the six listed purposes, the activity that delivers it, the responsible executive and the source citation, marked as non-exhaustive.; The first corporate plan covering at least four reporting periods, with the statement required by Act section 35, the purposes, the key activities, the operating context and the performance measures.; The measure register, with a baseline, target, data source, method and owner for each measure, meeting Rule section 16EA.; The section 37 records that properly record and explain performance and enable the annual performance statements, with a data dictionary and a Ministerial access protocol.                                                                                                                                                                                                                                           |       |

| REF                 | CLAUSE       | PARTY                                                    | REQUIREMENT IN OUR WORDS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | EVIDENCE A REVIEWER ASKS FOR                                                                                                                                                                                                                                                                                                                                                                                                                                       | OWNER |
|---------------------|--------------|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
|                     |              |                                                          | work the Defence Minister asks for. The word "include" matters: the list is not a closed set.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |       |
| DDA-s 48A           | s 48A        | The Commonwealth (the instrument itself)                 | The explanatory statement says the amending instrument falls under Legislation Act 2003 section 48A. That provision automatically repeals an instrument that does nothing but amend or repeal another instrument. The start date is 1 July 2027, so the repeal takes effect at the beginning of 2 July 2027. The same statement says sunseting does not apply to the PGPA Rule, under paragraph 54(2)(b) of that Act, through item 53A of the table in section 12 of the Exemptions Regulations. The Federal Register status history shows the future repeal of F2026L01074 on that date.                                                                                                                                              | A note that explains the section 48A repeal, the continued effect of the inserted clause and the sunseting exemption, with the sources cited.; A record of the PGPA Rule compilation that contains clause 8, with the compilation number and date, checked after 2 July 2027.; A log of the monthly checks of the register, the compilation and any later amending instrument, with the date of each check.                                                        |       |
| DDAREL-Act ss 41-46 | Act ss 41-46 | The accountable authority of the Defence Delivery Agency | These duties attach because the DDA is a Commonwealth entity; clause 8 does not state them. The accountable authority must keep accounts and records that explain the entity transactions and financial position and allow an audit (Act section 41). It must prepare annual financial statements after each reporting period and give them to the Auditor-General (section 42), including the statement required by section 42(3). The Auditor-General examines the statements and reports (section 43). The annual report goes to the responsible Minister by 15 October 2028 for the period ending 30 June 2028 (section 46(2)(a)). The audit committee reviews the appropriateness of financial reporting (Rule section 17(2)(a)). | The annual financial statements, the section 42(3) statement and the working papers that support the balances and disclosures.; The Auditor-General's audit report, the management letters and the record of how findings were closed.; The annual report, the tabling record and the digital reporting tool publication record.; The budget estimates and the portfolio budget statement extract for the first reporting period, with the Finance correspondence. |       |

Source for every row: F2026L01074, sections 1 to 4 and Schedule 1, with the explanatory statement, the PGPA Act 2013 and the PGPA Rule 2014 Compilation No. 64. Retrieved 2026-10-20. Not legal advice; does not certify.

COMMON GAPS (SPECIMEN)

| CLAUSE       | COMMON GAP                                                                                                                | ACTION | OWNER |
|--------------|---------------------------------------------------------------------------------------------------------------------------|--------|-------|
| cl 8(1)(a)   | The DDA is treated as a division of Defence in the plan and the annual report.                                            |        |       |
| cl 8(1)(a)   | The entity register says "listed entity" but does not record that it is a non-corporate Commonwealth entity.              |        |       |
| cl 8(1)(a)   | The audit committee is inherited from Defence without a new charter or new external members.                              |        |       |
| cl 8(1)(a)   | No one maps the finance law provisions to owners, so the first annual report is assembled by guesswork.                   |        |       |
| cl 8(1)(b)   | The Agency Head and the accountable authority are assumed to be the same person without checking the establishment order. |        |       |
| cl 8(1)(b)   | The delegation instrument tries to delegate a general duty or the power to issue instructions.                            |        |       |
| cl 8(1)(b)   | The section 19 protocol has no time standard, so a significant issue is reported late.                                    |        |       |
| cl 8(1)(b)   | The risk framework is inherited from a legacy group and does not cover the new entity as a whole.                         |        |       |
| cl 8(1)(c)   | Only APS employees are on the register; ADF members and officials of other entities are left off.                         |        |       |
| cl 8(1)(c)   | The secondment letter does not identify the Director as the person the secondee works for.                                |        |       |
| cl 8(1)(c)   | The interests process is copied from Defence without separating the accountable authority from other officials.           |        |       |
| cl 8(1)(c)   | The public interest disclosure principal officer is not identified before day one.                                        |        |       |
| cl 8(1)(d)   | The plan measures project delivery only and leaves the advice, workforce, industry and policy purposes unmeasured.        |        |       |
| cl 8(1)(d)   | The purpose map treats the six matters as a closed list and ignores the other-tasks purpose.                              |        |       |
| cl 8(1)(d)   | The performance measures have no baseline, so the first statement cannot show progress.                                   |        |       |
| cl 8(1)(d)   | The section 37 records start after the first year, when the evidence can no longer be reconstructed.                      |        |       |
| s 48A        | The team assumes the DDA stops being a listed entity when F2026L01074 is repealed.                                        |        |       |
| s 48A        | The citation in the annual report points to the amending instrument rather than the compiled Rule.                        |        |       |
| s 48A        | The watch checks only the amending instrument and not the PGPA Rule compilation.                                          |        |       |
| s 48A        | No one records the compilation that first contains clause 8.                                                              |        |       |
| Act ss 41-46 | The DDA assumes Defence will continue to report its financial statements after commencement.                              |        |       |
| Act ss 41-46 | The section 42(3) statement is left to the CFO without a documented basis.                                                |        |       |
| Act ss 41-46 | The annual report date is planned from the tabling date rather than the statutory date.                                   |        |       |
| Act ss 41-46 | The audit committee reviews the statements after they are signed, not before.                                             |        |       |

EVIDENCE LIST (SPECIMEN)

| CLAUSE       | CATEGORY                           | RECORD A REVIEWER ASKS FOR                                                                                                                                                                              | RETENTION                                      |
|--------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| cl 8(1)(a)   | Entity register                    | The register entry that records the DDA as a listed entity and a non-corporate Commonwealth entity from 1 July 2027, with the instrument and clause cited.                                              | Permanent entity record.                       |
| cl 8(1)(a)   | Applicability map                  | A map of the finance law provisions that apply to the DDA as a non-corporate Commonwealth entity, with the owner for each.                                                                              | Current, reviewed each reporting period.       |
| cl 8(1)(a)   | Audit committee                    | The written charter and membership record for the audit committee, including the four functions in Rule section 17(2) and the membership test in section 17(3) to (5).                                  | Current, plus meeting records for seven years. |
| cl 8(1)(a)   | First plan and report plan         | The first corporate plan, the performance measure register and the annual report plan for the first reporting period.                                                                                   | Permanent entity record.                       |
| cl 8(1)(b)   | Appointment record                 | The instrument or record that appoints the National Armaments Director and the register entry that names the office as accountable authority from 1 July 2027.                                          | Permanent entity record.                       |
| cl 8(1)(b)   | Accountable authority instructions | The signed instructions issued under section 20A of the Act, with a version history and a record of how they were communicated to officials.                                                            | Current, plus each superseded version.         |
| cl 8(1)(b)   | Delegations                        | The written delegation instrument and a register that records what is delegated, to whom, with what limits, and what cannot be delegated under section 110(2).                                          | Current, plus each superseded instrument.      |
| cl 8(1)(b)   | Ministerial reporting              | The section 19 protocol, the decision and issue log, and a sample of notifications showing the trigger and the time taken.                                                                              | Seven years.                                   |
| cl 8(1)(b)   | Risk and control                   | The risk oversight and management framework, the internal control framework and the control testing schedule that support the section 16 duty.                                                          | Current, plus the last three years of testing. |
| cl 8(1)(b)   | Indemnity and insurance            | The indemnity or insurance position for the accountable authority and the external audit committee members, including any Finance Minister grant under Act section 60.                                  | Current, plus the instrument or advice.        |
| cl 8(1)(c)   | Officials register                 | A register with one row per official, the class in clause 8(1)(c), the engagement or making-available basis, the start and end dates and the evidence for the arrangement.                              | Seven years after the arrangement ends.        |
| cl 8(1)(c)   | Making-available records           | Secondment agreements, ADF service arrangements and letters for officials of other entities, each identifying the DDA as the entity to which the person is made available.                              | Seven years after the arrangement ends.        |
| cl 8(1)(c)   | Duties briefing                    | Records showing each official was briefed on Act sections 25 to 29, the interests disclosure process and the accountable authority instructions.                                                        | Seven years.                                   |
| cl 8(1)(c)   | Interests register                 | The register of material personal interests and the disclosure forms, with the process for the National Armaments Director and for other officials kept distinct.                                       | Seven years after the interest ends.           |
| cl 8(1)(c)   | Public interest disclosure         | The principal officer's written procedures, the authorised officer list and the training record for the disclosure scheme.                                                                              | Current, plus seven years of records.          |
| cl 8(1)(d)   | Purpose map                        | A table with one row for each of the six listed purposes, the activity that delivers it, the responsible executive and the source citation, marked as non-exhaustive.                                   | Current, reviewed each planning cycle.         |
| cl 8(1)(d)   | Corporate plan                     | The first corporate plan covering at least four reporting periods, with the statement required by Act section 35, the purposes, the key activities, the operating context and the performance measures. | Permanent entity record.                       |
| cl 8(1)(d)   | Performance measures               | The measure register, with a baseline, target, data source, method and owner for each measure, meeting Rule section 16EA.                                                                               | Current, plus each reporting period.           |
| cl 8(1)(d)   | Performance records                | The section 37 records that properly record and explain performance and enable the annual performance statements, with a data dictionary and a Ministerial access protocol.                             | Seven years.                                   |
| s 48A        | Legal note                         | A note that explains the section 48A repeal, the continued effect of the inserted clause and the sunseting exemption, with the sources cited.                                                           | Permanent entity record.                       |
| s 48A        | Compilation check                  | A record of the PGPA Rule compilation that contains clause 8, with the compilation number and date, checked after 2 July 2027.                                                                          | Current, plus the prior compilation.           |
| s 48A        | Watch log                          | A log of the monthly checks of the register, the compilation and any later amending instrument, with the date of each check.                                                                            | Seven years.                                   |
| Act ss 41-46 | Statements                         | The annual financial statements, the section 42(3) statement and the working papers that support the balances and disclosures.                                                                          | Seven years.                                   |
| Act ss 41-46 | Audit record                       | The Auditor-General's audit report, the management letters and the record of how findings were closed.                                                                                                  | Seven years.                                   |
| Act ss 41-46 | Annual report                      | The annual report, the tabling record and the digital reporting tool publication record.                                                                                                                | Permanent entity record.                       |
| Act ss 41-46 | Estimates                          | The budget estimates and the portfolio budget statement extract for the first reporting period, with the Finance correspondence.                                                                        | Seven years.                                   |

DATED PLAN

| DATE       | MILESTONE                                   | WHAT IT MEANS                                                                                                           | RECORD TO KEEP                                            | DONE |
|------------|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|------|
| 2026-11-30 | Confirm the entity design                   | Record the DDA as a listed entity, confirm the accountable authority, and map the role of the Agency Head.              | Entity register, role map, appointment records.           |      |
| 2027-01-31 | Map the finance law                         | Map the Act and Rule duties that apply to a non-corporate Commonwealth entity and give each an owner.                   | Applicability map with owners.                            |      |
| 2027-03-31 | Draft the governing instruments             | Draft the accountable authority instructions, the delegations instrument and the audit committee charter.               | Signed instructions, delegations register, charter.       |      |
| 2027-04-30 | Build the officials and interests registers | Register the four classes of official, collect the making-available evidence and set the disclosure process.            | Officials register, interests register, briefing records. |      |
| 2027-05-31 | Draft the first corporate plan and measures | Map the six purposes to activities, measures, baselines and data sources, and prepare the four-period plan.             | Purpose map, draft plan, measure register.                |      |
| 2027-06-15 | Assemble the first-day evidence pack        | Index every document the entity needs on day one and test that each has an owner and a location.                        | Evidence pack index and test record.                      |      |
| 2027-06-30 | Readiness check                             | Walk the day-one checklist with the accountable authority and record the decisions and open items.                      | Readiness report and decision log.                        |      |
| 2027-07-01 | Commencement day                            | Record the first day evidence: the registers, the signed instruments, the plan status and the delegations in force.     | First-day evidence pack.                                  |      |
| 2027-09-30 | First quarter review                        | Review the first quarter against the plan, the risk framework, the audit committee calendar and the annual report plan. | Quarter review report and action log.                     |      |

**After commencement.** Keep the first day evidence, review the first quarter alerts, the plan, the audit committee calendar and the annual report plan, and update the register. The register is a working document, not a certificate.