

Defence Housing Australia

Agency Resources and Planned Performance

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Defence Housing Australia

Section 1: DHA Overview and Resources

1.1 Strategic Direction Statement

Defence Housing Australia's (DHA) purpose is meeting the operational needs of the Defence Force and the requirements of the Department of Defence (Defence) by providing adequate and suitable housing for, and housing-related services to members of the Australian Defence Force (ADF) and their families, foreign government and defence personnel, and philanthropic organisations assisting the ADF.

DHA is a corporate Commonwealth entity and Government Business Enterprise (GBE) operating under the provisions of the *Defence Housing Australia Act 1987* (DHA Act), the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule). DHA's Shareholders are the Minister for Defence Personnel and the Minister for Finance acting on behalf of the Australian Government.

DHA Organisational Structure

The composition of DHA's Board of Directors and associated committees is detailed below. As at 31 December 2025, the DHA Board members were:

Chairman	Dr Robert Lang
Managing Director	Mr Andrew Jagers, PSM
Commercial Director	Ms Gai Brodtmann
Commercial Director	Ms Andrea Galloway
Commercial Director	Vacant
Commercial Director	Vacant
Nominee Secretary of Defence	Ms Monique Hamilton
Nominee Chief of Defence Force	BRIG Leigh Wilton, AM
Nominee Secretary of Finance	Vacant

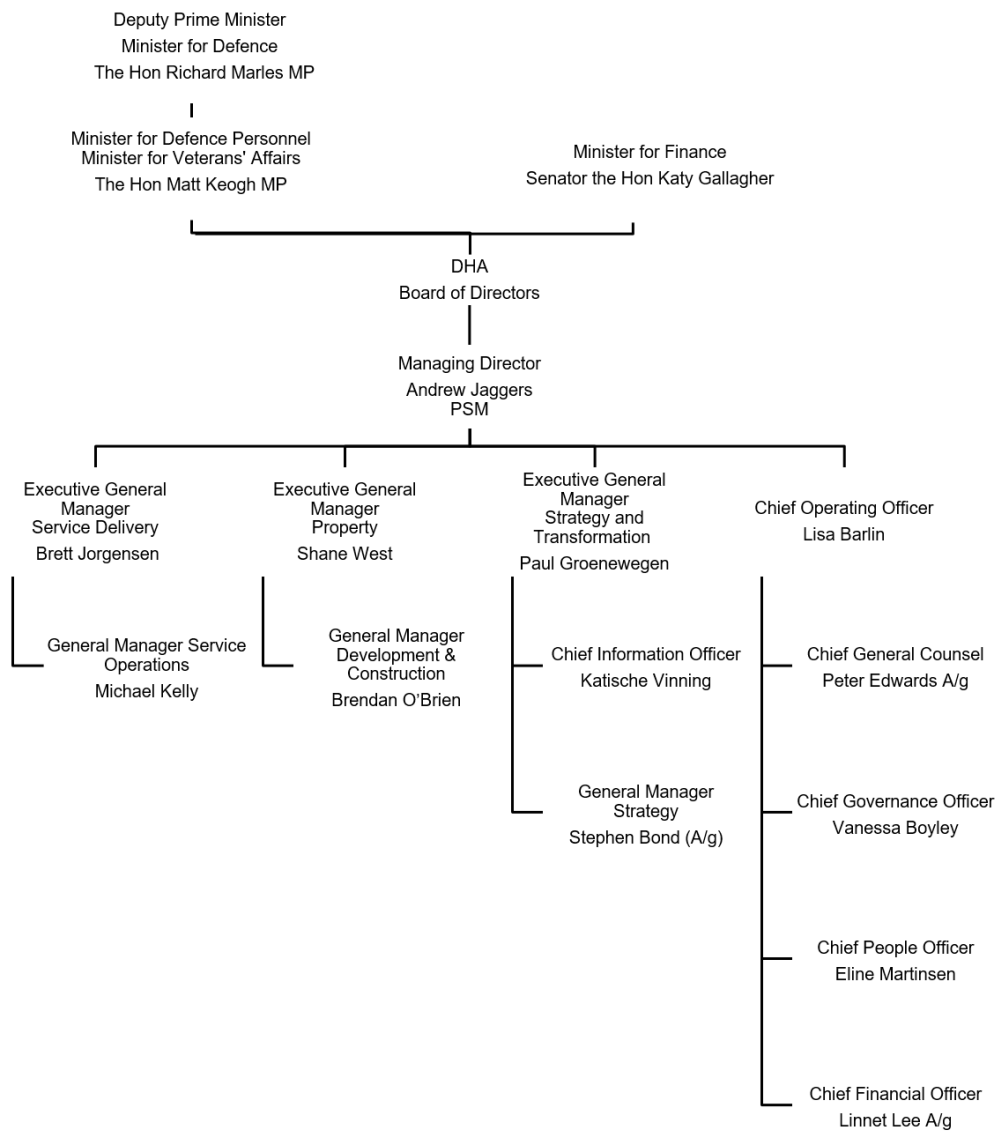
The DHA Board also has the following subcommittees: Board Audit and Risk Committee, Property and Services Committee, People and Culture Committee and Board Nomination and Remuneration Committee.

DHA also has an Advisory Committee in accordance with the DHA Act that had the following members as at 31 December 2025:

Chairperson	BRIG Leigh Wilton, AM
Appointees of the Chief of the Defence Force	RADM Matthew Buckley, AM, CSC, RAN (Deputy Chief of Navy)
	MAJGEN Chris Smith, DSC, AM, CSC (Deputy Chief of Army)
	AVM Harvey Reynolds, AM (Deputy Chief of Air Force)
Appointee of Defence Housing Australia	Mr Andrew Jagers, PSM (Managing Director)

The chart below shows DHA’s Senior Executive.

Figure 1: DHA Organisational Structure (as at 31 December 2025)



1.2 DHA Resource Statement

The DHA Resource Statement details the resourcing for Defence Housing Australia at Additional Estimates. Table 1 outlines the total resourcing available from all sources for the 2025-26 budget year.

Table 1: DHA Resource Statement - Additional Estimates for 2025-26 as at February 2026 ^[a]

	Actual Available Appropriation	Estimate as at Budget	Proposed Additional Estimates	Total Estimate at Additional Estimates
	2024-25 \$'000	2025-26 \$'000	2025-26 \$'000	2025-26 \$'000
Opening balance/cash reserves at 1 July	108,073	119,929	(13,110)	106,819
Funds from Government				
Amounts received from related entities				
Amounts from portfolio department	814,170	909,279	(23,717)	885,562
Total amounts received from related entities	814,170	909,279	(23,717)	885,562
Total funds from Government	814,170	909,279	(23,717)	885,562
Funds from other sources				
Interest	4,497	1,365	2,325	3,690
Sale of goods and services	60,838	174,431	(122,216)	52,215
Total funds from other sources	65,335	175,796	(119,891)	55,905
Total net resourcing for DHA	987,578	1,205,004	(156,718)	1,048,286

	Actual 2024-25	2025-26
Average staffing level (number)	621	643

Note

- a. DHA is not directly appropriated. Appropriations are made to the Department of Defence which are then paid to DHA and are considered "Departmental" for all purposes prepared on Australian Accounting Standards basis.

1.3 Budget Measures

There are no budget measures relating to DHA for the 2025-26 *Additional Estimates*.

Section 2: DHA Revisions to Outcomes and Planned Performance

2.1 Outcome and Performance Information

Outcome 1: To contribute to Defence outcomes by providing total housing services that meet Defence Operational and client needs through a strong customer and business focus.

Outcome Expense Statement

Table 2: Budgeted Expenses for Outcome 1

	2024-25 Actual Expenses \$'000	2025-26 Revised Estimated Expenses \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
Program 1.1 Other Departmental - DHA					
Revenue from Government					
Payment from related entities	816,546	886,747	991,274	1,032,510	1,052,231
Revenues from other independent sources	56,326	56,914	60,872	185,237	139,655
Total expenses for Program 1.1	872,872	943,661	1,052,146	1,217,747	1,191,886
	2024-25	2025-26			
Average Staffing Level (number)	621	643			

Contributions to Outcome 1

Table 3 details the performance measures for each program associated with Outcome 1 as outlined in the *PB Statements 2025-26*. Further detail is provided in the DHA Corporate Plan 2025-26 to 2028-29 about the delivery of the activities related to the program, the context in which these activities are delivered and how the performance of these activities will be measured.

Table 3: Performance Measures for Outcome 1

Outcome 1: To contribute to Defence outcomes by providing total housing services that meet Defence operational and client needs through a strong customer and business focus.		
Program 1.1: The provision of Defence housing and housing-related services		
Program 1.1 Objective Aligned housing solutions delivered through a modern, customer-centric operating model. Build an agile and scalable housing capability. Commitment to environmental, social, and governance (ESG) excellence. Fiscal responsibility and long-term financial stability.		
Key Activities	Reorient our operating model and leverage technology to deliver future housing needs which align to the preferences of members and their families. Agree and formalise future housing needs with Defence to ensure certainty in housing supply. Future ready scalability in housing solutions which are responsive to changes in market conditions and investor sentiment. Ensure DHA represents strong value for money for Government and is able to support the long-term portfolio objectives for Defence and the Australian Defence Force.	
Year	Performance measures	Performance results
Prior Year 2024-25	Housing solutions supplied against provisioning schedule	101%
	ADF Members satisfied with housing solutions	82%
	Return on equity	1.4%
Year	Performance measures	Planned Performance Results
Budget Year 2025-26	Provisioning of housing solutions to the Approved Provisioning Schedule	>99%
	ADF member satisfaction with housing solutions	>80%
	ADF member customer service satisfaction	>85%
	Return on equity	>3%
Forward estimates from 2026-29	Provisioning of housing solutions to the Approved Provisioning Schedule	>99%
	ADF member satisfaction with housing solutions	>80%
	ADF member customer service satisfaction	>85%
	Return on equity	>3%

Section 3: DHA Explanatory Tables and Budgeted Financial Statements

Section 3 presents explanatory tables and budgeted financial statements which provide a comprehensive snapshot of DHA’s finances for the 2025-26 budget year, including the impact of resourcing on financial statements.

3.1 Explanatory Tables

Not applicable to DHA.

3.2 Budgeted Financial Statements

3.2.1 Budgeted Financial Statements

Table 4: Comprehensive Income Statement (showing net cost of services)
for the period ended 30 June ^[a] ^[b]

	2024-25 Actual Result \$'000	2025-26 Revised Budget \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
INCOME					
Revenue					
Sale of goods and rendering of services	867,935	939,971	1,048,633	1,214,156	1,188,325
Interest	4,495	3,690	3,513	3,591	3,561
Total revenue	872,430	943,661	1,052,146	1,217,747	1,191,886
Gains					
Net reversals of previous asset write-downs and impairment	442	-	-	-	-
Total gains	442	-	-	-	-
Total income	872,872	943,661	1,052,146	1,217,747	1,191,886
EXPENSES					
Employee benefits	98,859	117,002	117,002	117,002	117,002
Suppliers	261,748	293,665	341,121	357,829	338,717
Depreciation and amortisation	420,065	439,234	458,858	483,701	504,661
Finance costs	78,174	88,418	100,608	110,702	114,214
Losses from asset sales	274	-	-	-	-
Total expenses	859,120	938,319	1,017,589	1,069,234	1,074,594
Profit (Loss) before income tax	13,752	5,342	34,557	148,513	117,292
Income tax expense	9,889	3,885	13,077	46,886	37,682
Net profit/(loss)	3,863	1,457	21,480	101,627	79,610
Profit/(loss) attributable to the Australian Government	3,863	1,457	21,480	101,627	79,610
Total comprehensive income attributable to the Australian Government	3863	1,457	21,480	101,627	79,610
Total comprehensive income/(loss) as per statement of Comprehensive Income	3,863	1,457	21,480	101,627	79,610
plus: depreciation of ROU	366,649	388,768	403,105	424,996	441,936
less: principal repayments	343,688	369,384	384,646	406,087	426,449
Net Cash Operating Surplus/ (Deficit)	26,824	20,841	39,939	120,536	95,097

Notes

- Prepared on Australian Accounting Standards basis.
- Impact of net cash appropriation arrangements - Included in accordance with Resource Management Guide 125 Commonwealth Entities Financial Statements Guide. As DHA is not directly appropriated, the above information is presented for reporting purposes only and includes the depreciation and principal repayments of leases under AASB 16 Leases.

Table 5: Budgeted Departmental Balance Sheet (as at 30 June) ^[a] ^[b]

	2024-25 Actual Result \$'000	2025-26 Revised Budget \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	106,819	100,831	100,821	100,660	100,171
Trade and other receivables	10,456	12,649	14,148	15,637	16,850
Other financial assets	32,381	32,382	32,382	32,382	32,382
Total financial assets	149,656	145,862	147,351	148,679	149,403
Non-financial assets					
Land and buildings	5,716,812	6,052,287	6,381,883	6,823,420	7,093,525
Property, plant and equipment	15,049	13,784	12,251	10,443	8,392
Intangibles	0	1	1	1	1
Inventories	231,456	164,997	215,079	220,393	297,442
Tax assets	44,133	40,834	43,067	44,148	46,177
Other non-financial assets	7,906	8,262	8,634	9,022	9,428
Total non-financial assets	6,015,356	6,280,165	6,660,915	7,107,427	7,454,965
Total assets	6,165,012	6,426,027	6,808,266	7,256,106	7,604,368
LIABILITIES					
Payables					
Suppliers	34,539	34,539	34,539	34,539	34,539
Other payables	44,598	37,829	37,174	64,761	82,015
Total payables	79,137	72,368	71,713	99,300	116,554
Interest bearing liabilities					
Loans	270,000	439,000	509,600	509,600	509,600
Leases	1,693,530	1,661,668	1,802,757	1,963,944	2,050,801
Total interest bearing liabilities	1,963,530	2,100,668	2,312,357	2,473,544	2,560,401
Provisions					
Employee provisions	17,737	19,930	22,220	24,607	26,994
Other provisions	111,840	109,177	114,402	120,753	124,938
Total provisions	129,577	129,107	136,622	145,360	151,932
Total liabilities	2,172,244	2,302,143	2,520,692	2,718,204	2,828,887
Net assets	3,992,768	4,123,884	4,287,574	4,537,902	4,775,481
EQUITY ^[b]					
Parent entity interest					
Contributed equity	396,148	396,148	396,148	396,148	396,148
Reserves	3,482,228	3,611,887	3,754,097	3,902,798	4,060,767
Retained surplus / (accumulated deficit)	114,392	115,849	137,329	238,956	318,566
Total parent entity interest	3,992,768	4,123,884	4,287,574	4,537,902	4,775,481
Total non-controlling interest	-	-	-	-	-
Total Equity	3,992,768	4,123,884	4,287,574	4,537,902	4,775,481

Notes

- a. Prepared on Australian Accounting Standards basis.
b. Equity is the residual interest in assets after the deduction of liabilities.

Table 6: Budgeted Departmental Statement of Cash Flows
(for the period ended 30 June) ^[a]

	2024-25 Actual Result \$'000	2025-26 Revised Budget \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Sale of goods and rendering of services	877,465	937,778	1,047,134	1,238,824	1,198,595
Interest	4,497	3,690	3,513	3,591	3,561
Net GST received	18,672	-	-	-	-
Other	(2,457)	(1)	-	-	-
Total cash received	898,177	941,467	1,050,647	1,242,415	1,202,156
Cash used					
Employees	86,415	114,809	114,712	114,615	114,615
Suppliers	307,772	180,051	343,992	315,241	365,118
Borrowing costs	11,268	17,358	26,008	27,225	27,150
Net GST paid	18,672	-	-	-	-
Interest payments on lease liability	66,499	71,060	74,600	83,477	87,064
Other	59,192	54,864	63,548	94,827	84,994
Total cash used	549,818	438,142	622,860	635,385	678,941
Net cash from/(used by) operating activities	348,359	503,325	427,787	607,030	523,215
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment	1,582	-	-	-	-
Total cash received	1,582	-	-	-	-
Cash used					
Purchase of property, plant, and equipment and intangibles	107,507	308,929	113,751	201,104	97,255
Total cash used	107,507	308,929	113,751	201,104	97,255
Net cash from/(used by) investing activities	(105,925)	(308,929)	(113,751)	(201,104)	(97,255)
FINANCING ACTIVITIES					
Cash received					
Cash received from borrowing	100,000	169,000	70,600	-	-
Total cash received	100,000	169,000	70,600	-	-
Cash used					
Repayments of borrowings	-	-	-	-	-
Principal payments on lease liability	343,688	369,384	384,646	406,087	426,449
Dividends paid	-	-	-	-	-
Total cash used	343,688	369,384	384,646	406,087	426,449
Net cash from/(used by) financing activities	(243,688)	(200,384)	(314,046)	(406,087)	(426,449)
Net increase/(decrease) in cash held	(1,254)	(5,988)	(10)	(161)	(489)
Cash and cash equivalents at the beginning of the reporting period	108,073	106,819	100,831	100,821	100,660
Cash and cash equivalents at the end of the reporting period	106,819	100,831	100,821	100,660	100,171

Note

a. Prepared on Australian Accounting Standards basis.

**Table 7: Departmental Statement of Changes in Equity - Summary of Movement
(Budget Year 2025-26)** ^[a]

	Retained Earnings	Asset Revaluation Reserve	Other Reserves	Contributed Equity/ Capital	Total Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2025					
Balance carried forward from previous period	114,392	3,482,228	-	396,148	3,992,768
Adjusted opening balance	114,392	3,482,228	-	396,148	3,992,768
Comprehensive income					
Surplus/(deficit) for the period	1,457	-	-	-	1,457
Total comprehensive income	1,457	-	-	-	1,457
Contributions by owners					
Other	-	129,659	-	-	129,659
Sub-total transactions with owners	-	129,659	-	-	129,659
Estimated closing balance as at 30 June 2026	115,849	3,611,887	-	396,148	4,123,884
Closing balance attributable to the Australian Government	115,849	3,611,887	-	396,148	4,123,884

Note

a. Prepared on Australian Accounting Standards basis.

Table 8: Statement of Departmental Asset Movements (Budget Year 2025-26) ^[a]

	Land	Buildings	Other Property, Plant and Equipment	Computer Software and Intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
As at 1 July 2025					
Gross book value	2,089,749	1,952,528	30,888	21,162	4,094,327
Gross book value - ROU assets	-	3,339,891	2,524	-	3,342,415
Accumulated depreciation/ amortisation and impairment	-	150	(17,100)	(21,162)	(38,112)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(1,665,506)	(1,263)	-	(1,666,769)
Opening net book balance	2,089,749	3,627,063	15,049	-	5,731,861
CAPITAL ASSET ADDITIONS					
Estimated expenditure on new or replacement assets					
By purchase - other	131,558	162,809	1,200	1	295,568
By purchase - other - ROU assets	-	348,219	(1)	-	348,218
Total additions	131,558	511,028	1,199	1	643,786
Other movements					
Depreciation/amortisation expense	-	(48,813)	(1,653)	-	(50,466)
Depreciation/amortisation on ROU assets	-	(387,957)	(811)	-	(388,768)
Other	41,795	87,864	-	-	129,659
Total other movements	41,795	(348,906)	(2,464)	-	(309,575)
As at 30 June 2026					
Gross book value	2,263,102	2,203,201	32,088	21,163	4,519,554
Gross book value - ROU assets	-	3,688,110	2,523	-	3,690,633
Accumulated depreciation/ amortisation and impairment	-	(48,663)	(18,753)	(21,162)	(88,578)
Accumulated depreciation/amortisation and impairment - ROU assets	-	(2,053,463)	(2,074)	-	(2,055,537)
Closing net book balance	2,263,102	3,789,185	13,784	1	6,066,072

Note

a. Prepared on Australian Accounting Standards basis.