

Defence Housing Australia

Entity 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 the provision of adequate and suitable housing and housing-related services to members of the Australian Defence Force (ADF) and their families, officers and employees of the Department of Defence and their families, and persons assisting the ADF and the Department of Defence, in order to meet the operational needs of the ADF and the requirements of the Department. 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 is effective at the time of this publication’s release:

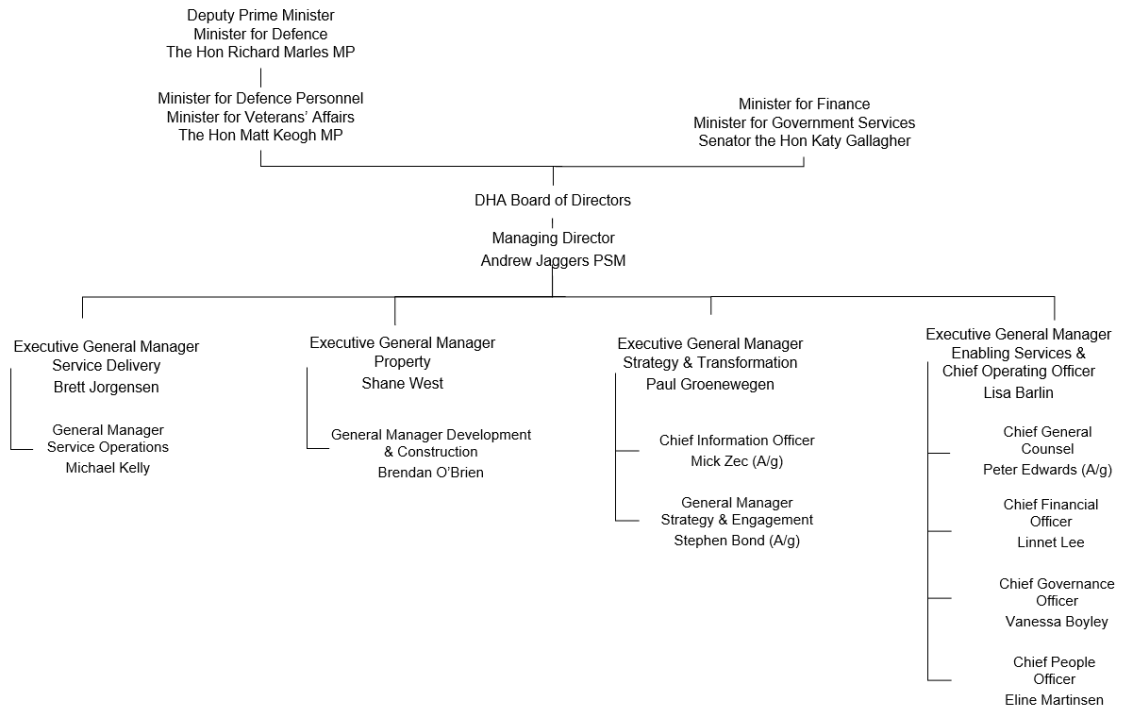
Chairperson	Dr Robert Lang
Managing Director	Mr Andrew Jagers PSM
Commercial Director	Ms Gai Brodtmann
Commercial Director	Ms Andrea Galloway
Commercial Director	Mr Frank Marra
Commercial Director	Mr Graeme Ross
Nominee Secretary of Defence	Ms Monique Hamilton PSM
Nominee Chief of Defence Force	BRIG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

Under section 27 of the DHA Act, the DHA Advisory Committee provides advice and information to DHA about the performance of DHA’s functions. The composition of DHA’s Advisory Committee is effective at the time of this publication’s release:

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 Steve Pesce AM (Deputy Chief of Air Force)
Appointee of Defence Housing Australia	Mr Andrew Jagers PSM (Managing Director)
National Convenor of Defence Families Australia	Ms Charlotte Webb

The chart below shows DHA's Senior Executive.

Figure 1: DHA Organisational Structure



1.2 DHA Resource Statement

Table 1: DHA Resource Statement - Budget Estimates for 2026-27 as at May Budget 2026 ^[a]

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000
Opening balance/cash reserves at 1 July	106,819	100,226
Funds from Government	-	-
Amounts received from related entities	-	-
Amounts from portfolio department	874,646	990,108
Total amounts received from related entities	874,646	990,108
Total funds from Government	874,646	990,108
Funds from other sources		
Interest	5,233	3,513
Sale of goods and services	57,705	57,026
Total funds from other sources	62,938	60,539
Total net resourcing for Entity	1,044,403	1,150,873

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 2026-27 Budget Estimates.

Section 2: DHA Outcomes and Planned Performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the enhanced Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measures described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements - included in Annual Reports - to provide a complete picture of an entity's planned and actual performance.

The most recent Statement of Corporate Intent for DHA can be found at:
<https://www.dha.gov.au/sci>.

The most recent annual performance statement can be found at: [Defence Housing Australia Annual Report 2024-25 | Transparency Portal](#).

2.1 Budgeted Expenses and Performance 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.

Budgeted Expenses for Outcome 1

Table 2: Budgeted Expenses for Outcome 1

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
Program 1.1 Other Departmental - DHA					
Revenue from Government					
Payment from related entities	867,270	991,274	1,032,510	1,052,231	1,027,683
Revenues from other independent sources	63,429	60,872	185,237	139,655	144,783
Total expenses for Program 1.1	930,699	1,052,146	1,217,747	1,191,886	1,172,466
	2025-26	2026-27			
Average staffing level (number)	631	643			

Table 3: Performance Measures for Outcome 1

Table 3 details the performance measures for each program associated with Outcome 1. It also provides the related key activities as expressed in the current corporate plan where further detail is provided 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. Where relevant, details of 2026-27 Budget Measures that have created new programs or materially changed existing programs are provided.

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. Provide adequate and suitable housing and housing related services that meet the needs of the Defence Force and requirements of Defence.		
Key Activities	<ul style="list-style-type: none"> Aligned housing solutions delivered through a modern, customer-centric operating model. Build an agile and scalable housing capability. Fiscal responsibility and long-term financial stability. 	
Year	Performance Measures	Expected Performance results
Current Year 2025-26	Provisioning of housing solutions to the Approved Provisioning Schedule. ADF member satisfaction with housing solutions. ADF member customer service satisfaction. Return on Equity.	 > 99% 80% 85% 3%
Year	Performance Measures	Planned Performance Results
Budget Year 2026-27	DHA's housing services are delivered effectively through a highly digitised environment that meets client expectations.	Percentage of tasks completed through digital channels (this is a new measure, the target will be determined after considering baseline results achieved in 2026-27). Service platforms and data are available to customers 99% of the time, excluding scheduled outages. 85% customer satisfaction with DHA's services.
	DHA's housing portfolio is readily available, meets agreed client requirements, and aligns with client expectations.	99% provisioning of housing solutions to the Approved Provisioning Schedule. 95% of housing portfolio is occupied or available for occupation. 80% customer satisfaction with DHA's housing solutions.
	DHA represents strong value for money for Government and is able to support the long-term portfolio objectives.	1.5% Return on Equity (three-year average).

Year	Performance Measures	Planned Performance Results
Forward Estimates 2027-30	DHA's housing services are delivered effectively through a highly digitised environment that meets client expectations.	<p>Percentage of tasks completed through digital channels (this is a new measure, the target will be determined after considering baseline results achieved in 2026-27).</p> <p>Service platforms and data are available to customers 99% of the time, excluding scheduled outages.</p> <p>85% customer satisfaction with DHA's services.</p>
	DHA's housing portfolio is readily available, meets agreed client requirements, and aligns with client expectations.	<p>99% provisioning of housing solutions to the Approved Provisioning Schedule.</p> <p>95% of housing portfolio is occupied or available for occupation.</p> <p>80% customer satisfaction with DHA's housing solutions.</p>
	DHA represents strong value for money for Government and is able to support the long-term portfolio objectives.	1.5% Return on Equity (three-year average).

Section 3: DHA Explanatory Tables and Budgeted Financial Statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2026-27 Budget year, including the impact of Budget Measures and 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: Budgeted Departmental Comprehensive Income Statement
(for the period ended 30 June) ^[a] ^[b]

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
INCOME					
Revenue					
Sale of goods and rendering of	924,457	1,048,633	1,214,156	1,188,325	1,165,003
Interest	5,217	3,513	3,591	3,561	7,463
Total revenue	929,674	1,052,146	1,217,747	1,191,886	1,172,466
Gains					
Sale of assets	1,025	-	-	-	-
Reversals of previous asset w write-downs and impairments	-	-	-	-	-
Total gains	1,025	-	-	-	-
Total income	930,699	1,052,146	1,217,747	1,191,886	1,172,466
EXPENSES					
Employee benefits	114,741	117,002	117,002	117,002	117,002
Suppliers	276,086	341,121	357,829	338,717	292,150
Depreciation and amortisation ^[a]	427,519	458,858	483,701	504,661	511,106
Finance costs	88,733	100,608	110,702	114,214	110,691
Write-down and impairment of assets	44	-	-	-	-
Total expenses	907,123	1,017,589	1,069,234	1,074,594	1,030,949
Profit/(loss) before income tax	23,576	34,557	148,513	117,292	141,517
Income tax expense	9,674	13,077	46,886	37,682	45,332
Net profit/(loss)	13,902	21,480	101,627	79,610	96,185
Profit/(loss) attributable to the Australian Government	13,902	21,480	101,627	79,610	96,185
Total comprehensive income attributable to the Australian Government	13,902	21,480	101,627	79,610	96,185

Note: Impact of Net Cash Appropriation Arrangements

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
Total comprehensive income/(loss) - as per statement of Comprehensive Income	13,902	21,480	101,627	79,610	96,185
plus: depreciation/amortisation expenses for ROU assets	376,607	403,105	424,996	441,936	445,510
less: lease principal repayments	363,034	384,646	406,087	426,449	434,005
Net Cash Operating Surplus/(Deficit)	27,475	39,939	120,536	95,097	107,690

Notes

- Prepared on Australian Accounting Standards basis and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR).
- Impact of Net Cash Appropriation Arrangements - Included in accordance with RMG 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]

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	100,226	100,216	100,055	99,566	158,398
Trade and other receivables	4,497	5,996	7,485	8,698	8,982
Other financial assets	30,303	30,303	30,303	30,303	30,303
Total financial assets	135,026	136,515	137,843	138,567	197,683
Non-financial assets					
Land and buildings	5,835,980	6,165,576	6,607,113	6,877,218	6,833,456
Property, plant and equipment	12,738	11,205	9,397	7,346	5,062
Intangibles	-	-	-	-	-
Inventories	169,792	219,874	225,188	302,237	341,395
Tax assets	39,103	41,336	42,417	44,446	44,094
Other non-financial assets	11,304	11,676	12,064	12,470	12,895
Total non-financial assets	6,068,917	6,449,667	6,896,179	7,243,717	7,236,902
Total assets	6,203,943	6,586,182	7,034,022	7,382,284	7,434,585
LIABILITIES					
Payables					
Suppliers	32,469	32,469	32,469	32,469	32,469
Other payables	38,708	38,053	65,640	82,894	84,596
Total payables	71,177	70,522	98,109	115,363	117,065
Interest bearing liabilities					
Loans	295,000	365,600	365,600	365,600	365,600
Leases	1,574,873	1,715,962	1,877,149	1,964,006	1,755,453
Total interest bearing liabilities	1,869,873	2,081,562	2,242,749	2,329,606	2,121,053
Provisions					
Employee provisions	20,121	22,411	24,798	27,185	29,417
Other provisions	106,443	111,668	118,019	122,204	118,678
Total provisions	126,564	134,079	142,817	149,389	148,095
Total liabilities	2,067,614	2,286,163	2,483,675	2,594,358	2,386,213
Net assets	4,136,329	4,300,019	4,550,347	4,787,926	5,048,372
EQUITY ^[b]					
Parent entity interest					
Contributed equity	396,148	396,148	396,148	396,148	396,148
Reserves	3,611,887	3,754,097	3,902,798	4,060,767	4,225,028
Retained surplus (accumulated deficit)	128,294	149,774	251,401	331,011	427,196
Total parent entity interest	4,136,329	4,300,019	4,550,347	4,787,926	5,048,372
Total non-controlling interest	-	-	-	-	-
Total equity	4,136,329	4,300,019	4,550,347	4,787,926	5,048,372

Notes

- a. Prepared on Australian Accounting Standards basis and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR).
- 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]

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Sale of goods and rendering of services	932,351	1,047,134	1,238,824	1,198,595	1,164,719
Interest	5,233	3,513	3,591	3,561	7,463
Other	-	-	-	-	-
Total cash received	937,584	1,050,647	1,242,415	1,202,156	1,172,182
Cash used					
Employees	112,357	114,712	114,615	114,615	114,770
Suppliers	172,364	343,992	315,241	365,118	282,274
Borrowing costs	13,817	26,008	27,225	27,150	27,150
Interest payments on lease liability	74,916	74,600	83,477	87,064	83,541
Other	56,953	63,548	94,827	84,994	92,737
Total cash used	430,407	622,860	635,385	678,941	600,472
Net cash from/(used by) operating activities	507,177	427,787	607,030	523,215	571,710
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment	1,319	-	-	-	-
Total cash received	1,319	-	-	-	-
Cash used					
Purchase of property, plant and equipment and intangibles	177,055	113,751	201,104	97,255	78,873
Total cash used	177,055	113,751	201,104	97,255	78,873
Net cash from/(used by) investing activities	-175,736	-113,751	-201,104	-97,255	-78,873
FINANCING ACTIVITIES					
Cash received					
Cash received from borrowings	25,000	70,600	-	-	-
Total cash received	25,000	70,600	-	-	-
Cash used					
Repayments of borrowings	-	-	-	-	-
Principal payments on lease liability	363,034	384,646	406,087	426,449	434,005
Dividends paid	-	-	-	-	-
Total cash used	363,034	384,646	406,087	426,449	434,005
Net cash from/(used by) financing activities	-338,034	-314,046	-406,087	-426,449	-434,005
Net increase/(decrease) in cash held	-6,593	-10	-161	-489	58,832
Cash and cash equivalents at the beginning of the reporting period	106,819	100,226	100,216	100,055	99,566
Cash and cash equivalents at the end of the reporting period	100,226	100,216	100,055	99,566	158,398

Note

a. Prepared on Australian Accounting Standards basis and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR).

Table 7: Departmental Statement of Changes in Equity - Summary of Movement (Budget Year 2026-27) ^[a]

	Retained Earnings \$'000	Asset Revaluation Reserve \$'000	Contributed Equity/ Capital \$'000	Total Equity \$'000
Opening balance as at 1 July 2026				
Balance carried forward from previous period	128,294	3,611,887	396,148	4,136,329
Adjusted opening balance	128,294	3,611,887	396,148	4,136,329
Comprehensive income				
Surplus/(deficit) for the period	21,480	-	-	21,480
Total comprehensive income	21,480	-	-	21,480
Contributions by owners				
Other	-	142,210	-	142,210
Sub-total transactions with owners	-	142,210	-	142,210
Estimated closing balance as at 30 June 2027	149,774	3,754,097	396,148	4,300,019
Closing balance attributable to the Australian Government	149,774	3,754,097	396,148	4,300,019

Note

- a. Prepared on Australian Accounting Standards basis and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*.

Table 8: Statement of Departmental Asset Movements (Budget Year 2026-27) [a]

	Land \$'000	Buildings \$'000	Other Property, Plant and Equipment \$'000	Computer Software and Intangibles \$'000	Total \$'000
As at 1 July 2026					
Gross book value	2,206,166	2,087,955	31,456	21,163	4,346,740
Gross book value - ROU assets	-	3,582,999	2,566	-	3,585,565
Accumulated depreciation/ amortisation and impairment	-	150	-19,198	-21,163	-40,211
Accumulated depreciation/amortisation and impairment - ROU assets	-	-2,041,290	-2,086	-	-2,043,376
Opening net book balance	2,206,166	3,629,814	12,738	-	5,848,718
Capital asset additions					
Estimated expenditure on new or replacement assets					
By purchase - other	35,192	65,423	1,200	-	101,815
By purchase - other - ROU assets	-	542,896	-	-	542,896
Total additions	35,192	608,319	1,200	-	644,711
Other movements					
Depreciation/amortisation expense	-	-53,860	-1,893	-	-55,753
Depreciation/amortisation on ROU assets	-	-402,265	-840	-	-403,105
Other	45,262	96,948	-	-	142,210
Total other movements	45,262	-359,177	-2,733	-	-316,648
As at 30 June 2027					
Gross book value	2,286,620	2,250,326	32,656	21,163	4,590,765
Gross book value - ROU assets	-	4,125,895	2,566	-	4,128,461
Accumulated depreciation/ amortisation and impairment	-	-53,710	-21,091	-21,163	-95,964
Accumulated depreciation/amortisation and impairment - ROU assets	-	-2,443,555	-2,926	-	-2,446,481
Closing net book balance	2,286,620	3,878,956	11,205	-	6,176,781

Note

- a. Prepared on Australian Accounting Standards basis and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR).

3.2.2 Notes to the Budgeted Financial Statements

The budgeted financial statements have been prepared in accordance with the Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*.