

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 Australian Defence Force (ADF) and the requirements of the Department of Defence (Defence) by providing adequate and suitable housing for, and housing related services to members of the ADF and their families.

DHA delivers committed support for ADF capability through the provision and management of more than 17,000 housing solutions for ADF members and their families. DHA also provides additional housing support services to Defence through the provision of housing benefit administration, temporary accommodation management, housing project management and heritage housing management services.

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* (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 4 February 2025, the DHA Board members were:

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

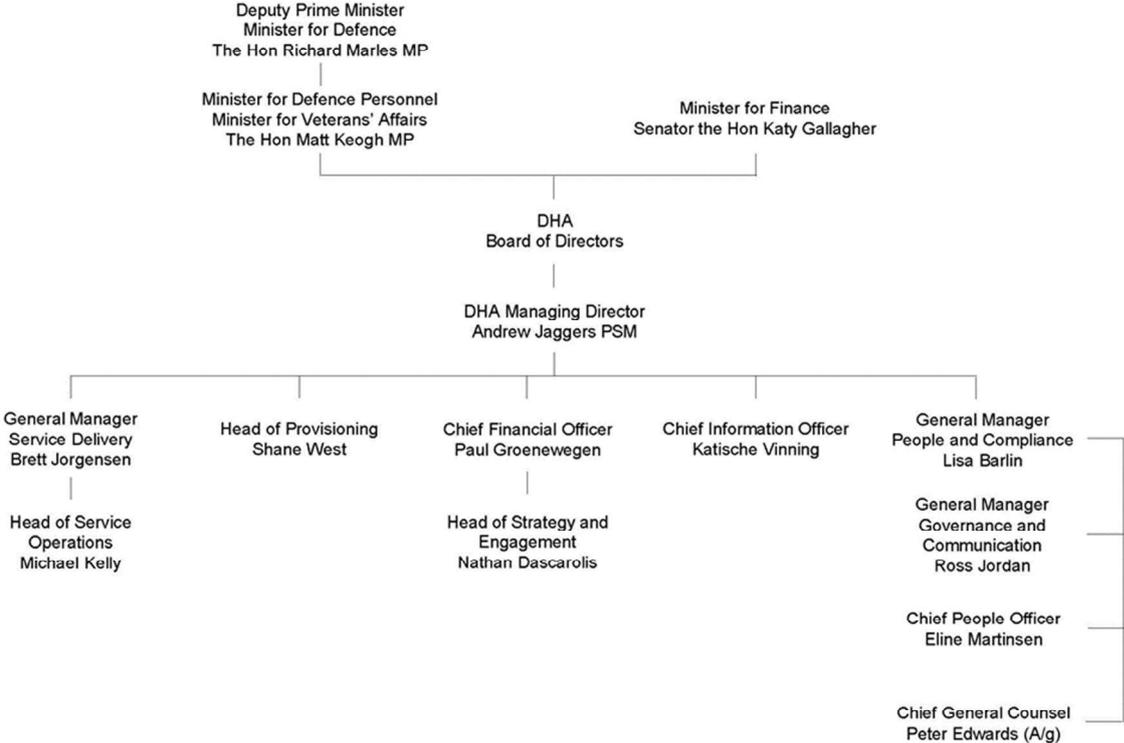
The DHA Board also has the following subcommittees: Board Audit and Risk Committee, Property and Services Committee, People and Culture Committee, and Board Nomination and Remuneration Committee.

DHA also has an Advisory Committee in accordance with the DHA Act that had the following members as at 4 February 2025:

Chairperson	BRIG Leigh Wilton AM
Appointee of the Chief of the Defence Force	RADM Matt Buckey AM, CSC, RAN (Deputy Chief of Navy)
	MAJGEN Chris Smith, DSC (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 4 February 2025)



1.2 DHA Resource Statement

Table 1: DHA Resource Statement – Budget Estimates for 2025-26 as at March Budget 2025 ^[a]

	2024-25 Estimated Actual \$'000	2025-26 Budget Estimate \$'000
Opening balance/cash reserves at 1 July	108,073	119,929
Funds from Government	-	-
Amounts received from related entities	-	-
Amounts from portfolio department	808,304	909,279
Total amounts received from related entities	808,304	909,279
Total funds from Government	808,304	909,279
Funds from other sources		
Interest	2,831	1,365
Sale of goods and services	64,834	174,431
Total funds from other sources	67,665	175,796
Total net resourcing for DHA	984,042	1,205,004

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 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 2022-23 | 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

	2024-25 Estimated Actual \$'000	2025-26 Budget Estimate \$'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	806,270	910,352	929,908	914,874	923,837
Revenues from other independent sources	86,034	151,980	150,629	137,762	21,321
Total expenses for Program 1.1	892,304	1,062,332	1,080,537	1,052,636	945,158
	2024-25	2025-26			
Average staffing level (number)	609	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 2025-26 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.		
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	<ul style="list-style-type: none"> • 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	Expected Performance results
Current Year 2024–25	Housing solutions supplied against provisioning schedule	>99%
	ADF Members satisfied with housing solutions	>80%
	Return on equity	>2%
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 budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025-26 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]}

	2024-25 Estimated Actual \$'000	2025-26 Budget Estimate \$'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	862,219	1,060,967	1,078,778	1,050,657	942,608
Interest	2,831	1,365	1,759	1,979	2,550
Total revenue	865,050	1,062,332	1,080,537	1,052,636	945,158
Gains					
Sale of assets	983	-	-	-	-
Net reversals of previous asset write-downs and impairments	26,271	-	-	-	-
Total gains	27,254	-	-	-	-
Total income	892,304	1,062,332	1,080,537	1,052,636	945,158
EXPENSES					
Employee benefits	102,614	106,512	116,469	120,790	125,308
Suppliers	275,016	371,164	365,179	304,965	251,561
Depreciation and amortisation	409,387	403,762	419,269	434,387	448,878
Finance costs	78,276	79,758	87,005	91,849	93,891
Total expenses	865,293	961,196	987,922	951,991	919,638
Profit/(loss) before income tax	27,011	101,136	92,615	100,645	25,520
Income tax expense	2,000	22,962	21,244	23,088	10,167
Net profit/(loss)	25,011	78,174	71,371	77,557	15,353
Profit/(loss) attributable to the Australian Government	25,011	78,174	71,371	77,557	15,353
Total comprehensive income attributable to the Australian Government	25,011	78,174	71,371	77,557	15,353
Note: Impact of Net Cash Appropriation Arrangements					
	2024-25 Estimated Actual \$'000	2025-26 Budget Estimate \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
Total comprehensive income/(loss) as per statement of Comprehensive Income	25,011	78,174	71,371	77,557	15,353
plus: depreciation/amortisation expenses for ROU assets	1,368,363	1,710,636	2,064,907	2,430,629	2,807,274
less: lease principal repayments	360,427	344,436	354,930	364,399	375,829
Net Cash Operating Surplus / (Deficit)	1,032,947	1,444,374	1,781,348	2,143,787	2,446,798

Notes

- Prepared on Australian Accounting Standards basis.
- 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] [c]}

	2024-25 Estimated Actual \$'000	2025-26 Budget \$'000	2026-27 Forward Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	119,929	117,720	125,096	173,199	153,930
Trade and other receivables	5,578	6,883	7,841	8,655	9,049
Other financial assets	31,604	31,604	31,604	31,604	31,604
Total financial assets	157,111	156,207	164,541	213,458	194,583
Non-financial assets					
Land and buildings	5,511,509	5,743,560	6,091,985	6,399,515	6,631,738
Property, plant and equipment	16,092	16,045	17,400	16,927	16,167
Intangibles	2	2	-	-	-
Inventories	228,740	304,181	278,683	208,537	200,033
Tax assets	25,862	26,879	28,097	29,750	31,821
Other non-financial assets	10,421	10,737	11,068	11,413	11,774
Total non-financial assets	5,792,626	6,101,404	6,427,233	6,666,142	6,891,533
Total assets	5,949,737	6,257,611	6,591,774	6,879,600	7,086,116
LIABILITIES					
Payables					
Suppliers	3,624	3,107	3,107	3,107	3,107
Other payables	34,495	55,733	62,724	68,248	69,308
Total payables	38,119	58,840	65,831	71,355	72,415
Interest bearing liabilities					
Loans	380,000	460,000	460,000	460,000	460,000
Leases	1,614,400	1,606,591	1,713,638	1,762,445	1,788,613
Total interest bearing liabilities	1,994,400	2,066,591	2,173,638	2,222,445	2,248,613
Provisions					
Employee provisions	17,141	25,033	33,260	41,820	50,793
Other provisions	108,854	109,536	113,318	115,269	115,703
Total provisions	125,995	134,569	146,578	157,089	166,496
Total liabilities	2,158,514	2,260,000	2,386,047	2,450,889	2,487,524
Net assets	3,791,223	3,997,611	4,205,727	4,428,711	4,598,592
EQUITY ^[b]					
Parent entity interest					
Contributed equity	396,148	396,148	396,148	396,148	396,148
Reserves	3,259,535	3,387,749	3,524,494	3,669,921	3,824,449
Retained surplus / (accumulated deficit)	135,540	213,714	285,085	362,642	377,995
Total parent entity interest	3,791,223	3,997,611	4,205,727	4,428,711	4,598,592
Total non-controlling interest					
Total Equity	3,791,223	3,997,611	4,205,727	4,428,711	4,598,592

Notes

- Prepared on Australian Accounting Standards basis.
- Equity is the residual interest in assets after the deduction of liabilities.
- 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 6: Budgeted Departmental Statement of Cash Flows (for the period ended 30 June) ^[a]

	2024-25 Estimated Actual \$'000	2025-26 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	873,138	1,083,710	1,087,455	1,057,002	950,805
Interest	2,831	1,365	1,759	1,979	2,550
Other	-	-	-	-	-
Total cash received	875,969	1,085,075	1,089,214	1,058,981	953,355
Cash used					
Employees	101,275	98,620	108,242	112,230	116,335
Suppliers	292,065	404,389	295,780	188,191	184,549
Borrowing costs	13,275	22,397	24,916	24,984	24,916
Interest payments on lease liability	65,001	57,361	62,089	66,865	68,975
Other	41,410	69,836	69,338	73,349	78,638
Total cash used	513,026	652,603	560,365	465,619	473,413
Net cash from / (used by) operating activities	362,943	432,472	528,849	593,362	479,942
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment	1,220	-	-	-	-
Total cash received	1,220	-	-	-	-
Cash used					
Purchase of property, plant, and equipment and intangibles	201,880	170,245	166,543	180,860	123,382
Total cash used	201,880	170,245	166,543	180,860	123,382
Net cash from / (used by) investing activities	-200,660	-170,245	-166,543	-180,860	-123,382
FINANCING ACTIVITIES					
Cash received					
Cash received from borrowing	210,000	80,000	-	-	-
Total cash received	210,000	80,000	-	-	-
Cash used					
Repayments of borrowings	-	-	-	-	-
Principal payments on lease liability	360,427	344,436	354,930	364,399	375,829
Dividends paid	-	-	-	-	-
Total cash used	360,427	344,436	354,930	364,399	375,829
Net cash from/(used by) financing activities	-150,427	-264,436	-354,930	-364,399	-375,829
Net increase/(decrease) in cash held	11,856	-2,209	7,376	48,103	-19,269
Cash and cash equivalents at the beginning of the reporting period	108,073	119,929	117,720	125,096	173,199
Cash and cash equivalents at the end of the reporting period	119,929	117,720	125,096	173,199	153,930

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 \$'000	Asset Revaluation Reserve \$'000	Contributed Equity/ Capital \$'000	Total Equity \$'000
Opening balance as at 1 July 2025				
Balance carried forward from previous period	135,540	3,259,535	396,148	3,791,223
Adjusted opening balance	135,540	3,259,535	396,148	3,791,223
Comprehensive income				
Surplus/(deficit) for the period	78,174	-	-	78,174
Total comprehensive income	78,174	-	-	78,174
Contributions by owners				
Other	-	128,214	-	128,214
Sub-total transactions with owners	-	128,214	-	128,214
Estimated closing balance as at 30 June 2026				
	213,714	3,387,749	396,148	3,997,611
Closing balance attributable to the Australian Government	213,714	3,387,749	396,148	3,997,611

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	1,992,141	1,891,767	31,678	21,375	3,936,961
Gross book value - ROU assets	-	3,332,878	2,421	-	3,335,299
Accumulated depreciation/ amortisation and impairment	-	4,069	-16,717	-21,373	-34,021
Accumulated depreciation/amortisation and impairment - ROU assets	-	-1,709,346	-1,290	-	-1,710,636
Opening net book balance	1,992,141	3,519,368	16,092	2	5,527,603
Capital asset additions					
Estimated expenditure on new or replacement assets					
By purchase - other	42,437	113,753	1,200	-	157,390
By purchase - other - ROU assets	-	350,162	-	-	350,162
Total additions	42,437	463,915	1,200	-	507,552
Other movements					
Depreciation/amortisation expense	-	-48,650	-841	-	-49,491
Depreciation/amortisation on ROU assets	-	-353,865	-406	-	-354,271
Other	40,644	87,570	-	-	128,214
Total other movements	40,644	-314,945	-1,247	-	-275,548
As at 30 June 2026					
Gross book value	2,075,222	2,093,090	32,878	21,375	4,222,565
Gross book value - ROU assets	-	3,683,040	2,421	-	3,685,461
Accumulated depreciation/ amortisation and impairment	-	-44,581	-17,558	-21,373	-83,512
Accumulated depreciation/amortisation and impairment - ROU assets	-	-2,063,211	-1,696	-	-2,064,907
Closing net book balance	2,075,222	3,668,338	16,045	2	5,759,607

Note

a. Prepared on Australian Accounting Standards basis.