



# Introduction

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**As a Commonwealth Entity, Defence Housing Australia (DHA) has a legislative requirement under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) to prepare and submit a Statement of Corporate Intent to its shareholder ministers by 31 August each year.**

The DHA Statement of Corporate Intent (the Statement) is DHA's primary planning document. It builds on the Portfolio Budget Statement (PBS) and articulates DHA's purpose, functions, and corporate strategy in accordance with the PGPA Act. It sets out how DHA undertakes its key activities and how it will measure enterprise performance in achieving its purpose.

## **Preparation statement**

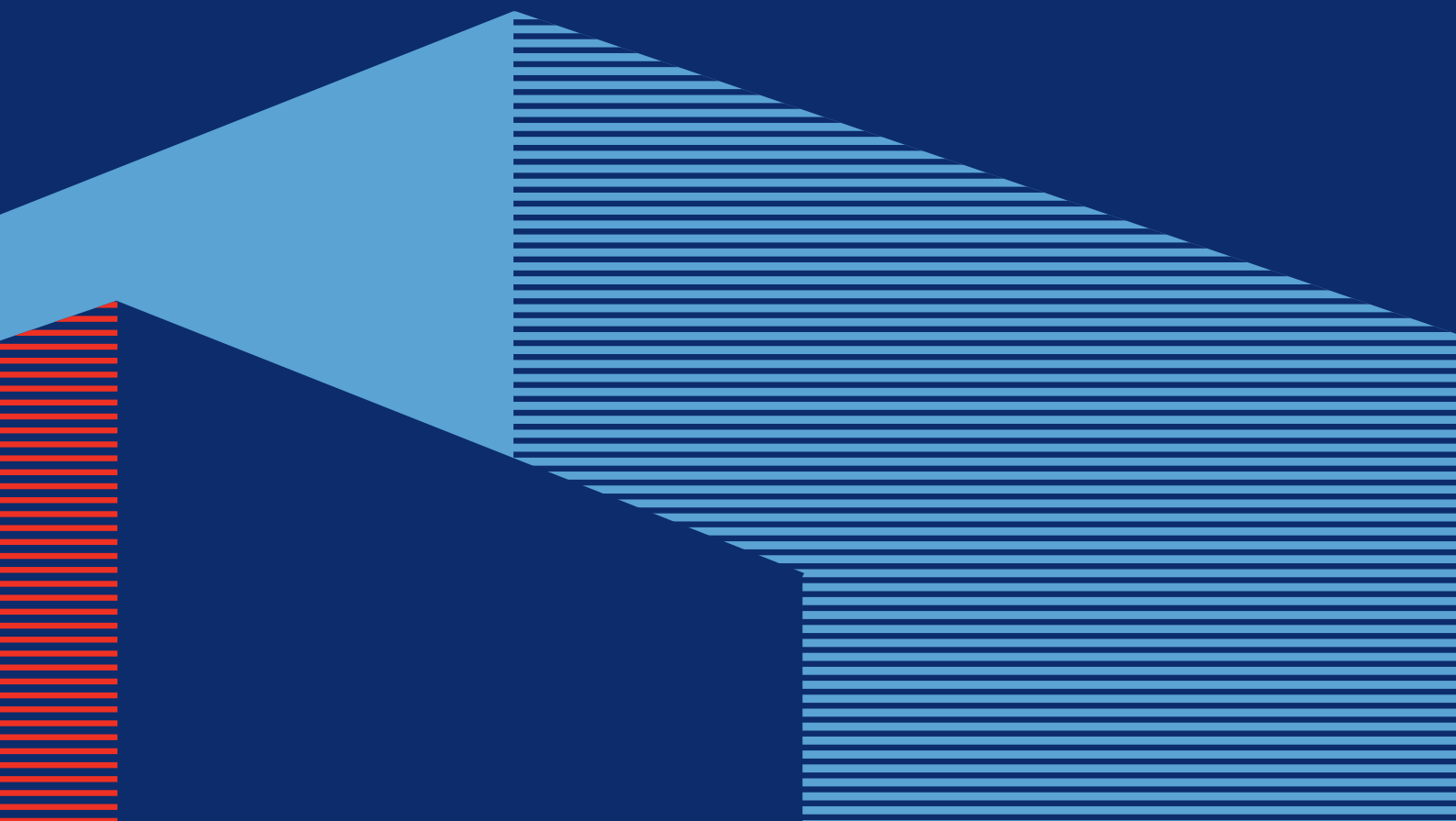
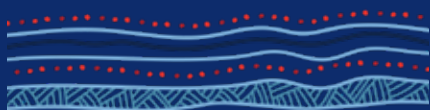
The Statement of Corporate Intent has been prepared for the reporting period of 2025–26 and covers the financial years from 2025–26 to 2028–29 in accordance with paragraph 35(1)(b) of the PGPA Act.

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DHA acknowledges the Traditional Owners of the land and communities in which we work. We pay our respects to Elders past, present and future.



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# Overview of the Statement of Corporate Intent

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**This Statement builds on DHA's existing strategic objectives and outcomes, aligning to a new set of strategic drivers to ensure DHA continues to meet the evolving and growing needs of the Australian Defence Force (ADF) and its personnel.**

DHA was established in 1988 with a housing portfolio around 20,000 houses. Over the subsequent 37 years, DHA has transformed the quality of the housing in its portfolio and expanded the range and quality of housing related services provided to ADF members and their families.

A focus on growing its portfolio to meet Defence's changing requirements, aligning with member preferences, navigating evolving housing markets, keeping pace with technological change, responding to societal expectations on environmental, social, and governance (ESG), and addressing the necessary financial arrangements that will sustain DHA's support for Defence's housing needs into the future underlies DHA's strategic objectives and this Statement of Corporate Intent.

**FIGURE 1:** Strategy on a page, DHA Statement of Corporate Intent 2025–26

**Defence Housing Australia's purpose** is meeting the operational needs of the Australian Defence Force and the requirements of the Department of Defence by providing adequate and suitable housing for, and housing related services to members of the Australian Defence Force and their families.

STRATEGIC DIRECTION	DHA OBJECTIVES	OUTCOMES
 <p><b>Digitise quickly</b> – move faster to deliver end to end digital services that balance both customer satisfaction and improved commercial outcomes.</p>	<b>1.</b> <b>Aligned housing solutions delivered through a modern, customer-centric operating model</b>	<b>1.</b> Reorient our operating model and leverage technology to deliver future housing needs which align to the preferences of members and their families
 <p><b>The case for growth</b> – a shift in strategic direction towards DHA playing a larger role in supporting the housing requirements of the ADF.</p>	<b>2.</b> <b>Build an agile and scalable housing capability</b>	<b>2.</b> Agree and formalise future housing needs with Defence to ensure certainty in housing supply <b>3.</b> DHA plays a larger role in supporting the housing requirements of the ADF <b>4.</b> Future ready scalability in housing solutions which are responsive to changes in market conditions and investor sentiment
 <p><b>ESG baseline</b> – It is early in DHA's trajectory; DHA is committed to excellence, once its current achievements are better understood.</p>	<b>3.</b> <b>Commitment to environmental, social and governance excellence</b>	<b>5.</b> Embed ESG into our everyday approach in support of Government objectives
 <p><b>Commercial culture</b> – this is not in conflict with DHA's service culture; the two should reinforce each other.</p>	<b>4.</b> <b>Fiscal responsibility and long-term financial stability</b>	<b>6.</b> 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

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## **Digitise quickly**

Advances in technology present opportunities to improve online customer service interactions by reducing wait times and enhancing user experience. By investing in technology and process improvements, DHA will provide a seamless, digitally enabled experience for Defence members and their families, simplifying interactions, improving service delivery, and ensuring that members have access to the best possible housing solutions.

## **Anticipated ADF growth**

DHA anticipates a need to grow its portfolio of housing to meet the additional demand brought on by ADF growth, tight rental property markets and changing housing needs. We plan to grow our portfolio to provide more Defence families and individuals with the opportunity and certainty of DHA housing. Preparedness for this growth positions DHA to better serve ADF members, support Defence capability, and deliver value to the Australian Government.

## **ESG baseline**

The *Environment Protection Biodiversity and Conservation Act 1999* (EPBC Act) and other new mandatory climate-related reporting requirements present opportunities as well as challenges due to potential regulatory changes. DHA will take a proactive approach to integrating ESG considerations into all aspects of its operations, promoting environmental sustainability, fostering social responsibility, and ensuring robust governance practices to meet the expectations of stakeholders and the broader community.

## **Commercial culture**

With its dual focus of beneficial outcomes for Defence members and generating a sustainable commercial return, DHA is balancing commercial thinking with customer focus.

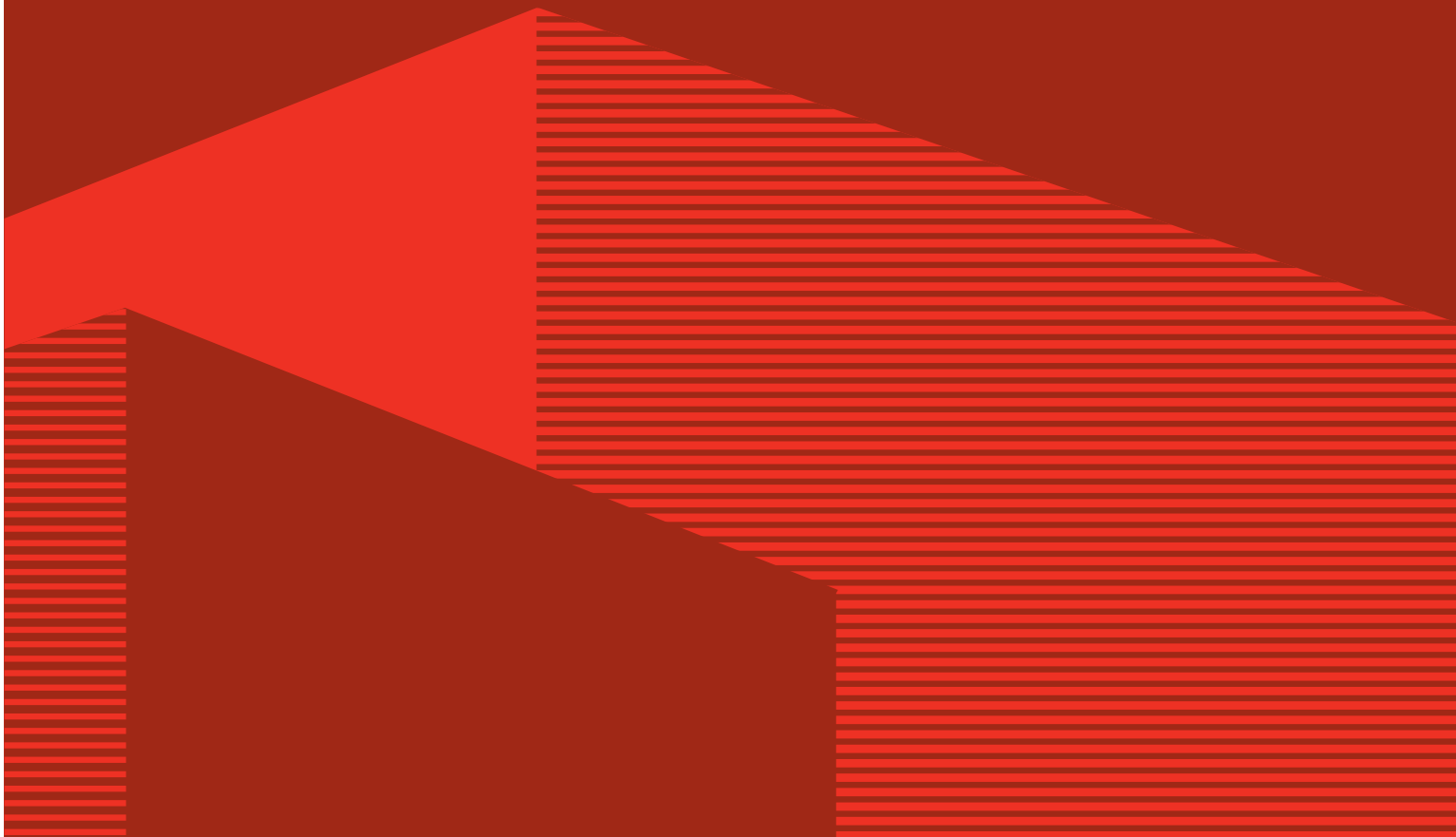






# Operating Context

This section provides an overview of the legislative framework, Defence housing environment, and a range of internal and external factors influencing DHA's strategic direction and operations. By understanding these factors, DHA can effectively plan and execute its strategies to meet the current and future needs of Defence and its personnel.



# Legislative framework

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DHA is a corporate Commonwealth entity and GBE, operating under the provisions of the *Defence Housing Australia Act 1987* (DHA Act), the PGPA Act, and the PGPA Rule.

The DHA Act sets out DHA's functions, powers, corporate structure, and delegations. The PGPA Act and its associated instruments, policies and guidance set the standards of governance, performance and accountability for Commonwealth entities and companies. The PGPA Act also imposes specific duties on DHA's Board members and officials relating to the use and management of resources.

As a GBE, DHA is expected to comply with Commonwealth Government Business Enterprises – *Governance and Oversight Guidelines Resource Management Guide No. 126* (RMG 126). RMG 126 provides guidance in relation to board and corporate governance, planning and reporting, financial governance, and other governance matters.

DHA's staff are employed under the *Public Service Act 1999*. As an Australian Government employer, DHA must adhere to the provisions and statutes of various Commonwealth employment related legislation. As a statutory agency,

DHA must also operate in accordance with Commonwealth legislation including, but not limited to:

- the *Work Health and Safety Act 2011*
- the *Freedom of Information Act 1982*
- the *Privacy Act 1988*
- the *Public Interest Disclosure Act 2013*, and
- the *Modern Slavery Act 2018*.

At 1 July 2025, DHA's Shareholders are the Minister for Defence and the Minister for Finance acting on behalf of the Australian Government.





# Defence's Housing Environment

DHA supports the Department of Defence to provide housing and housing related services to approximately 61,189 permanent ADF members (ADF recruitment media release, 4 August 2025). The ADF is expected to grow to 80,000 members by 2040, a reference point for DHA as it considers the growth necessary to meet the extra demand.

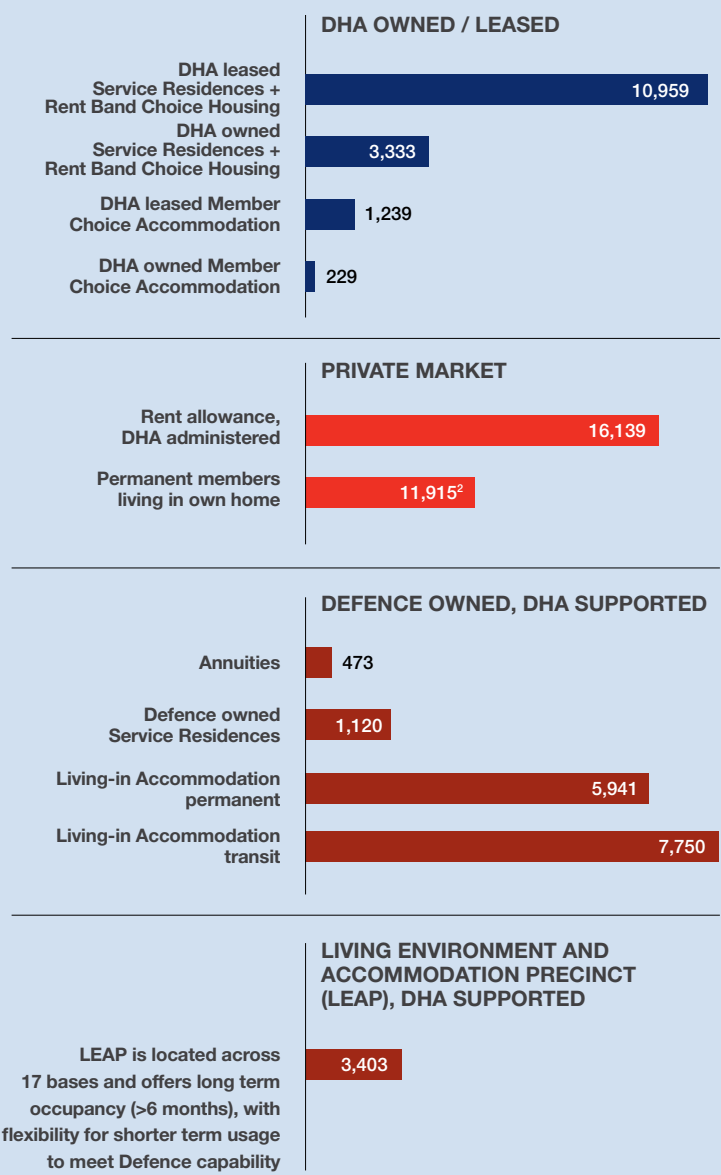
DHA's role includes the provision of housing solutions owned or leased directly by DHA; as well as managing Defence-owned properties, managing bookings for Living-in-Accommodation (permanent and transit), and administering ADF member rent allowance entitlements on behalf of Defence. DHA contributes in some way to the delivery of 80% of the housing solutions provided to members and their families by Defence.

**FIGURE 2:** Overview of housing solutions available on and off base


## Defence Housing Environment



DHA supports the Department of Defence to provide housing and housing related services to approximately 61,189 ADF members, which is expected to grow to 80,000 by 2040.



1. Total number of housing solutions is greater than total ADF workforce. Some members have more than one housing solution due to duty or family requirements  
2. DHA Business Intelligence for FY2023–24



62,501<sup>1</sup>

Number of housing solutions









# Strategic Drivers

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## Overview of strategic drivers

The most impactful strategic drivers affecting DHA's ability to fulfill its purpose of *meeting the operational needs of the Australian Defence Force and the requirements of the Department of Defence by providing adequate and suitable housing and related services to ADF members and their families* are:

- **Constrained housing markets,** which make it harder to secure leased properties in priority regions. Defence members in the private housing market have also experienced periods of difficulty in securing rental properties or acquiring affordable homes.
- **Access to Capital:** DHA invests in housing to meet the long-term needs of the ADF and is working to achieve a sustainable portfolio of owned and leased properties.
- **Member and family wellbeing:** Awareness of wellbeing, and the significant role housing plays.
- **Advances in technology:** Technology offers opportunities to improve online customer service interactions by reducing wait times and enhancing user experience.
- **Environmental Integrity:** EPBC Act compliance and new mandatory climate-related reporting requirements.

These factors present both challenges and opportunities for DHA as it strives to meet the operational needs of the ADF and the requirements of the Department of Defence.

# Strategic Driver 1:

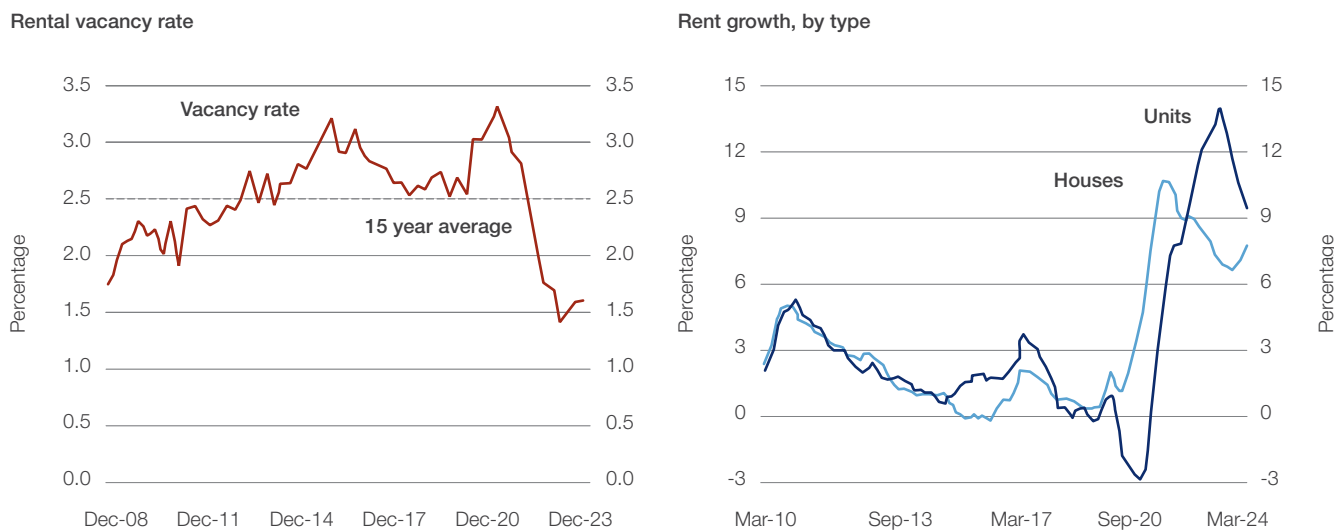
## Constrained housing market

DHA has available a range of options to provision housing (buy, lease, build), offering flexibility in meeting demand, though it has less flexibility in property-related services. Applying multiple sourcing options is beneficial against a housing market backdrop that continues to present constricted supply, growing demand, and ongoing interest in government investment in Defence, housing, and various regions, including Western Australia (WA) and northern Australia – two focus areas of the National Defence Strategy 2024.

**Rent growth is expected to ease from a high to moderate levels.** Tightness in the rental market is now forecast to unwind due to vacancy rates trending upwards, increases in average household size (possibly linked to affordability constraints). Despite the recent sharp slowing in advertised rent inflation, CPI rents inflation is expected to remain elevated for a time as rents on new leases gradually flow through to the stock of rents in the CPI (Statement on Monetary Policy – November 2024, RBA).

**Current market supply of new housing is low and the rate of release of subdivided land is decreasing.** 172,000 dwellings were completed in 2023 – the lowest annual number of completions in the past decade. Construction is taking longer to complete due to labour and material shortages and longer approval times. The number of residential greenfield lots released for development nationally fell 26 per cent in 2023 (State of the Housing System 2024).

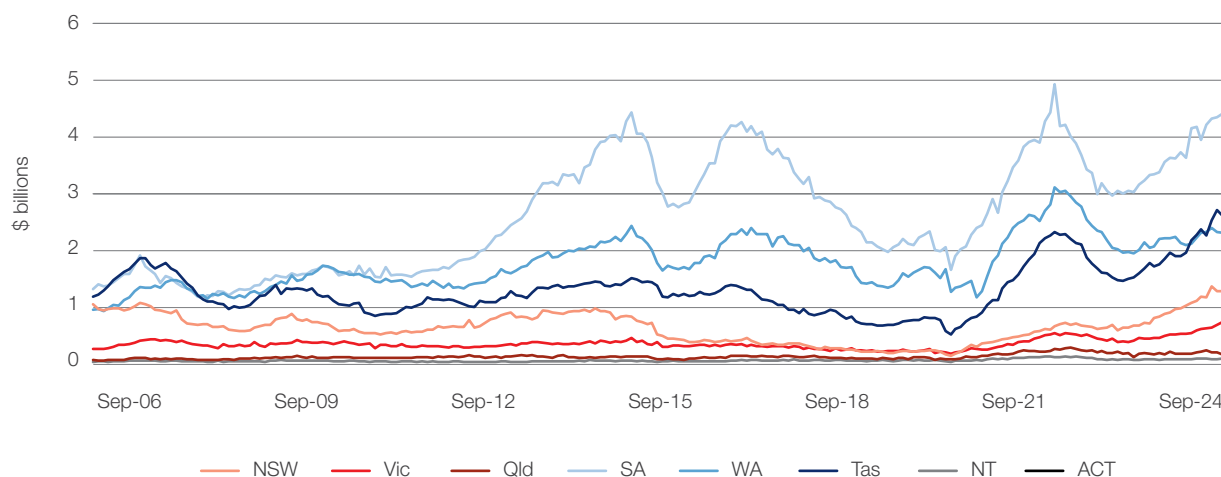
FIGURE 3: Rental vacancy rate and rent growth by type



Source: REIA Real Estate Market Facts 2024.

Source: CoreLogic 2024; NHSAC 2024.

**FIGURE 4:** New loan commitments for investor housing (seasonally adjusted), by state



Source: Lending Indicators, September 2024, ABS

**Institutional investor sentiment in housing markets is varied.** Both international and domestic investors appear to show interest in long-term residential real estate strategies, with international investors leaning towards build-to-rent models.

**Supply of rental housing in key markets.** The current Australian government policy on housing aims to increase housing supply and improve affordability through various initiatives. By expanding its owned portfolio, DHA can reduce reliance on the private rental market, improve housing availability for Australian Defence Force (ADF) members, and contribute to the overall housing supply.



### STRATEGIC OPPORTUNITY

- **Operational flexibility.** DHA uses a range of options to provision housing (buy, lease, build), which provides flexibility in how it meets demand. However, it has less flexibility in the scope and timing of property-related services.

## Strategic Driver 2:

### Identification of financing options

DHA's operations are self-funded through rents, fees, debt financing, and land sales.

**Growing Defence Force.** The Defence Workforce Plan 2024–2034, released on 5 November 2024, aligns ADF workforce postings with the National Defence Strategy. Investment in recruitment and retention initiatives to build and sustain the workforce amid a competitive labour market continues.

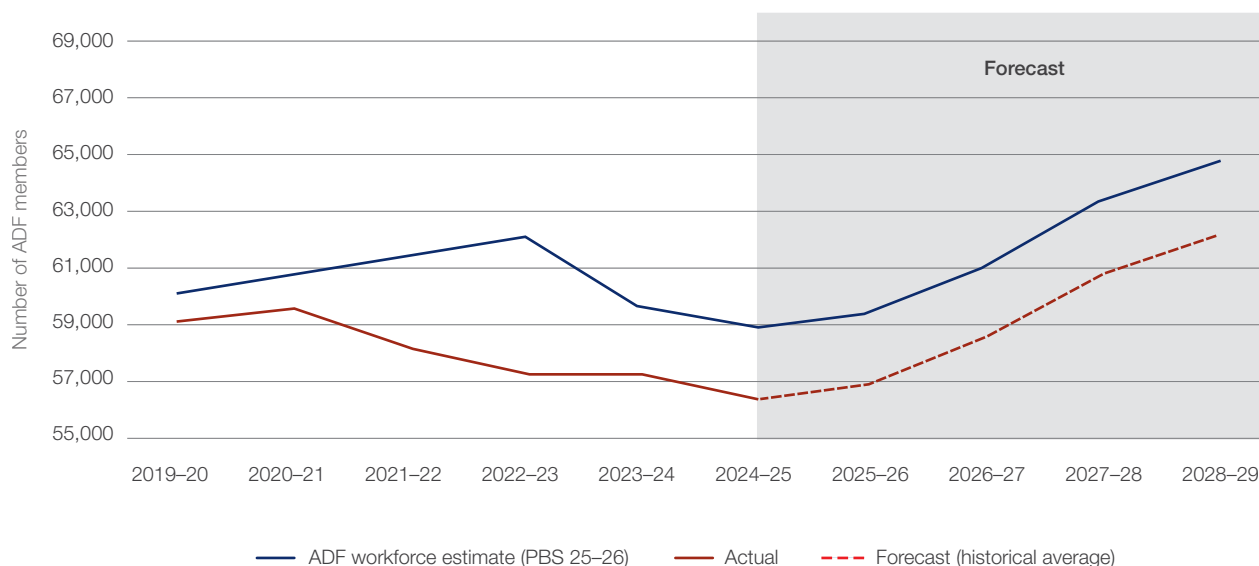
**Impact of housing benefits on retention.** The availability of housing benefits is crucial to the retention of ADF members, with 79.9% stating its importance in their decision to remain in the Defence Force (DHA 2024 Annual Occupant Survey).



#### STRATEGIC OPPORTUNITY

- A Growing ADF continues to represent an opportunity for DHA to support ADF members and their families.

**FIGURE 5: ADF workforce statistics**



Source: Department of Defence PBS & Annual Reports

# Strategic Driver 3:

## Member and family wellbeing

DHA has a heightened awareness of the wellbeing of members and their families, and the crucial role housing plays. DHA has opportunities to influence housing outcomes through engagement, responding to changing member preferences, and leveraging technology will enhance customer service and capability.

**Increased importance of Defence family wellbeing.** DHA will continue to support outcomes of completed strategic reviews including the

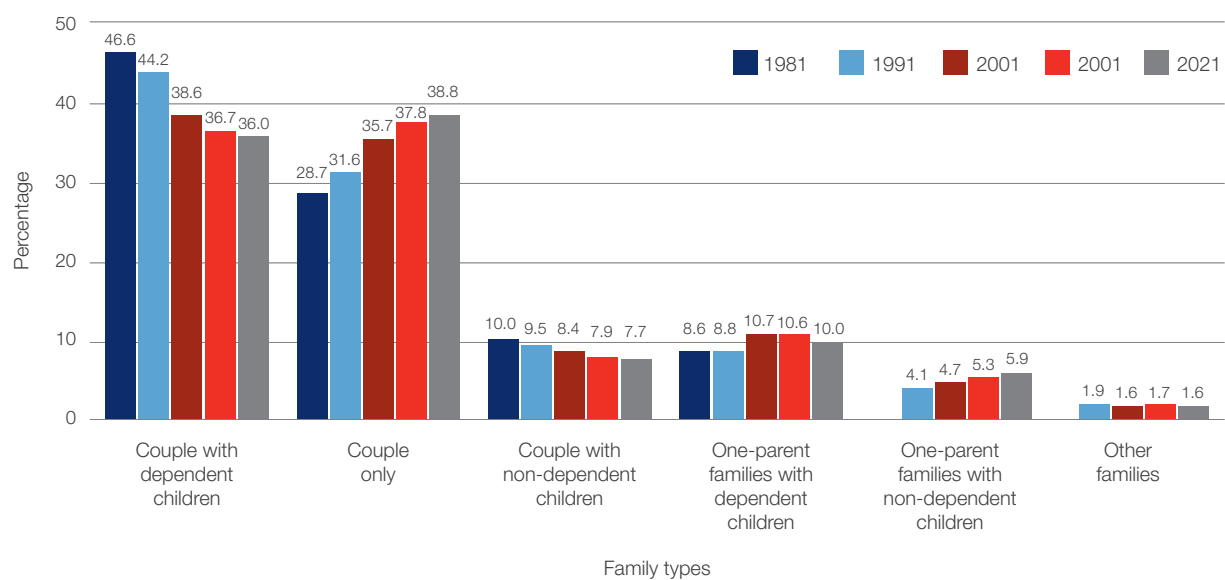
National Defence Strategy 2024 and Integrated Investment Program 2024, to deliver greater certainty and flexibility in housing solutions to ADF members.

**The importance of housing on ADF member wellbeing.** Defence and DVA have identified ‘home and housing’ as a key wellbeing factor (Defence Mental Health and Wellbeing Strategy 2018–2023). DHA has a key role in supporting the wellbeing of ADF members

through the provision of housing and housing related services.

**The average Australian household is changing.** The proportion of couple families without children has increased. This trend is expected to emerge in the Defence population impacting the size and functionality of homes required for ADF members (Australian Institute of Family Studies).

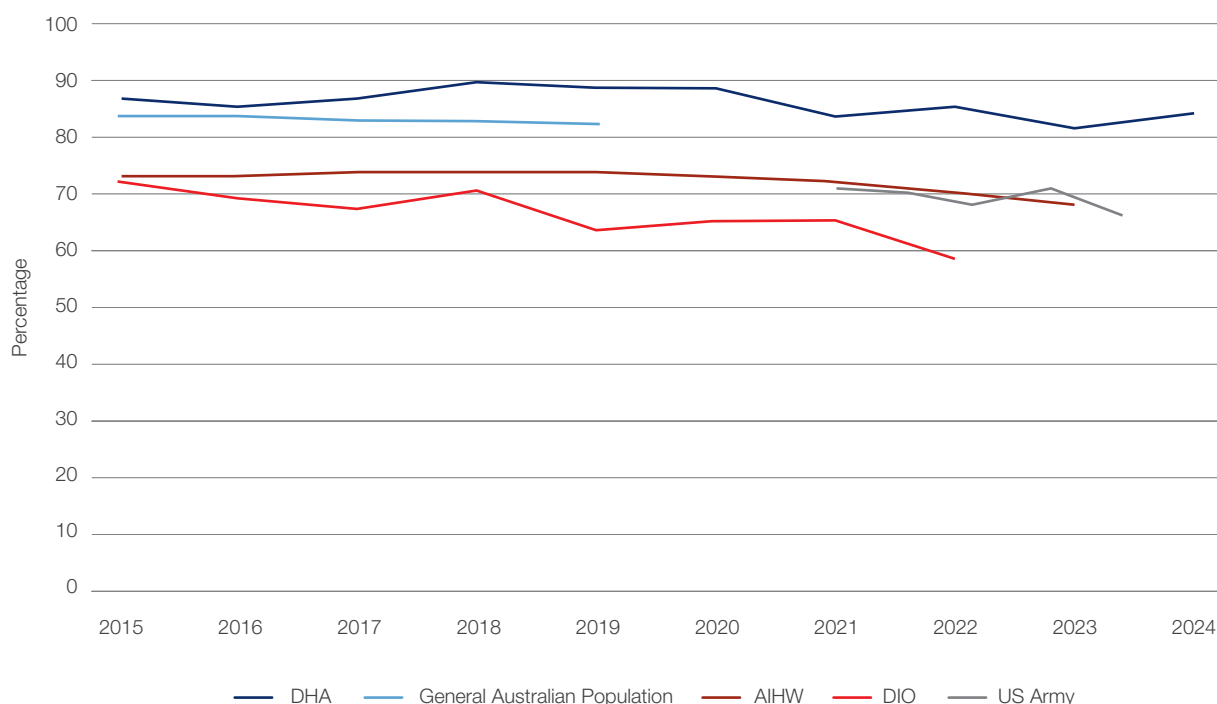
**FIGURE 6:** Proportion of Australian families



**Note:** Dependent children include children aged under 15 years and full-time students aged 15–24 years.

**Sources:** ABS 1981–2021 Censuses

**FIGURE 7:** Comparison of ADF member satisfaction with housing to Australian and international benchmarks 2015–2024



**ADF member satisfaction** levels for DHA remains in alignment with performance objectives, measuring 85% in 2024 (DHA Annual Occupant Survey 2024). Digitisation and improvements to self-guided interactions are associated with improved ADF Member satisfaction outcomes in areas such as communication and timeliness of response (DHA Annual Occupant Survey 2024).



### STRATEGIC OPPORTUNITY

- **Leverage technology** to deliver services through seamless digital experiences resulting in an uplift in capability to meet Defence requirements and customer service outcomes.
- **Continued engagement.** DHA has an opportunity to influence outcomes for ADF members.
- **The role of DHA** in supporting the wellbeing of ADF members through the provision of housing and housing related services.

## Strategic Driver 4:

### Advances in technology

Advances in technology offer opportunities to enhance DHA's online customer service. DHA's participation in ICT benchmarking showed it is generally in line with peer organisations and excels in customer value creation.

**Agentic AI** refers to software that is designed to leverage stored processes and Generative AI to take actions to achieve specific goals. However, the main productivity gains may instead come with the next generation of customer service AI: more specialised off-the-shelf "industrial agent" solutions.

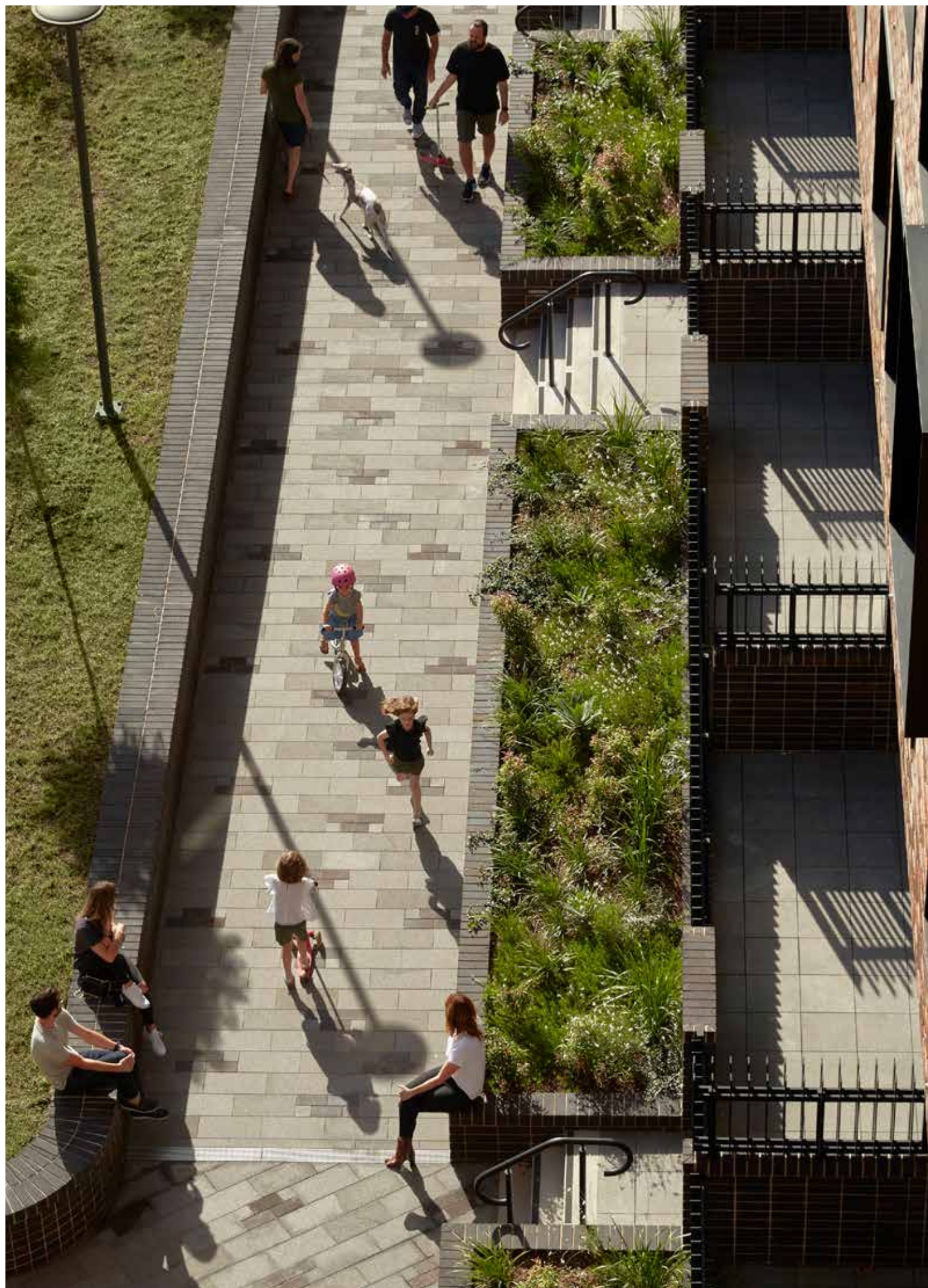


#### STRATEGIC OPPORTUNITY

- **Agentic AI and Industrial Agents.** The increased sophistication and number of advanced AI customer service focused digital solutions should support DHA's digital customer experience workstream, and potentially decrease the cost or effort required to implement it.









# Strategic Driver 5:

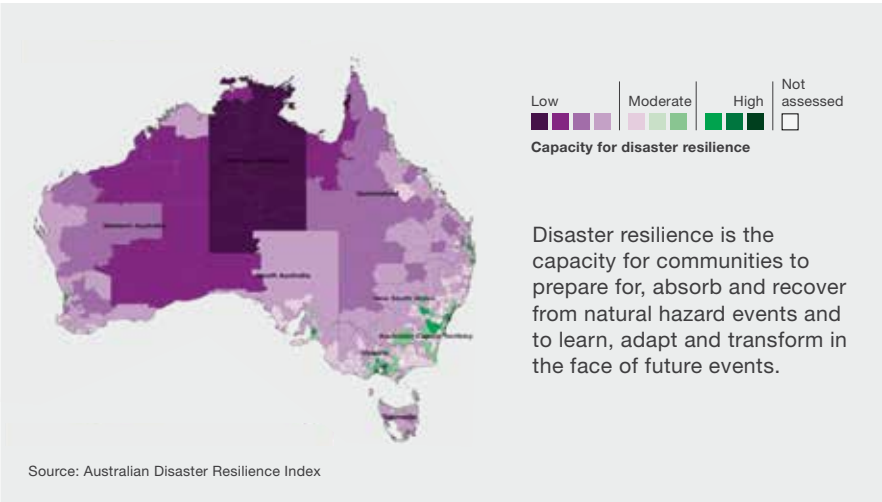
## Environmental integrity

DHA has strengthened its approach to compliance and reporting requirements of the EPBC Act. DHA is committed to enhancing practices and leveraging government programs to achieve ESG excellence.

**Disaster resilience.** With more ADF members in Northern Australia, DHA's portfolio and resident families face increased climate risk and more frequent natural hazards

**Climate Change Disclosures.** DHA completes climate disclosures under the Commonwealth Climate Disclosure Policy starting in 2024–25. These requirements, developed by the Department of Finance, align with international standards and must be included in the 2024–25 Annual Report.

FIGURE 8: Australian Disaster Resilience Index



### STRATEGIC OPPORTUNITY

- **Government programs to address climate change.** DHA has an opportunity to leverage incentives to improve environmental outcomes.
- **DHA has an opportunity to influence stakeholders,** including Defence and Landlords, through new product offerings that support environmental living preference of members and cost of living pressures.
- **DHA can serve as a leader in adopting ESG practices and governance.** The potential benefits from this opportunity include an enhanced reputation among members, local communities and investors.



# DHA Strategy

This section describes how DHA will respond to the strategic drivers within its operating context and builds on the “Strategy on a Page” from the Overview (Figure 1). This section articulates management’s focus areas over the Statement period.



# DHA's Purpose

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**DHA's strategy is designed to respond to the rapidly changing strategic environment and capitalise on identified opportunities, in order to achieve DHA's purpose. DHA's purpose, strategic objectives, outcomes, and activities as outlined in the Statement follow the performance logic set out in DHA's Enterprise Performance Framework (EPF).**

## **DHA's purpose**

DHA's purpose is defined in the DHA Act. It sets out our functions, powers, corporate structure, and delegations. In accordance with section 5 of the DHA Act, the main function of DHA is to provide adequate and suitable housing for, and housing related services to:

- members of the Defence Force and their families
- officers and employees of the Department of Defence and their families, and
- persons contracted to provide goods or services to the Defence Force and their families,

in order to meet the operational needs of the ADF and the requirements of the Department.



Defence Housing Australia's purpose is meeting the operational needs of the Australian Defence Force and the requirements of the Department of Defence by providing adequate and suitable housing for, and housing related services to, members of the ADF and their families.



## Defence's operational needs

This purpose should also be understood in the context of our Outcome, set out in the Portfolio Budget Statements 2025: *To contribute to Defence outcomes by providing total housing services that meet Defence operational and client needs through a strong customer and business focus.*

To better understand Defence's operational and client needs, DHA considers housing to contribute to a number of specific Defence policy outcomes, including:

- **Preparedness**, which relates to housing's contribution to supporting operational readiness and deployment flexibility. This is achieved through the provisioning of accommodation in the right place, at the right volume, at the right time, as agreed with Defence in the Approved Provisioning Schedule (APS). Refer to the "operating model" section for further information on how the APS is determined by Defence and DHA.

- **Recruitment and retention**, in which housing can be considered as a non-remuneration employment benefit for permanent ADF members and their families. While it has a large impact, housing is not the only factor influencing employee value proposition for the ADF.
- **Wellbeing**, for which "home and housing" that is stable and safe is one of the nine factors set out in Defence and DVA's Aligned Wellbeing Factors.

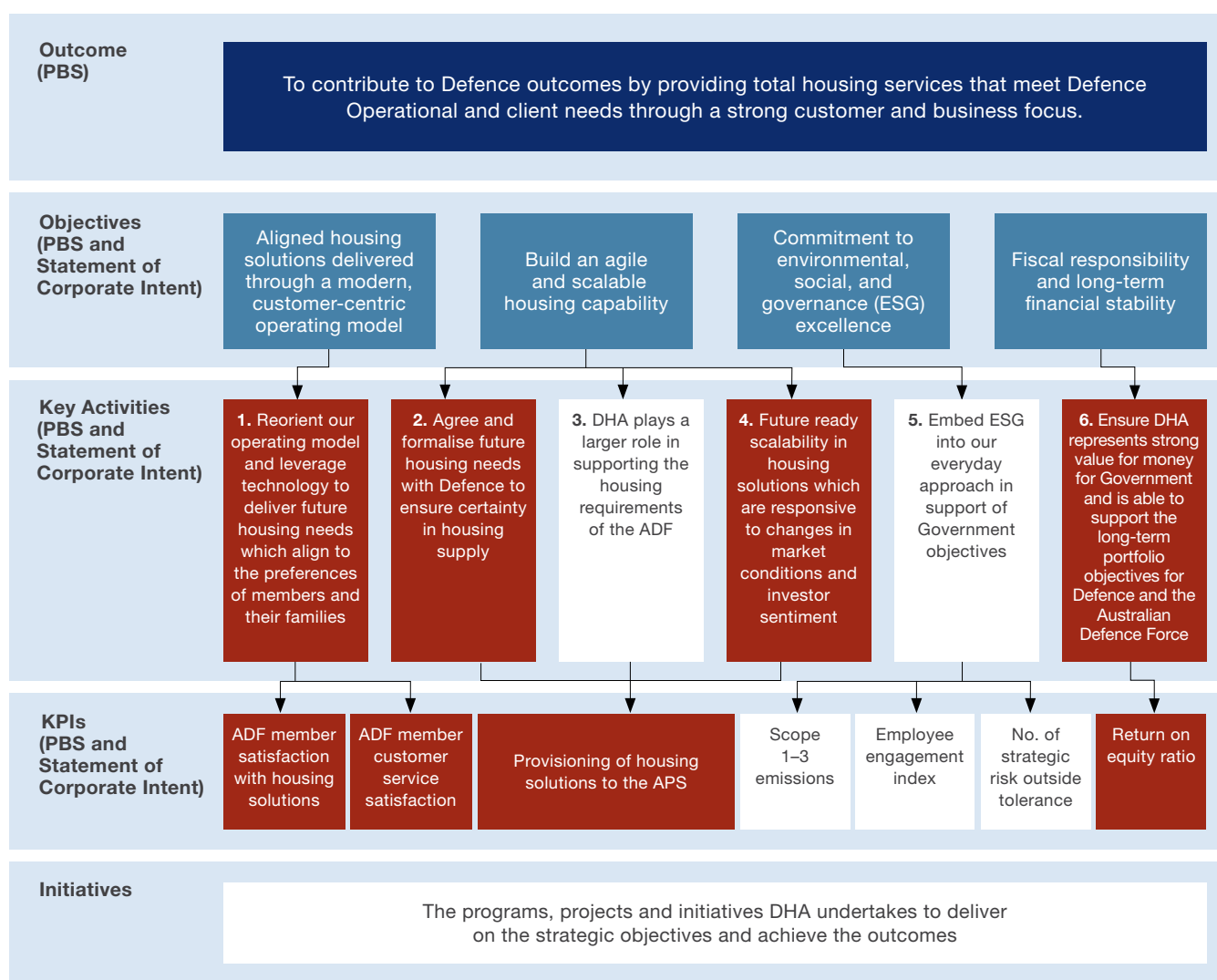
Defence's operational and client needs into the future are described in published strategy documents, the Defence Strategic Review (2023), and National Defence Strategy (2024).



## Performance Logic Model

The Performance Logic Model provides an overview of the relationship between DHA's purpose, strategic objective, key activities, performance measures and targets.

**FIGURE 9:** Performance Logic Model, from DHA's EPF

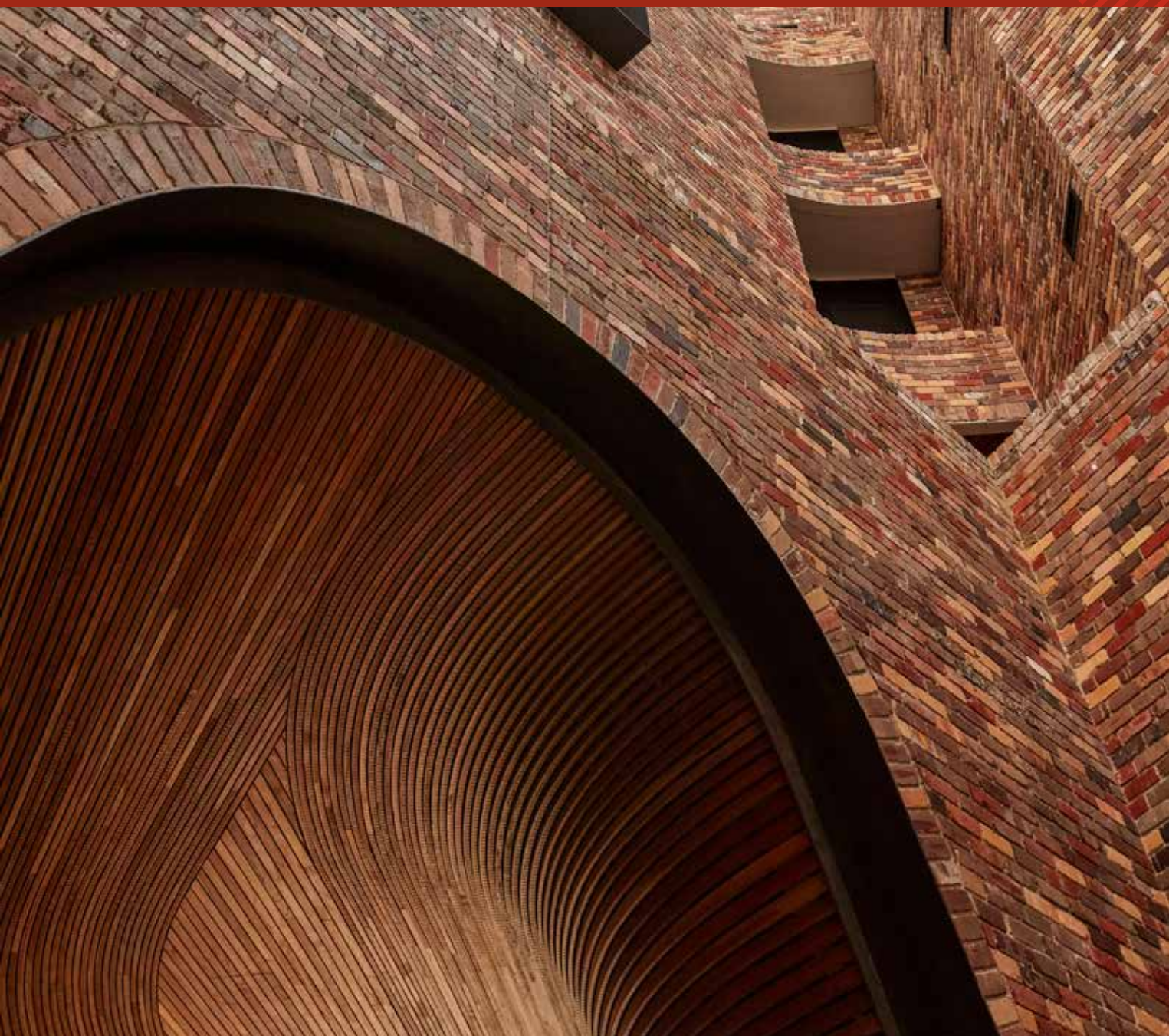


■ Key activities and KPIs outlined in the Defence Portfolio Budget Statements 2025–26



# Strategic Objectives and Activities

DHA has identified four objectives as being a suitable foundation for responding to the strategic drivers and achieving DHA's purpose. The strategic objectives are further broken down to focus on critical activities that DHA will implement over the life of the Statement.





## Strategic Objective 1:

### Aligned housing solutions delivered through a modern, customer-centric operating model

**FIGURE 10:** Strategic Objective 1, outcomes and key activities over the Statement period

#### Objective 1: Aligned housing solutions delivered through a modern, customer-centric operating model

DHA Outcomes	Activities		
	2025–26	2026–27	2027–29
1. Reorient our operating model and leverage technology to deliver future housing needs which align to the preferences of members and their families	<ul style="list-style-type: none"><li>Customer interface digitisation, focused on tenancy and postings, enquiry management, and rent allowance</li><li>Property management, including online maintenance and inspections</li></ul>	<ul style="list-style-type: none"><li>Customer interface digitisation, including housing administration, and LIA bookings</li><li>Property management, particularly repairs and maintenance, tenant charges, and vacancy management</li></ul>	<ul style="list-style-type: none"><li>Future digitisation projects may be identified for 2027–28, and 2028–29</li></ul>
2. Agree and formalise future housing needs with Defence to ensure certainty in housing supply	<ul style="list-style-type: none"><li>Future Services Agreement and Housing Policy projects</li></ul>		



## Strategic Objective 2:

### Build an agile and scalable housing capability

**FIGURE 11:** Strategic Objective 2, outcomes and key activities over the Statement period

#### Objective 2: Build an agile and scalable housing capability

DHA Outcomes	Activities		
	2025–26	2026–27	2027–29
1. DHA plays a larger role in supporting the housing requirements of the ADF	<ul style="list-style-type: none"><li>Preparedness for ADF growth</li></ul>		
2. Future ready scalability in housing solutions which are responsive to changes in market conditions and investor sentiment	<ul style="list-style-type: none"><li>Strategic provisioning, continue to develop new sourcing channels and product model</li><li>Embed sourcing channels into BAU activities</li></ul>	<ul style="list-style-type: none"><li>Strategic provisioning, embed sourcing channels into BAU activities</li></ul>	<ul style="list-style-type: none"><li>Future strategic provisioning projects may be identified for 2027–28, and 2028–29</li></ul>





### **Strategic Objective 3:**

## **Commitment to environmental, social and governance excellence**

**FIGURE 12:** Strategic Objective 3, outcomes and key activities over the Statement period

### **Objective 3: Commitment to ESG excellence**

DHA Outcomes	Activities		
	2025–26	2026–27	2027–29
1. Embed ESG into our everyday approach in support of Government objectives	<ul style="list-style-type: none"><li>Establish an ESG baseline that defines how DHA's existing programs and activities contribute to ESG objectives</li><li>Write an ESG Strategy that builds on the baseline to establish future activities and targets</li></ul>	<ul style="list-style-type: none"><li>Future ESG projects will be informed by the ESG baseline and strategy</li></ul>	



### **Strategic Objective 4:**

## **Fiscal responsibility and long-term financial stability**

**FIGURE 13:** Strategic Objective 4, outcomes and key activities over the Statement period

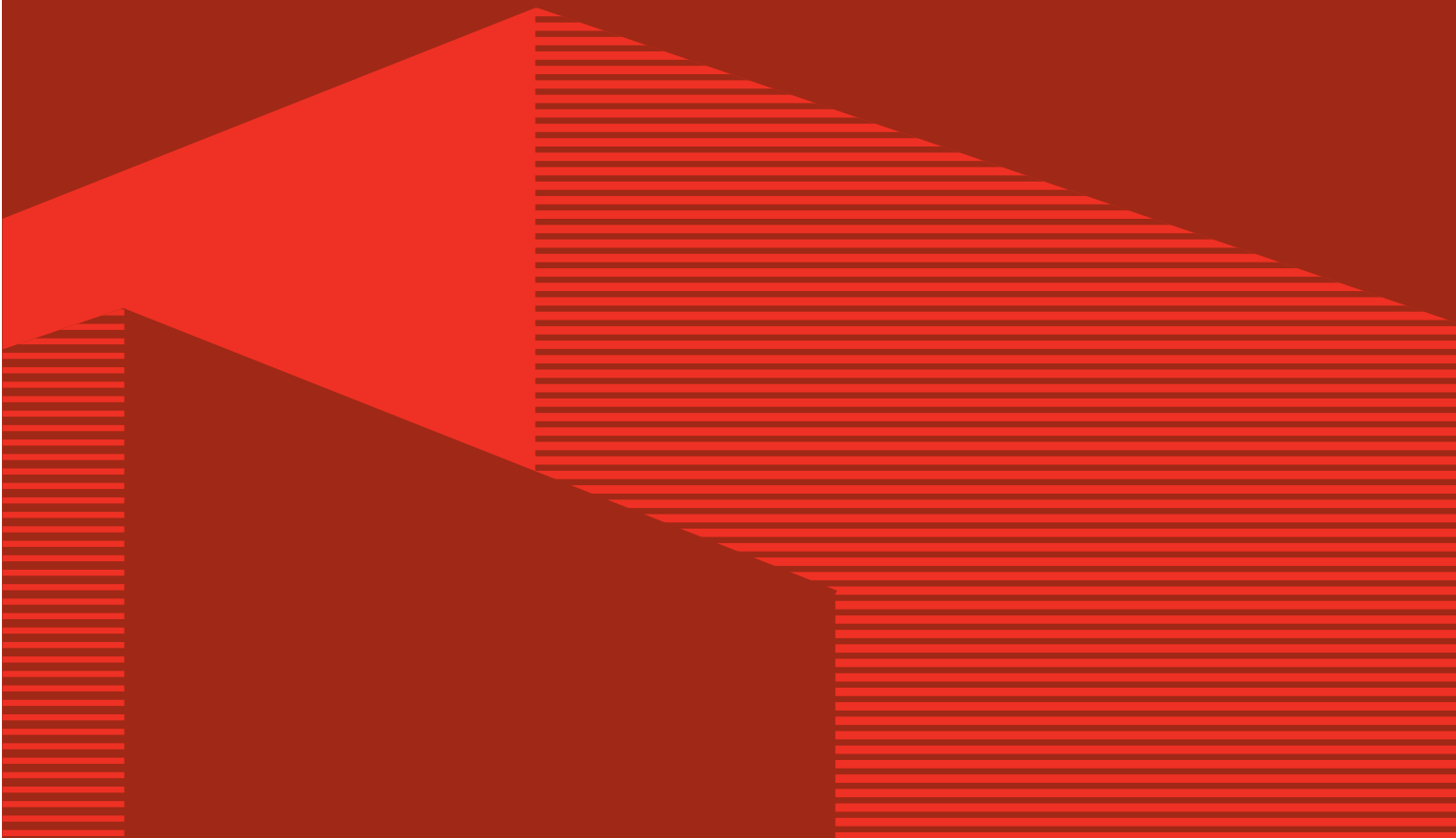
### **Objective 4: Fiscal responsibility and long-term financial stability**

DHA Outcomes	Activities		
	2025–26	2026–27	2027–29
1. 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	<ul style="list-style-type: none"><li>Asset Management program seeks to reduce repairs and maintenance costs, focusing on digitisation of asset accounting, and a bigger focus on preventive/ programmed maintenance</li></ul>	<ul style="list-style-type: none"><li>Asset management program continues, including an Asset Management Plan, digitisation of asset condition assessments, and the introduction of strategic procurement</li></ul>	<ul style="list-style-type: none"><li>Future asset management projects may be identified for 2027–28, and 2028–29</li></ul>



# DHA Capability

This section outlines the capabilities DHA requires to achieve its purpose and strategy. This includes the make-up of DHA's housing portfolio, the housing-related services DHA delivers, and the governance and organisational structures in place to support effective decision-making and implementation.



# Housing services

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## **DHA housing and housing related services**

DHA provides a range of housing and housing related services in support of ADF capability, growth, and retention. DHA administers Defence housing policy in accordance with Defence Pay and Conditions, its functions as outlined in the DHA Act, and the Defence Services Agreement.

DHA's services to Defence include:

- the provision of a portfolio of suitable housing
- housing services that support the mobility of the ADF
- administration of Rent Allowance and ADF member entitlements
- administration of Defence housing policy
- managing heritage-listed Defence owned properties.

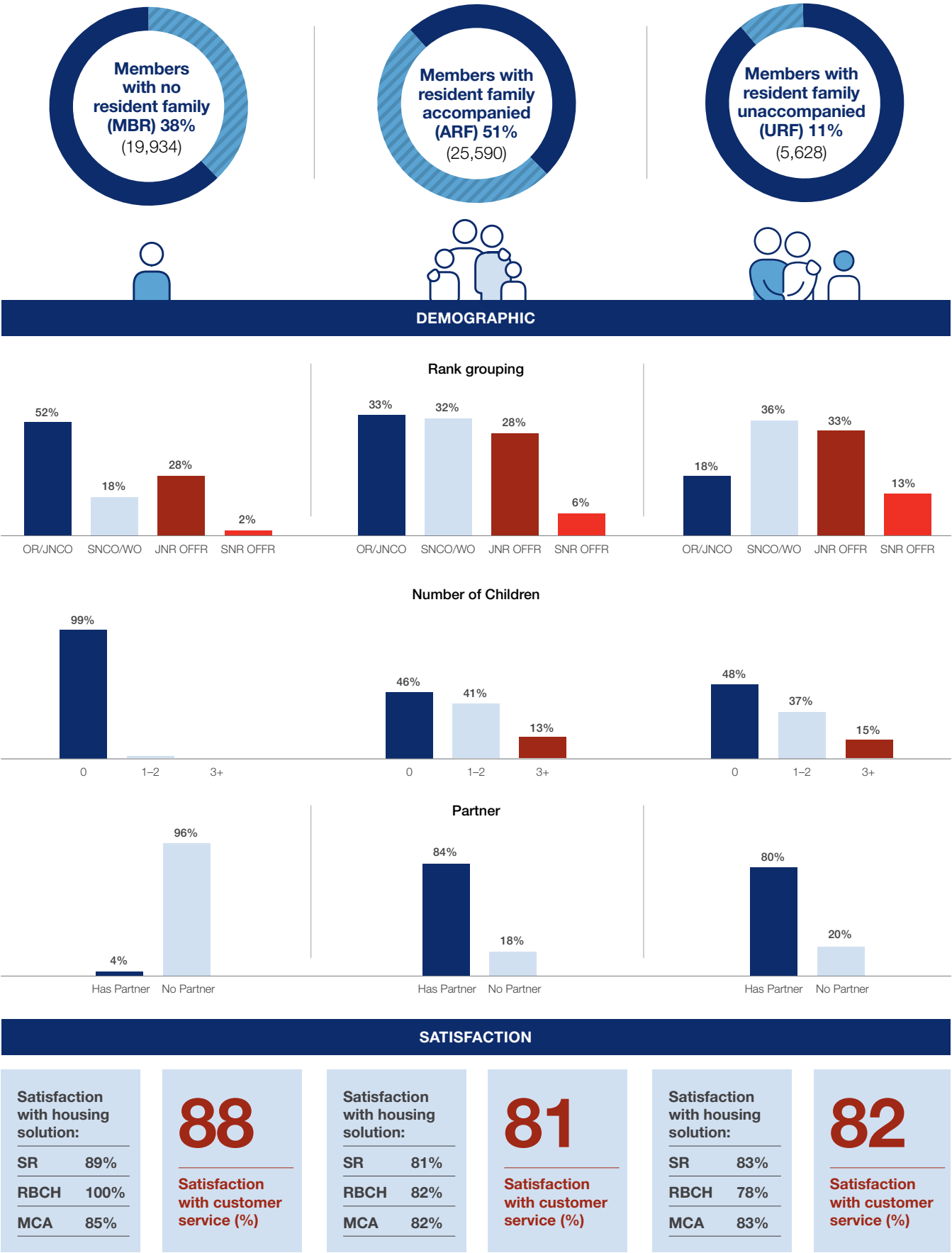
The services provided to ADF members, and their families include:

- access to, and assistance to find, a range of housing solutions in the DHA portfolio
- property and housing management services, including the management of repairs and maintenance
- advice and guidance on housing policy and eligibility
- booking and allocation services for Defence managed LIA
- administration of allowances to ADF members occupying private rental accommodation
- administration of reimbursements of payments, relating to utilities, pre and post occupancy rent amounts, and break lease fees.

In addition, DHA coordinates property care services such as booking inspections with occupants, property owners and third-party providers. DHA conducts property inspections in accordance with lease obligations and the DSA and coordinates contractors to ensure that its housing solutions meet the standard and condition requirements agreed with Defence.

Figure 14 summarises demographic information about members and their families who are DHA housing and service users.

**FIGURE 14:** ADF member demographics and satisfaction







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## DHA portfolio

ADF members live in DHA Service Residences (including Rent Band Choice Housing), DHA Member Choice Accommodation, their own home, in homes rented through the private rental market, or on base in Defence-managed accommodation.

Figure 15 shows the available housing demographic profiles for Service Residence, Rent Band Choice Housing, and Member's Choice Accommodation.

FIGURE 15: Housing demographic profiles

DHA  
housing  
profiles



SERVICE  
RESIDENCE 84%

14,490



RENT BAND  
CHOICE HOUSING 8%

1,395



MEMBER'S CHOICE  
ACCOMMODATION 8%

1,468

HOUSING		12,487	241	52
	HOUSE	86%	17%	4%
		1,997	432	196
	TOWNHOUSE	14%	31%	13%
		6	722	1,220
	APARTMENT	<1%	52%	83%
FEATURES		4	3	2
	BEDROOMS	Median Number Bedrooms		
		2	2	1
	BATHROOMS	Median Number of Bathrooms		
		11.7	8.9	9.1
	WORKPLACE	Median km to Workplace		
ELIGIBILITY				
	SUITABLE FOR	<ul style="list-style-type: none"><li>• ARF</li><li>• URF</li><li>• MBR, when there is a surplus of available properties</li></ul>	<ul style="list-style-type: none"><li>• URF</li><li>• MBR</li><li>• ARF, when no suitable SR is available</li></ul>	<ul style="list-style-type: none"><li>• MBR</li><li>• URF</li><li>• ARF, when no suitable SR is available</li></ul>

# Organisational structure

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## Shareholder Ministers

Two Shareholder Ministers oversee the Australian Government's interests in DHA, the Minister for Defence, the Hon Richard Marles MP, and the Minister for Finance, Senator the Hon Katy Gallagher. As DHA is a part of the Defence portfolio of the Australian Government, the Minister for Defence or their delegate is DHA's responsible Minister.

## Board of Directors

A Board of Directors is established in accordance with Part III of the DHA Act and is the Accountable Authority for DHA under the PGPA Act. The Board is responsible for the proper and efficient performance of DHA's functions.

All Directors are appointed by the Minister for Defence, or their delegate, except the Secretary of the Department of Finance's nominee who is appointed by the Minister for Finance, and the Managing Director who is appointed by the Board.

## Board Committees

In accordance with section 26(1) of the DHA Act, the Board has established four committees to assist in the discharge of its duties. The Board and each of its committees has a charter that sets out its purpose, composition and meeting and administrative arrangements. The Board considers the composition of committees periodically. The committees are:

- Board Audit and Risk Committee (BARC)
- Property and Services Committee
- Nomination and Remuneration Committee, and
- People and Culture Committee.

Amendments to the DHA Act in 2006 established the DHA Advisory Committee to advise on the performance of DHA's functions (refer to Part IIIA of the DHA Act).

## Managing Director

The Managing Director is appointed by the Board and is the only executive director of the Board. The Managing Director is responsible for conducting the affairs of DHA in accordance with the DHA Act and any policies determined by, and directions given by, the Board.

## DHA Advisory Committee

The DHA Advisory Committee provides advice and information to DHA about the performance of DHA's functions. The Advisory Committee has no executive powers or decision-making authority in relation to the operations of DHA. The Advisory Committee is chaired by the Chief of the Defence Force's nominee to the DHA Board and may bring to the attention of the DHA Board or the Managing Director any matter which it considers requires attention.



# Risk management

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**Risk management is an integral element of governance at DHA. It is embedded into our everyday business, whether staff work to deliver services directly to ADF members and their families or in an enabling capacity. It forms an essential part of our planning prioritisation and decision making.**

DHA's strategic risks are externally driven uncertainties that impact on our long-term strategic direction and objectives, and ability to achieve Key Activities. DHA's enterprise risks are internal or external threats and uncertainties that affect the whole of DHA's operations and service delivery. These require a coordinated effort to manage.

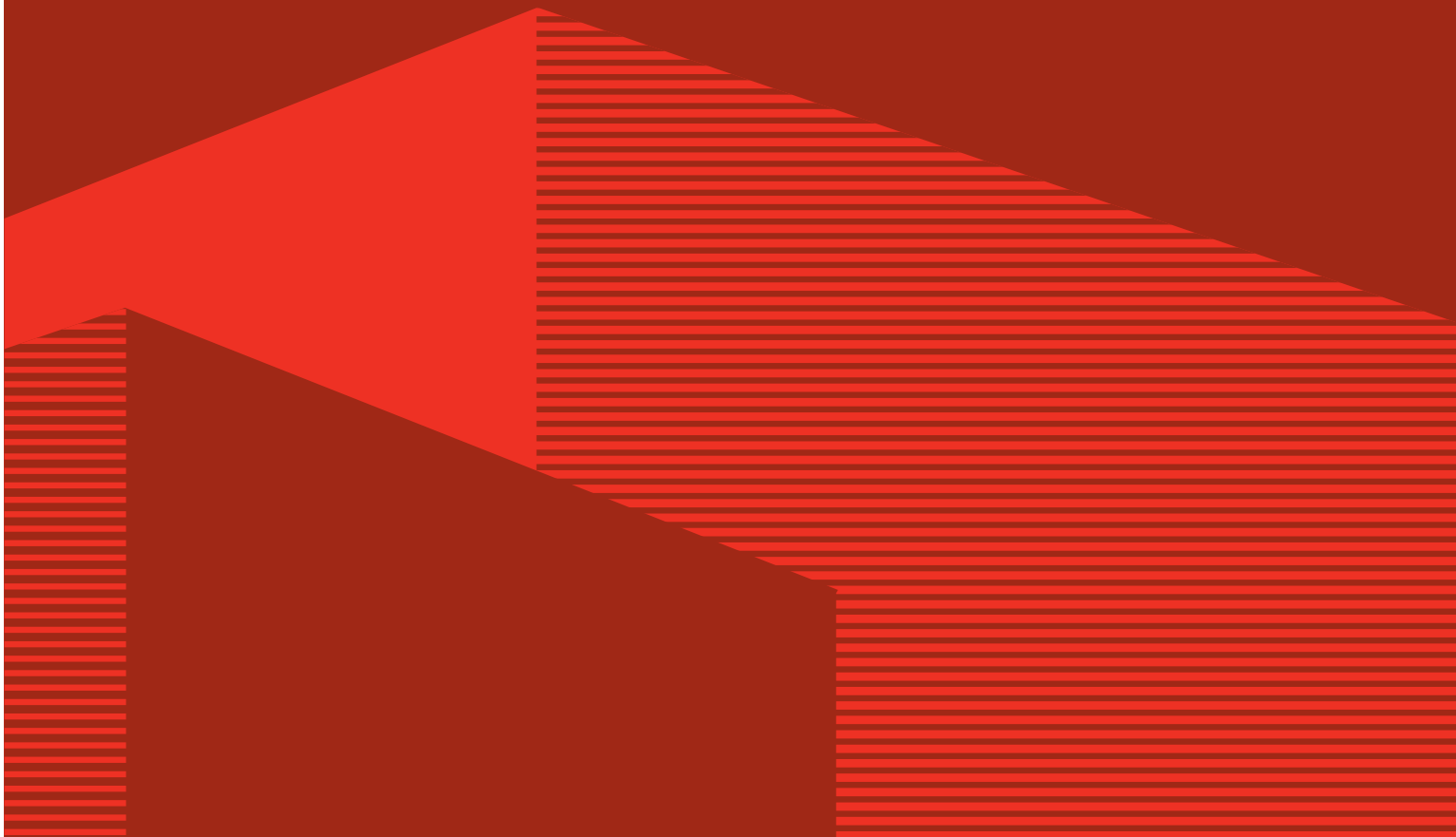
Strategic and enterprise risks are updated and monitored on a regular basis by the Leadership Team and overseen by the BARC. Preventative, detective, and corrective controls have been identified for each strategic and enterprise risk. These controls have been assessed with a control effectiveness rating assigned, enabling us to understand the control environment.

Strategic and enterprise risks are subject to periodic deep dives. In addition, DHA conducts environmental scans to identify and assess external and emerging sources of threats and opportunities.



# Performance

The performance section outlines how DHA will measure its performance in relation to the outcomes outlined in the DHA Act, PGPA Act and Portfolio Budget Statements.

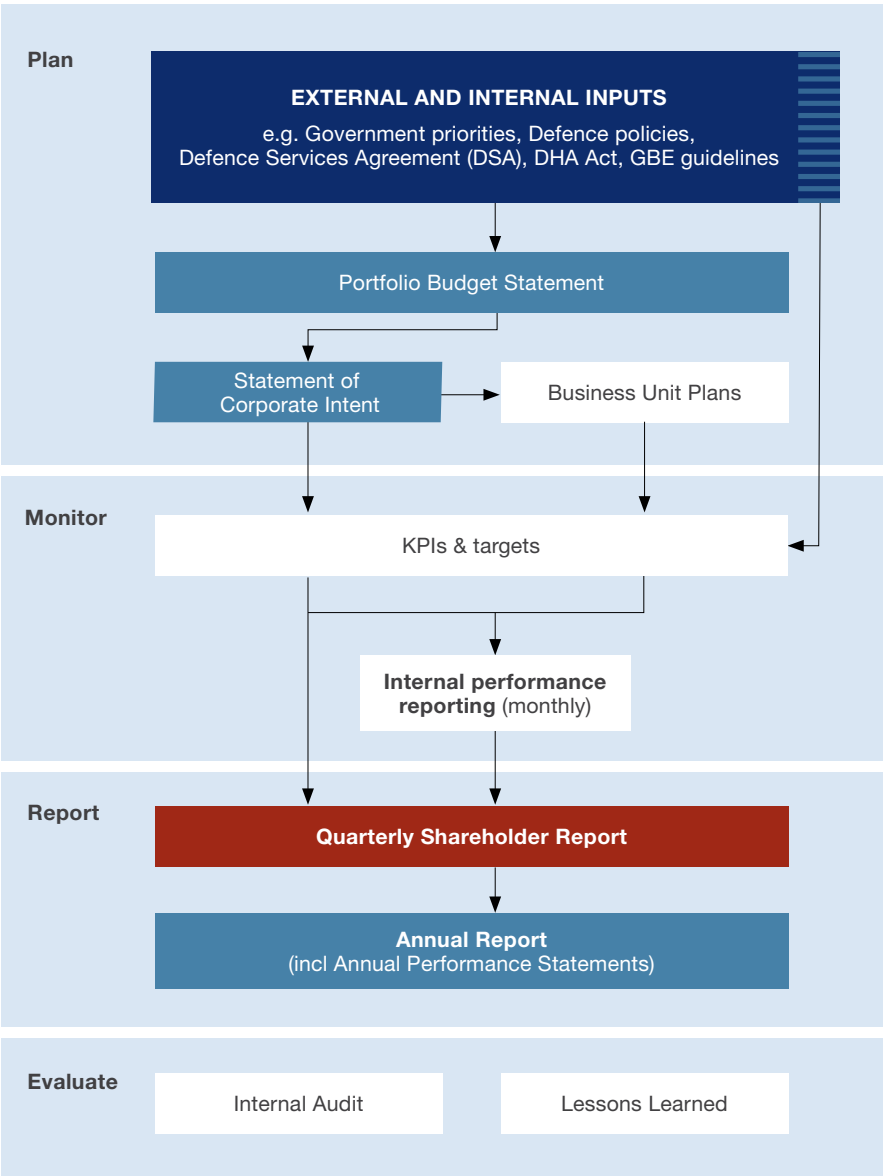


# Performance framework

The Commonwealth Performance Framework, established by the PGPA Act and PGPA Rule, requires all Commonwealth entities to measure and assess their performance in achieving their purpose. DHA's EPF integrates performance planning, monitoring, reporting, and evaluation activities.

The EPF aligns DHA's performance management with the Commonwealth Performance Framework, the Defence Services Agreement, and DHA's obligations to Shareholder Ministers. The EPF promotes accountability and transparency by linking the use of public resources to results, ensuring clear planning and reporting, mapping key activities to outcomes, focusing on results, improving decision-making, and demonstrating effective resource utilisation. Refer to Figure 16 for a summary of DHA's EPF.

**FIGURE 16:** DHA Enterprise performance framework





# Key Performance Indicators

Key Performance Indicators (KPIs) refer to DHA's publicly reported performance information as detailed in the PBS and Statement of Corporate Intent. They are reported in the Annual Performance Statement.

The Annual Performance Statement, included as part of DHA's Annual Report, is prepared in accordance with the PGPA Act, PGPA Rule, and

Resource Management Guide 134 *Annual performance statements for Commonwealth entities*. It addresses non-financial performance and provides information about DHA's performance in achieving its purpose, key activities, strategic goals, and objectives as set out in the PBS and Statement of Corporate Intent. Refer to Figure 17 for a summary of DHA's KPIs.

We are committed to the continuous improvement of our KPIs and information provided to the Parliament and the public. In 2025–26, we are initiating a holistic review of our KPIs, which will be reflected in our 2026–27 Portfolio Budget Statements and the 2026–27 Statement of Corporate Intent.

**FIGURE 17:** DHA's KPIs

DHA Objectives	Outcome			
		KPIs	Data source	Target
1. <b>Aligned housing solutions delivered through a modern, customer-centric operating model</b>	1	ADF member satisfaction with housing solutions	DHA Annual Occupant Survey	80%
		ADF member customer service satisfaction	DHA Annual Occupant Survey	85%
2. <b>Build an agile and scalable housing capability</b>	2	Provisioning of housing solutions to the Approved Provisioning Schedule	Actual stock under management as at end of reporting period	>99% of APS
	3			
	4			
3. <b>Commitment to environmental, social and governance excellence</b>	5	Scope 1–3 emissions	Australian Public Service Net Zero Emissions Reporting Framework	16,098 kg CO2-e
		Employee engagement index	Australian Public Service Commission Employee Census	70%
		Number of strategic risks outside tolerance	BARC reporting of strategic risks	Zero
4. <b>Fiscal responsibility and long-term financial stability</b>	6	Return on equity ratio	Audited financial statements	3%

