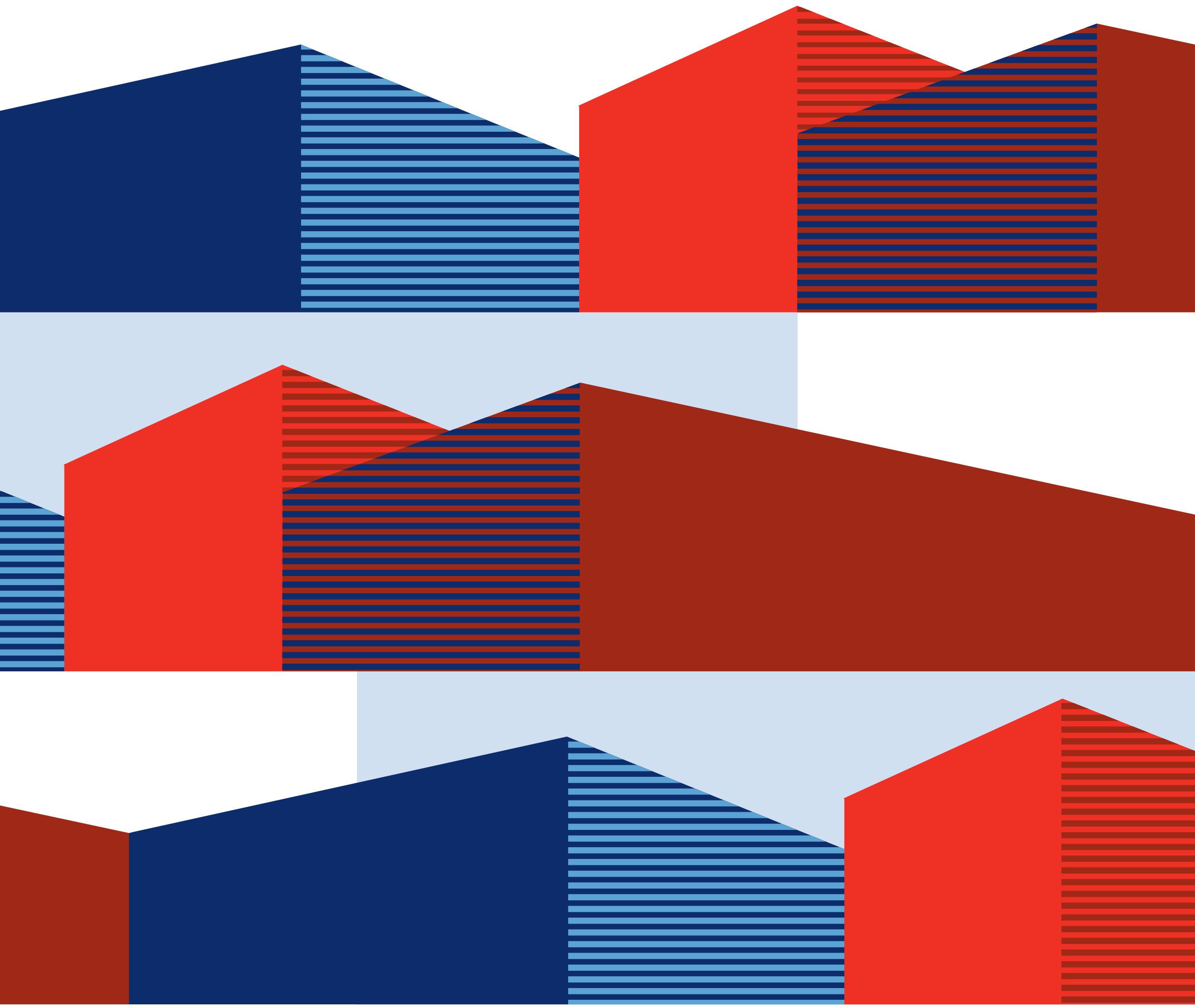
Statement of Corporate Intent
2026–27



DHA
Defence Housing Australia

DHA acknowledges all Aboriginal and Torres Strait Islander Traditional Custodians of Country and recognises their continuing connection to land, sea, culture and community. We pay our respects to Elders past and present.

Contents

Introduction

Purpose of this document

Defence Housing Australia (DHA) must prepare a Corporate Plan each year under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and provide it to its Shareholder Ministers by 31 August.

The DHA Statement of Corporate Intent (the Statement) is a public facing, high level summary of its Corporate Plan. It sets out the organisation's purpose, objectives, key activities and performance expectations for the 2026–27 to 2029–30 financial years, and the measures we will use to track progress.

Preparation statement

The Statement has been prepared for the reporting period of 2026–27 and covers the financial years from 2026–27 to 2029–30 in accordance with paragraph 35(1)(b) of the PGPA Act.

Sergeant Jonathan Nanas (left) and family

About DHA

- 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 PGPA Act, and the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).
- The DHA Act establishes DHA's functions, powers and governance arrangements. Amendments to the Act commenced on 28 August 2025 expanded eligibility for DHA-provided housing and related services, including to foreign military personnel, reflecting evolving Defence priorities and a broader operational role for DHA.
- The PGPA Act and its associated instruments, policies and guidance set the standards of governance, performance and accountability for Commonwealth entities and companies.
- As a GBE, DHA is expected to comply with *Commonwealth Government Business Enterprises–Governance and Oversight Guidelines Resource Management Guide No. 126* (RMG 126).
- 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.
- DHA's Shareholders are the Minister for Finance and the Minister for Defence. The Minister for Defence delegated DHA responsibility to the Minister for Defence Personnel. As at 1 July 2026, DHA's Shareholder Ministers are the Minister for Finance, Senator the Hon Katy Gallagher and the Minister for Defence Personnel, the Hon Matt Keogh MP.

Portfolio Budget Statement Outcome

DHA's activities are framed in the context of the 2026–27 Portfolio Budget Statement Outcome:

> To contribute to Defence outcomes by providing total housing services that meet Defence operational and client needs through a strong customer and business focus.

Purpose and strategic objectives

DHA has identified three strategic objectives to guide delivery of its purpose, respond to its operating environment and position the organisation for future demand. These objectives build on the previous Corporate Plan and have been refined to reflect changes to the DHA Act, evolving Defence requirements and broader strategic drivers.

FIGURE 1: DHA plan on a page

Defence Housing Australia's purpose: Provide adequate and suitable housing and housing-related services to Australian Defence Force (ADF) members, their families and other eligible persons under the DHA Act, to meet the operational needs of the ADF and requirements of the Department of Defence, including through the provision of services to other entities.

STRATEGIC DIRECTION	OBJECTIVES
Faster digital delivery — Stronger focus on speed to benefit and modular delivery, not just long-term end state.	**1.** Customer-centric, digital housing services
Disciplined growth — Pursue selective and disciplined growth, enabling long-term financial sustainability.	**2.** Scalable and sustainable housing portfolio
Pragmatic financial management — Financial stability is improving, but long-term sustainability remains dependent on capital, ownership balance and commercial decision-making.	**3.** Fiscal responsibility and long-term financial stability

Each objective is supported by a targeted program of initiatives over the life of the Statement. Together, they define DHA's principal activities for the reporting period and provide the framework for delivery and performance assessment.

Strategic objective 1:
Customer-centric, digital housing services

Deliver customer-centred housing services through accelerated digitisation, improved service experience and disciplined commercial execution.

Strategic objective 2:
Scalable and sustainable housing portfolio

Build a flexible, regionally scalable housing capability to respond to the growing and changing needs of the ADF, Submarine Rotational Force–West (SRF-West) personnel and other eligible persons, including rapid expansion in priority locations.

Strategic objective 3:
Fiscal responsibility and long-term financial stability

Maintain a disciplined commercial approach and sustainable capital base to support long-term delivery of DHA's purpose and Shareholder value.

Lieutenant Rebecca Scott (right) and daughter

Operating context

The nature and characteristics of the environment in which our entity operates may be shaped by various factors which impact on the achievement of our purpose.

The main factors, and the way our entity proposes to respond to them, include:

- **Growth of the ADF.** In support of growth of the ADF, and in response to the 2026 review of DHA's funding and governance, DHA's shareholder units anticipate the need for capital investment into Defence housing.
- **Growth in new dwelling costs.** The rate of increase in new dwelling costs accelerated over the course of 2025–26. The expectation for continued growth could increase DHA's capital required to support Defence growth through ownership, which DHA will manage through maintaining an adaptable provisioning program, including partnering with industry.
- **Market changes.** Housing market changes, including housing-related tax policy, may affect private and institutional investment in residential housing, with implications for DHA's delivery environment. Any reduction in investment appetite or shift in market behaviour could impact DHA's ability to deliver the required housing. In DHA's constrained capital environment, market changes may compound a key risk to delivery of the Corporate Plan by increasing reliance on additional capital to secure housing at the scale, pace and standard required to meet forecast Defence demand.
- **State and Territory residential tenancy law reform.** Ongoing changes to residential tenancy laws across jurisdictions create complexity for DHA in maintaining a nationally consistent approach to lease administration, compliance and dispute management. DHA will continue to monitor these changes closely.
- **Defence and Veteran Family Wellbeing Strategy 2025–2030.** The Strategy reinforces the importance of housing choice and flexibility in supporting the diverse needs of Defence families. DHA will continue to deliver housing solutions that respond to member and family circumstances while aligning with evolving community expectations.
- **AI implementation** remains an opportunity and a challenge across Government, with commercial, privacy and security requirements requiring a disciplined governance approach that is tailored to AI projects, to achieve the intended benefits. This is reflected in DHA's Enterprise Project Management Office, which provides a high level of oversight and governance to DHA's transformation program.

Regional Operations Manager (VIC/TAS) Melissa Samra and Corporal Aaron Brough

Capability and delivery approach

Organisational structure

Shareholder Ministers

DHA's Shareholders are the Minister for Finance and the Minister for Defence. The Minister for Defence delegated DHA responsibility to the Minister for Defence Personnel. As at 1 July 2026, DHA's Shareholder Ministers are the Minister for Finance, Senator the Hon Katy Gallagher and the Minister for Defence Personnel, the Hon Matt Keogh MP.

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.

Advisory Committee

The DHA Advisory Committee is established under section 27 of the DHA Act and provides advice and information to DHA on the performance of its functions.

Board Committees

Under section 26(1) and Part IIIA of the DHA Act, the Board has established three committees to support the discharge of its responsibilities. Each committee operates under a charter that sets out its purpose, composition and administrative arrangements. The Board reviews its committee structure periodically to ensure alignment with DHA's strategy, risk profile and governance obligations. The committees are:

- Board Audit and Risk Committee
- Nomination and Remuneration Committee
- People and Culture Committee

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.

Executive Group and Investment Committee

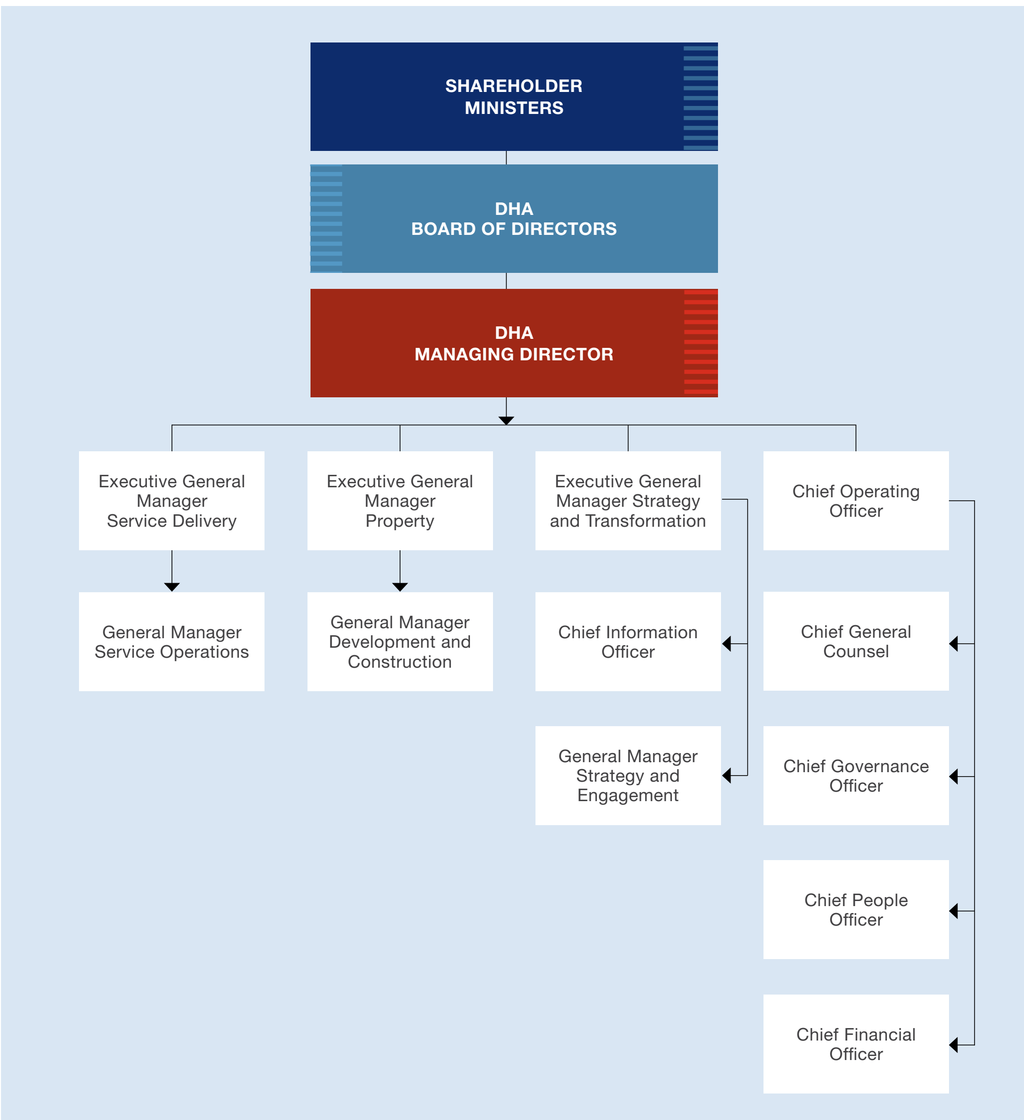
DHA's internal governance framework includes two senior-level committees: the Executive Group and the Investment Committee. This senior executive layer reflects a renewed focus on strong, transparent governance to streamline strategic oversight, facilitate aligned decision-making on key issues and coordinate DHA's internal and external priorities.

Leadership Team

The Leadership Team supports the Managing Director, Executive Group and Investment Committee to fulfill DHA's purpose by providing leadership, guiding performance, and delivering against the Corporate Plan.

Refer to Figure 2 for an organisational structure chart.

FIGURE 2: Organisational structure

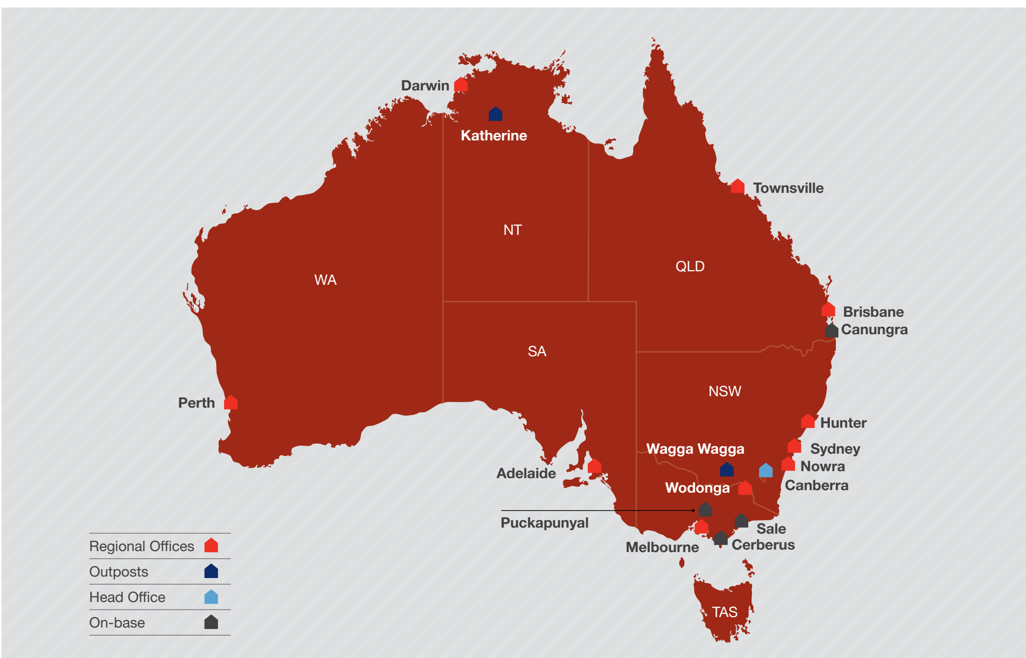


Our office network

DHA maintains an average staffing level of approximately 642 personnel. Workforce numbers vary over time in response to recruitment and operational requirements. DHA currently delivers services across 17 locations nationally, including four on-base locations operated under licence agreements with Defence at Sale, Puckapunyal and Cerberus in Victoria, and Canungra in Queensland (refer to Figure 3).

Staff in our regional offices deliver customer-facing services to ADF members, their families, and our landlords. Regional office staff are supported by staff in contact centres, who are the first point of contact for housing services, maintenance services and the allocation of on-base Living-in-Accommodation. Staff in Canberra's head office are responsible for overseeing strategy, operational programs, corporate governance and corporate support. The Canberra office also includes staff responsible for housing services in this region.

FIGURE 3: Office network June 2026



DHA portfolio

DHA delivers a national housing portfolio designed to meet the diverse needs of ADF members. This includes Service Residences, Rent Band Choice Housing, Member's Choice Accommodation, and support for private rental market options and Defence-managed on-base accommodation.

Building on this established model, DHA is also supporting SRF-West by providing housing for foreign military personnel and AUKUS-related contractors to standards aligned with those provided to the ADF. DHA may also provide housing, where appropriate, to contractors critical to Defence operations, supporting continuity of capability and operational readiness.

The DHA portfolio covers all capital cities, major regional centres, and remote parts of Australia, and includes residences located on Defence bases and establishments.

A significant share of DHA's portfolio is financed by private sector investors, who collectively support approximately $11.5 billion in housing assets made available for ADF use and related service users.

Figure 4 shows the available housing demographic profiles for Service Residences, Rent Band Choice Housing, and Member's Choice Accommodation.

FIGURE 4: Housing demographic profiles

DHA housing profiles

HOUSING	SERVICE RESIDENCES	RENT BAND CHOICE HOUSING	MEMBER'S CHOICE ACCOMMODATION
HOUSE	12,520 86%	291 18%	92 6%
TOWNHOUSE	1,991 14%	517 32%	226 14%
APARTMENT	6 <1%	822 50%	1,332 81%

Note: Consolidation may include minor variance due to rounding
Information extracted from DHA administrative data, as at 30 June 2026

House at DHA's Academy Close development in Campbell, ACT

Performance reporting

Performance logic model

The performance framework reflects DHA's delivery and commercial performance, with a continued focus on strengthening the line of sight between DHA activities and Defence outcomes. Figure 5 sets out DHA's Performance logic model, which summarises the relationship between DHA's purpose, strategic objectives, performance measures and targets.

FIGURE 5: Performance logic model

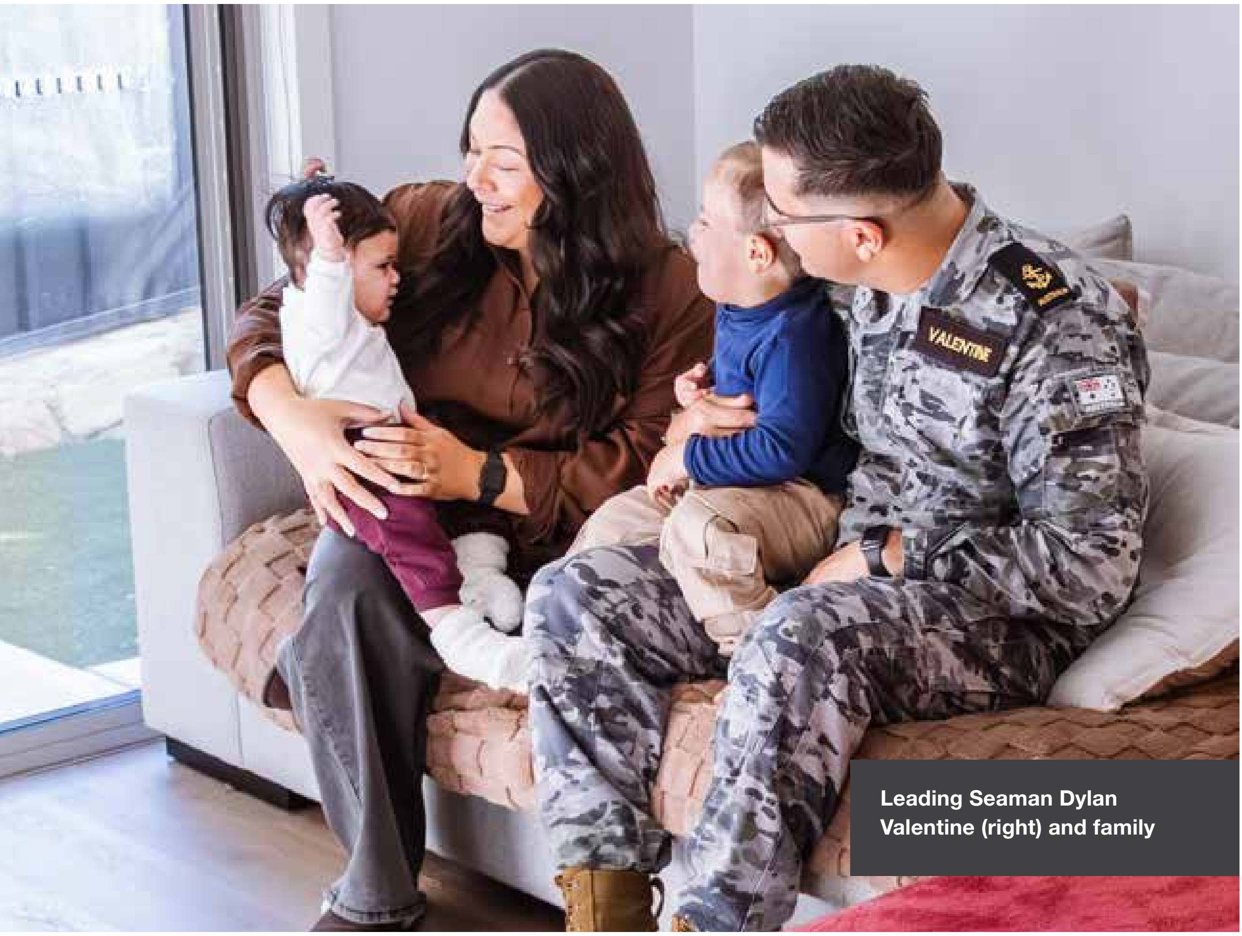
Portfolio Budget Statement Outcome	To contribute to Defence outcomes by providing total housing services that meet Defence operational and client needs through a strong customer and business focus.		
Strategic objectives (key activities)	Customer-centric, digital housing services	Scalable and sustainable housing	Fiscal responsibility and long-term financial stability
Performance measures (Level 1)	**Performance measure 1** DHA's housing services are delivered effectively through a highly digitised environment, that meet client expectations.	**Performance measure 2** DHA's housing portfolio is readily available, meets agreed client requirements, and aligns with client expectations.	**Performance measure 3** DHA represents strong value for money for the Government and is capable of supporting long-term portfolio objectives.
Initiatives	The programs, projects and initiatives DHA undertakes to achieve our purpose, key activities and meet performance targets.		

Performance measures

DHA's performance over the Corporate Plan period will be assessed through three performance measures aligned to its strategic objectives, supported by seven performance targets.

Collectively, these measures provide a view of DHA's delivery performance, with ongoing refinement to strengthen the line of sight between DHA performance and Defence outcomes.

Refer to Tables 1–3, which show DHA's performance measure and associated targets over the Corporate Plan period.



Leading Seaman Dylan Valentine (right) and family

TABLE 1: Performance measure 1: DHA's housing services are delivered effectively through a highly digitised environment, that meet client expectations

Measure	Target			
	2026–27	2027–28	2028–29	2029–30
1.1: Percentage of tasks completed through digital channels	To be determined as 2026–27 baseline established			
1.2: Service platforms and data are available to customers 99% of the time, excluding scheduled outages	99%	99%	99%	99%
1.3: Customer satisfaction with DHA's services	85%	85%	85%	85%

TABLE 2: Performance measure 2: DHA's housing portfolio is readily available, meets agreed client requirements, and aligns with client expectations

Measure	Target			
	2026–27	2027–28	2028–29	2029–30
2.1: 99% provisioning of housing solutions to the Approved Provisioning Schedule	99%	99%	99%	99%
2.2: 95% of housing portfolio is occupied or available for occupation	95%	95%	95%	95%
2.3: Customer satisfaction with DHA's housing solutions	80%	80%	80%	80%

TABLE 3: Performance measure 3: DHA represents strong value for money for the Government and is capable of supporting long-term portfolio objectives

Measure	Target			
	2026–27	2027–28	2028–29	2029–30
3.1: 1.5% Return on Equity (3-year average – e.g. 2024–25 to 2026–27)	1.5%	1.5%	1.5%	1.5%