Our organisation

Organisational structure

A screenshot of a cell phone

Description automatically generated

Note: on 30 June 2020, the Financial and Assurance Services division and the Strategy and Innovation division merged and the position of Director, Strategy and Innovation ceased.

Board of Directors

The RTA Board reflects the diversity of the sector, with members bringing knowledge and expertise in sector representation, commercial activities, corporate governance and community service.

The Board is responsible for:

* reviewing and approving strategy
* setting values and standards
* endorsing our annual budget
* monitoring business performance
* monitoring investment activities and financial position
* identifying and effectively managing significant business risks
* regularly assessing the performance of the Board and management.

Board members are appointed for three-year terms by the Queensland Parliament’s Governor in Council on the recommendation of the Minister. Their remuneration is determined through Cabinet-approved procedures administered by the Queensland Government’s Department of the Premier and Cabinet.

Board member profiles

|  |  |
| --- | --- |
| Board member | Profile |
| **Paul Melville**  **(Chair)** | Paul Melville has over 15 years of experience as a Director and Board member, currently working as joint Managing Director of Halcyon and a Board member of the Urban Development Institute of Australia.  Mr Melville has an extensive legal background, previously operating as a solicitor and senior partner within his own firm. He holds a Bachelor of Laws from the Queensland University of Technology and was admitted as a Solicitor of the Supreme Court of Queensland. |
| **Deborah Duffy** | Deborah Duffy is a former Director of the Real Estate Institute of Queensland. She has more than 35 years of experience in the real estate sector, winning numerous accolades including Property Manager of the Year.  Ms Duffy brings a wealth of knowledge of Queensland's rental sector to the Board, particularly relating to housing issues in North Queensland. She is currently working in Weipa as the Principal Licensee of Weipa Real Estate. |
| **Sally Watson** | Sally Watson has extensive experience in working in housing and homelessness services across the public and not-for-profit sectors in Brisbane, Canberra and Cairns. She is currently the Manager of a homelessness service, Shelter Housing Action Cairns.  Previously, she was North Queensland Coordinator for the Tenants Union of Queensland and Executive Director of Homelessness Australia. Ms Watson holds a Bachelor of Social Work (UQ), a Master of Public Policy (ANU) and a Bachelor of Laws (JCU). She is also a Board member of the North Queensland Women’s Legal Service. |
| **Steve Ryan** | Steve Ryan is an experienced Board member with over 40 years of experience in strategic leadership, governance and service delivery having worked across the public, union, superannuation and not-for-profit sectors. He is the Chair of the RTA Audit and Risk Committee, and a current Board member of Health and Wellbeing Queensland and GROW – a not-for-profit national mental wellness program.  Mr Ryan was Deputy Chairman of the Board of Directors and Board of Trustees at QSuper, and a Board member of the Queensland Studies Authority’s Governing Body. He was president of the Queensland Teacher’s Union and was also an executive member of the Australian Education Union and the Queensland Council of Unions. |
| **Janet Benson** | Janet Benson is the former owner and principal of Bluemint Property Management and brings a comprehensive understanding of the Queensland property sector – in particular, residential property management. She has a background in the Queensland public sector, working as the Executive Director of the Human Service CEO Committee, and Executive Director of Homelessness Programs at the Department of Housing and Public Works.  Ms Benson brings extensive knowledge of social housing, rental affordability and homelessness issues in Queensland. She holds a Master of Arts (Public Sector Policy and Leadership) from Griffith University and is a licensed real estate agent in Queensland. |
| **Rachel Watson** | Rachel is the Director of Watson & Associates Consulting with over 25 years of experience as a social worker in a variety of settings. Most recently homelessness, housing and innovation. Rachel is the co-founder of the Housing Action Lab in Queensland - a fast paced process that seeks solutions to challenges through a cross sectoral approach. She engages in academic teaching and holds a variety of Board positions in the human services industry. |
| **Christine Castley** | Christine Castley has served in multiple senior leadership roles across the Queensland Government, with significant experience in strategic policy, governance and service delivery.  She is currently Deputy Director General in the Department of the Premier and Cabinet. Prior to this, Ms Castley was Deputy Director-General, Housing, Homelessness and Sport in the Department of Housing and Public Works, which led major reform (including the development of the Queensland Housing Strategy 2017–2027) and transformation of housing and homelessness services delivered by 1,500 staff, managing a $1.4 billion business and a $15 billion asset portfolio.  Ms Castley holds a Bachelor of Laws, Bachelor of Arts, Postgraduate Diploma of Arts and Master of Public Administration from The University of Queensland. |

Board meetings

A total of 10 scheduled meetings of the RTA Board of Directors occurred during 2019–20. All Board members were members for the entire 2019–20 period.

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| --- | --- |
| Board member | Number of attendances |
| **Paul Melville (Chair)** | 10/10 |
| **Deborah Duffy** | 9/10 |
| **Sally Watson** | 10/10 |
| **Steve Ryan** | 10/10 |
| **Janet Benson** | 9/10 |
| **Rachel Watson** | 9/10 |
| **Christine Castley** | 10/10 |

See page 77 for remuneration information for the Board of Directors.

Audit and Risk Committee

The Audit and Risk Committee (ARC) meets every quarter to ensure the RTA operates within an appropriate framework of internal control and risk management while achieving its objectives and strategies efficiently and effectively. The Chief Executive Officer (CEO) and Chief Financial Officer (CFO) report to the ARC.

The committee oversees the integrity of the financial statements and reports, our accounting policies and practices, the scope, quality and independence of external audit arrangements, the monitoring of the internal audit function, and the effectiveness of risk and compliance measures.

In 2019–20, the ARC was composed of three Board members and two external advisors with focus areas in information technology and finance. The committee observed the terms of its charter with due regard to the Queensland Treasury’s Audit Committee Guidelines.

|  |  |  |
| --- | --- | --- |
| ARC member | Number of attendances | Departure/arrival |
| **Steve Ryan (Chair)** | 4/4 | Member for the entire period |
| **Deborah Duffy** | 2/4 | Membership ended 27 November 2019 |
| **Janet Benson** | 4/4 | Member for the entire period |
| **Sally Watson** | 2/4 | Membership ended 27 November 2019 |
| **Paul Melville (ex-officio)** | 4/4 | Member for the entire period |
| **Christine Castley** | 2/4 | First meeting attended 20 March 2020 |

Executive Leadership Team

Following a review of the executive leadership roles in 2020, the naming of the roles was updated to include ‘Chief’ for consistency. The review also led to the merging of the Financial and Assurance Services division and the Strategy and Innovation division, with the position of Director, Strategy and Innovation ceasing on 30 June 2020.

Role of the Chief Executive Officer (CEO)

The CEO provides strategic advice to the RTA Board, Chair and Minister on the operation and monitoring of Queensland’s residential tenancy legislation. The CEO also provides monthly performance, operational and compliance reports to the Board with updates on strategic and operational issues, and is responsible for all aspects of management, staffing and administration.

The CEO also leads our executive and leadership teams by ensuring strategic priorities and operations are on track. Members of the Executive Leadership Team are divisional directors.

|  |  |
| --- | --- |
| Name and role | Profile |
| **Jennifer Smith  – CEO** | Jennifer has a broad range of management experience and leadership skills with demonstrated achievements in financial planning, corporate governance, policy development and the delivery of services across both private and public sectors.  Prior to joining the RTA Jennifer held various executive roles at the Brisbane City Council. These roles included Assurance Delivery and Performance Manager, Financial Projects Manager and various senior appointments within Corporate Treasury.  Jennifer holds a Bachelor of Business majoring in Accountancy from the Queensland University of Technology and is an accredited Workplace Executive Coach. |
| **Joanna van der Merwe  – Acting Chief Financial Officer** | Joanna van der Merwe leads the Financial and Assurance Services and Strategy and Innovation divisions, which include finance, governance and risk, investigations, government relations, project governance and business improvement.  Joanna held various executive roles at the Brisbane City Council, including Strategy and Reporting Manager, Financial Performance Manager, and Corporate Benefits Manager and various commercial finance roles in the food and home electronics industries in the UK prior to joining the RTA in September 2019.  Joanna holds a Bachelor of Business and is a Chartered Management Accountant. |
| **Nasa Walton  – Chief Digital Officer** | Nasa leads the RTA’s Digital Business Centre, bringing experience in leading teams to implement strategic directions that underpin the organisation’s strategic plan and specialises in turning IT into enabling tools for staff.  Nasa is an award-winning Chief Information Officer who has a successful career in delivering innovative solutions. Prior to joining the RTA, Nasa held several senior leadership positions within the health industry and was the CIO of a hospital and health service for five years.  Nasa has a Bachelor of Business (Human Resource Management), and a Graduate Certificate in Marketing and Communications. |
| **Natalie Townsend  – Acting Chief Customer Experience Officer** | Natalie Townsend holds the substantive role of Director, People and Culture. Since February 2020, she was appointed to lead the RTA’s Customer Experience division, which includes the Contact Centre, Bond management, Support services and Dispute Resolution teams, providing personalised tenancy services and support to tenants, property managers and owners navigating the Queensland residential rental sector.  Natalie brings extensive project experience across a range of activities from system implementation – including rolling out the RTA's human resources information system, learning management system, and performance framework and system – to organisational transformation activities and reform initiatives.  Natalie holds a Diploma of Business, a Bachelor of Business with double majors in Management and Human Resource Management, along with other accreditations in tools such as DISC and Talegent.  Natalie is also a CAHRI member of the Australian Human Resources Institute. |
| **Cassie Broomfield  – Acting Chief People Officer** | Cassie currently leads the People and Culture division, overseeing the RTA’s human resources, training, change management, media, communication and education teams. She joined the RTA in November 2018 and has an extensive HR background with over 11 years of public sector experience.  Cassie has specialist knowledge and experience in organisational development, payroll management, data analytics, and employee and industrial relations. She holds a Certificate IV in Human Resources and is currently studying a Bachelor of Human Resources Management and Psychology. Cassie holds further accreditations in tools such as mental health first aid and change management. |

Corporate governance framework

Our commitment to the Queensland Government’s focus on integrity and accountability is underpinned by our existing corporate governance framework. This framework is based on the Queensland Treasury Corporate Governance Guidelines for Government Owned Corporations and Queensland Auditor-General’s model. It includes far‑reaching accountability processes, which place a high priority on due diligence, compliance and ensuring transparency in decision making.

Committees and groups

* The Consultative Committee (CC) provides a forum to discuss and consult on staffing matters including industrial relations with Together Union representatives and ensures issues are managed appropriately. The committee meets quarterly and as issues arise.
* The Portfolio Investment Board (PIB) reviews new and innovative business initiatives identified through operational planning, staff feedback, government commitments or unforeseen events, and assesses their merit for inclusion in the corporate portfolio. It ensures corporate projects operate in an efficient, effective manner and are sufficiently resourced to support our business and corporate needs. The PIB is chaired by the Chief Financial Officer and includes members of the RTA senior management.
* Project Boards have been established for each project in the corporate portfolio. They are responsible for driving overall direction and progress by monitoring and controlling projects within agreed tolerances as approved by the PIB. Project Board duties also include monitoring project risk, budget expenditure, deliverables, timeframes, communications and supporting vendor and stakeholder engagement.

Internal audit

Internal accountability processes involve implementing systems and procedures for managing risks and associated internal audit function, the flow of information to and from the Executive Leadership Team, and engagement with stakeholders. This audit provides an independent review of identified areas to assist with our strategic goals which include:

* reliability and integrity of financial and other operating information
* adequacy and effectiveness of systems and controls
* workforce engagement and performance
* compliance with policies, laws and regulations
* prevention of fraud and corruption.

External scrutiny

In 2019–20, the RTA engaged a number of external experts to review and provide feedback on our systems, processes, polices and strategies.

Protiviti was engaged to undertake a wide range of internal audit programs, including:

* employee management
* robotic process automation
* information security – IS18
* employee performance management.

The RTA engaged Pitcher Partners through the Queensland Audit Office to provide annual financial audit services. No significant findings have been reported through the reviews.

Ethical standards

The RTA Code of Conduct provides a framework for ethical conduct of staff based on the principles and values of the *Public Sector Ethics Act 1994* and is reflected in our Human Resources policies, procedures, initiatives and management standards. Under the Code, staff are to carry out duties with integrity, impartiality, accountability, transparency, and promote the public good. Mandatory Code of Conduct training is completed by all staff through an online performance development platform, with refresher training every 12 months.

Human rights disclosure

A working group was established to ensure that the necessary awareness and actions were undertaken to comply with the Human Rights Act 2019.

Actions taken in 2019–20 included:

* reviewing policies, procedures and training, including our Customer Feedback Policy, Customer Feedback procedure and the RTA Code of Conduct
* reviewing the RTA website and publications
* reviewing and updating our standard responses
* updating key messages to staff.

The RTA has received no human rights complaints.

Positive client feedback

The RTA values the opinions of our customer and actively encourages and seeks feedback about our services. Customers have the option to provide feedback through various services and channels of communication and this is an important aspect of building a customer-focused workforce and ensuring customers value our services.

In 2019–20, the RTA responded to 223 formal customer complaints. Of these customer complaints, 219 were resolved at the initial contact with four requiring further action. An average customer satisfaction score of 76.9 per cent was recorded for the delivery of services across the Customer Experience division.

Public interest disclosure

All RTA employees have an ethical responsibility to report actual, or suspected, instances of official misconduct as defined in the *Public Interest Disclosure Act 2010*. There were no disclosures in 2019–20.

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| **Our corporate governance framework includes far‑reaching accountability processes, which place a high priority on due diligence, compliance and ensuring transparency in decision making.** |

Performance review framework

The RTA Board and CEO are responsible for monitoring and reviewing the organisation’s performance. The performance review framework ensures this role is undertaken with comprehensive knowledge of our functions.

The table below outlines our 2019–20 performance against the key elements of the framework.

|  |  |  |
| --- | --- | --- |
| Function | Purpose | Achievements 2019–20 |
| **Monthly financial reporting** | Reports level of revenue and expenditure against the approved budget at each Board meeting | Provided comprehensive monthly financial reports at each Board meeting |
| **Performance measures** | Reports achievement against annual performance targets, including the number of enquiries, quality of information provided and timeliness of responses | Provided full performance reports at each Board meeting |
| **Internal audit program** | Reports progress and recommendations from internal audit to the ARC | Provided full status of all audits to the ARC – no critical level risks |
| **Service Delivery Statement** | Contributes to the Minister’s report on performance and budget results to the Queensland Parliament | 2020–21 Budget was deferred so Service Delivery Statements could not be published. |
| **Annual Report** | Provides quality reporting on financial and non-financial performance to support transparency and drive continuous performance | Full compliance with annual report requirements for Queensland Government agencies |

Business and financial planning

The RTA Board sets the organisation’s strategic direction, which is documented and formalised through the RTA Strategic Plan 2019–23 (visit [rta.qld.gov.au](http://www.rta.qld.gov.au) to access a copy). Our business planning is used to develop our budget, which is endorsed by the Board and approved by the Minister.

A review of the Strategic Plan is conducted every four years and a major refresh was undertaken at the beginning of 2019. The Strategic Plan 2019–23 identifies priorities relating to customers valuing RTA services, providing smart digital services, building a customer-focused workforce and improving business efficiency.

Digital innovation and information systems

Adopting and championing technology and investing in the growth and development of RTA Web Services were the two main areas of our digital optimisation and innovation in 2019–20.

The RTA Bond Lodgement Web Service launched in June 2019 was developed primarily for single bond lodgements, and it replaced the existing PDF upload facility for scanned paper Bond lodgement forms in October 2019. This encouraged customer uptake via the Bond Lodgement Web Service, achieving our goal of having 25 per cent of bonds lodged online, which increased to 45 per cent by June 2020. The RTA is currently developing a bulk bond lodgement web service which will assist agents and landlords who lodge multiple bonds regularly.

A suite of end-of-tenancy Web Services was released in December 2019. With paperless transactions for essential tenancy services such as bond lodgements, bond refunds, bond disputes and updating customer details available, the RTA Web Services platform replaced the PDF upload facility for paper forms. We also ceased bulk printing and supply of all forms and publications to reduce our environmental footprint and further streamline services. A Bond increase option was also developed, enhancing the Bond Lodgement Web Service to service customers in continuing tenancies.

New workstations were rolled out across the business in early 2020 to upgrade our fleet of end-user devices. At the same time, we transitioned to the Windows 10 operating system. In alignment with emerging workforce trends, the new workstations consisted of laptops to provide flexibility and mobility for attending meetings and working remotely. This proved to be a timely transition prior to the COVID-19 pandemic, which required most of our workforce to transition temporarily to working from home.

The RTA also improved customer engagement and online user experience by launching a new website in June 2020. This was an essential update to enable continuous support for our customers to self-service and access information online. The new website design is mobile responsive, which improves the customer experience for the growing number of web visitors who access our site via a mobile device. The higher visitation scaling capability also allows the RTA to confidently manage and rapidly respond to growth in website traffic when necessary.

Enhancing information systems and security

In 2019–20, the RTA has been working to meet security requirements outlined in the Queensland Government Chief Information Office (QGCIO) Information security policy IS18:2018. The RTA submitted its first IS18 checklist in October 2019 to provide a baseline for maturity. The Information Security Committee continues to meet monthly to review and revise policies relating to information security, information classification and information management. The committee works closely with its managed services provider to mitigate risks and complete the action plan under the IS18 checklist. Improvements have included uplift of infrastructure, vulnerability scanning, multi-factor authentication, regular information alerts about risks in the technology environment and over 98 per cent of staff completing cybersecurity awareness training provided.

Recordkeeping

The Records Management Unit oversees RTA’s records management practices governed by the Public Records Act 2002. The policies and procedures associated with the RTA’s Records management and governance framework are regularly reviewed to ensure staff are informed of current recordkeeping practices and responsibilities in accordance with Queensland State Archive’s Records governance policy.

The RTA is continuing the implementation of education and audit programs to ensure continuous improvement for recordkeeping.

Access to information

The *Right to Information Act 2009* (RTI Act) allows members of the public access to certain information controlled by the Queensland Government. The RTA supports right to information principles by operating in an open, transparent and accountable manner while protecting the privacy of customers and staff.

Where possible, the RTA will release information under the Administrative Access Policy, which allows access to certain types of information without going through the formal processes outlined by the RTI Act or the *Information Privacy Act 2009.* In 2019–20, the RTA responded to 553 requests made under the Administrative Access Policy.

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| **The launch of our new website in June 2020 was an essential update to enable continuous support for our customers to self-service and access information online.** |

Our people

Our people have always been the key to our success. During 2019–20, the RTA has invested in building a customer-focused workforce, where our people are highly capable and agile to deliver services and support to our customers. This focus is an important pillar of the organisation’s strategic plan and workforce strategy which forms a strong foundation for a high performing culture.

Learning and organisational development

The RTA continues to build and develop our capability to drive a high performing culture, with over 95 per cent of our people meeting or exceeding expectations. The key drivers of our high performing culture are the strong focus on our performance framework and our employee’s engagement. The RTA participates in the annual Working for Queensland (WfQ) survey conducted across the Queensland Public Sector, which measures the engagement of our employees and their perceptions of other workplace climate factors. The continual focus on our people has resulted in significant increases across all WfQ categories in 2019, including employee engagement and organisational leadership.

During 2019–20, we also focused on neuro-leadership programs, performance coaching and quarterly leadership forums to support our leaders and enhance their leadership potential.

The successful cross-skilling of operational team members contributed to the RTA’s ability to respond rapidly to the COVID-19 emergency and customer-driven workload peaks, which enabled resources to be redirected to high demand areas of the business when needed. With consistent cross-skilling, 91 per cent of our people are now able to respond to inbound customer calls via our Contact Centre.

Striking a healthy work-life balance

The RTA provides a work environment that protects the health, safety and wellbeing of RTA employees and visitors to our workplace. We are committed to workplace practices that improve the balance between the professional and personal lives of our employees. During 2019–20, the RTA continued to encourage staff to maintain a healthy work-life balance by providing flexible working hours, accrued time, part-time employment, casual employment and formal working from home arrangements. This allows the RTA to retain highly talented and capable people while they support family and personal commitments.

In creating a workplace where employees can thrive and perform at their best, the RTA takes a holistic approach to support the health and wellbeing of employees, ensuring they are better placed to perform well in all aspects of their lives. The RTA offers a comprehensive Health and Wellbeing program focusing on four key elements: physical, emotional, social and financial wellness. In 2019–20, the Health and Wellbeing program provided skin cancer checks, ergonomic assessments, audiometric tests and flu vaccinations. A series of information sessions and seminars were conducted for staff, leveraging our corporate partnerships with healthcare and superannuation providers. Following feedback from our employees, the social aspect of the Health and Wellbeing program increased throughout the year to support employee engagement. These events included a 10,000-step challenge.

During the COVID-19 health pandemic, our workforce successfully transitioned to remote working in a short period of time. The level of uncertainty combined with new working environments were identified as factors that could adversely impact our employees’ mental health and wellbeing. To reduce this impact, we placed a strong focus on mental health and wellbeing during this time, with an emphasis on maintaining social connections while working remotely. We tailored the Health and Wellbeing program for the remote environment, developed working from home tools and guidelines, and prioritised flexible working arrangements to support the workforce of the future.

Our Employee Assistance Program (EAP) continues to be available through Benestar to offer employees free, confidential counselling and online support services and has been used by staff during the past year.

Promoting equity at work

We promote a discrimination-free workplace by educating staff about anti-discrimination laws through formal induction training, brochures and information on the intranet. Requirements and principles for Equality of Employment Opportunity (EEO) and anti-discrimination are incorporated into RTA policies, procedures, training, and through events such as Mental Health Week, International Men’s Day Brunch and R U OK? Day lunch.

Our workforce is the key to our success

Our workforce is critical in the achievement of the deliverables of the Strategy Plan 2019–23. As at 30 June 2020, there were 67 employees who recorded 10 or more years of service with our organisation, representing 29.4 per cent of our workforce.

The annual separation rate for 2019–20 was 8.6 per cent of the workforce. This includes staff who resigned to take up roles elsewhere in the public service. No redundancy packages were paid during the period.

Workforce profile

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Employees (FTE) by division\* as at 30 June 2020 | |  | Employees (headcount) by occupation and gender \* as at 30 June 2020 | | |
| Office of the CEO | 3.0 |  | **Occupation** | **Female** | **Male** |
| Customer Experience | 129.0 |  | Managers and administrators | 10 | 7 |
| People and Culture | 28.2 |  | Professionals | 43 | 18 |
| Finance and Assurance Services | 20.6 |  | Clerical and administrative workers | 107 | 41 |
| Digital Business Centre | 16.0 |  | Total | 160 | 66 |
| Strategy and Innovation | 7.0 |  |  |  |  |
| Total | 203.8 |  |  |  |  |

\*Note: This table does not include employees on extended leave or contract and temporary agency staff.

Performance highlights

Objective 1 – Customers value our services

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| --- | --- |
| Performance indicators 2019–20 | Achievements 2019–20 |
| **Our services meet the needs  of our customers** | * Delivery of services across the RTA Contact Centre and dispute resolution teams received an average customer satisfaction rating of 76.9 per cent * Resolved 74.1 per cent of conciliated disputes when parties volunteered to participate * Offered an SMS messaging service during the COVID-19 pandemic which assisted over 2,000 customers with 78.9 per cent of customers satisfied with the information received * Enabled 91 per cent of our people to respond to inbound customer calls via our Contact Centre through a successful cross-skilling program * Continuously updated and refreshed the RTA website during the COVID-19 pandemic * Created and maintained tenancy forms, resources and webpages from April 2020 to align with temporary amendments to Queensland tenancy laws during the COVID-19 pandemic, assisting customers to find accurate and relevant information for their tenancy situation * Developed the new COVID-19 Dispute Resolution Web Service and paper form in response to the temporary tenancy law amendments * Delivered training on Queensland tenancy law and the temporary changes to over 160 contact centre and support staff members during the COVID-19 pandemic to respond to the growing number of customer enquiries |
| **Customers and stakeholders have positive experiences  with us** | * Finalised 1,050 investigations of non-compliance * Educated 342 individual respondents on their rights and obligations * Held three RTA Stakeholder Forums to strengthen stakeholder relationships, increase sector engagement and understanding of the legislation, RTA services and upcoming initiatives * Delivered 21 educational presentations at industry events * Published 67 news articles published on RTA website that were delivered to over 12,000 subscribers * Refreshed and updated website for a more engaging online experience * Created welcome pages for suite of RTA Web Services introduced in the past year, including Bond Refund Web Service, Update Your Details Web Service and the COVID-19 Dispute Resolution Web Service * Developed a Customer Experience Strategy 2020–23 to provide guidance and direction for strengthening our culture as a customer-centric organisation |

Objective 2 – Provide smart, digital services

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| --- | --- |
| Performance indicators 2019–20 | Achievements 2019–20 |
| **Responsive and accessible RTA online services** | * Launched a suite of RTA Web Services to make end-of-tenancy transactions easier and quicker * Developed a COVID-19 Dispute Resolution Web Service in two weeks in response to conciliation being made mandatory under the COVID-19 Regulations * Continued to provide and accept paper forms for customers who do not have digital access * Provided alternative methods for vulnerable tenants to lodge paper forms relating to urgent bond matters |
| **Increased digital innovation across RTA services** | * Introduced RTA ID matching into RTA Web Services based on customer feedback, saving customers time and effort * Launched Talking Tenancies podcast as another channel and approach to delivering tenancy information and education * Continued to develop business intelligence reporting dashboards, reviewed reporting metrics and criteria for accurate reflections and improved data quality and processes |

Objective 3 – Business efficiency

|  |  |
| --- | --- |
| Performance indicators 2019–20 | Achievements 2019–20 |
| **Digital solutions, business efficiencies and benefits are realised** | * Transitioned all workstations to a laptop-based setup and explored opportunities for future remote working capabilities * Implemented a Windows 10 standard operating environment, delivering security and system enhancements and upgrades * Launched a new content management system for the RTA website which improved visitation capacity, increased efficiencies and security |
| **Improved culture of innovation** | * Continued to partner with the Queensland Government Statistician’s Office (QGSO) and provide a single dataset methodology for median rents * Encouraged customers to provide their feedback to the rental reforms proposed in the Consultation Regulatory Impact Statement * Sought customer feedback and input in the development and enhancement of RTA Web Services products |

Objective 4 – Customer focused workforce

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| --- | --- |
| Performance indicators 2019–20 | Achievements 2019–20 |
| **Attraction, development and retention of our workforce** | * 95 per cent of our people are either meeting or exceeding targets under our performance framework * Developed a Workforce Strategy 2019–22 to guide us in building and maintaining a customer focused workforce * Provided support and leadership training to employees to enhance leadership potential * Enabled 91 per cent of our people to respond to inbound customer calls via our Contact Centre through a successful cross-skilling program * Commenced exploring opportunities for future remote working capabilities and offered flexibility in the COVIDSafe plan for returning to work |
| **Safe workplace and an agile, resilient workforce** | * Placed strong focus on workplace ergonomics, mental and physical health and safety during the transition to working from home as a result of the COVID-19 pandemic * Implemented and tested remote working capabilities at the beginning of the COVID-19 pandemic to support staff and provide them with the option to work from home * Developed COVIDSafe plan for employees’ gradual return to the workplace |

RTA Service Delivery Statement

The Queensland Government’s Performance Management Framework Policy requires the RTA to develop a balanced set of service standards and targets. The SDS document is a key accountability mechanism subject to public scrutiny and forms the basis of questioning during the Parliamentary Estimates Hearings. As part of Budget Paper 5, the statement reports on service standards and targets for the RTA’s service areas, including estimated actual results against the targets set in the previous year’s SDS.

Due to the impacts of COVID-19, the 2020-21 State Budget has been deferred, resulting in the Performance Statement presented in Budget Paper 5 not being published for 2020-21. To maintain accountability and compliance with the FPMS, the RTA has continued to report on financial and non-financial performance. Section 12 of the FPMS requires each agency to have systems in place for obtaining information to enable the accountable officer or statutory body to decide whether the agency is achieving the objectives stated in its strategic plan efficiently, effectively and economically. The RTA reports on the service standards along with other supporting strategic measures to the Board quarterly.

In accordance with Department of Premier and Cabinet Annual Report requirements, details of the RTA’s performance which would otherwise have been contained in its 2020–21 State Budget Service Delivery Statement are:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Residential Tenancies Authority | Notes | 2019–20 Target/Est. | 2019–20 Actual | 2020–21 Target/Est. |
| **Service area: RTA** |  |  |  |  |
| **Service standards**  ***Effectiveness measures***  **Proportion of disputes resolved after parties participated in the conciliation process** |  | 70% | 74.1% | 70% |
| **Overall customer satisfaction** |  | 75% | 76.9% | 75% |
| **Efficiency measures**  **Average annual return on investment** | 1 | 2.9% | -2.02% | 3.0% |
| **Total cost for RTA output (excluding grants) as a proportion of the value of bonds held** | 2 | 4.0% | 3.8% | 3.6% |

Notes:

1. The coronavirus pandemic (COVID-19) had adverse impacts on the RTA’s annual return on investment. The RTA’s investment portfolio fund manager is the Queensland Investment Corporation (QIC) who advised the Queensland economy is expected to perform in line with the national economy, which were both impacted by COVID-19.
2. The RTA spent an additional $3.9M in its COVID-19 response. Without these costs being incurred the proportion would have been 3.4%.