**Residential Tenancies Authority**

Annual Report

2020–21



Letter of compliance

8 September 2021

**The Honourable Leeanne Enoch MP**

**Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts**

GPO Box 806

Brisbane Qld 4001

Dear Minister

I am pleased to present the Annual Report 2020–21 and financial statements for the Residential Tenancies Authority (RTA).

I certify this Annual Report complies with:

* the prescribed requirements of the *Financial Accountability Act 2009* (Qld) and the *Financial and Performance Management Standard 2019* (Qld), and
* the detailed requirements set out in the *Annual report requirements for Queensland Government agencies.*

A checklist outlining compliance with the annual reporting requirements can be found on page 82 of   
this report.

Yours sincerely

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**Paul Melville**

Board Chair, Residential Tenancies Authority

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Chair’s message

The Residential Tenancies Authority (RTA) Annual Report 2020–21 details the RTA’s ongoing efforts to improve customer experience and satisfaction, support Queenslanders through changing COVID-19 tenancy arrangements and lay the groundwork for a sustainable organisational future.

In the past year, some highlights for the RTA included:

* implementing changes arising from the COVID-19 Regulations and continuing to support Queensland tenants, property owners and property managers;
* establishing the Stakeholder Working Group for industry feedback and input on customer education and communication strategies and initiatives;
* relocating the RTA office and upgrading essential IT infrastructure to continue delivering secure and reliable digital services, and
* delivering on and updating the RTA Strategic Plan to align with the Queensland Government’s objective of *Unite and Recover.*

The RTA greatly values its networks and relationships with regional customers and stakeholders which underpinned the plan for face-to-face information sessions and stakeholder meetings in Cairns in March 2021. These were unfortunately postponed by a Greater Brisbane three-day COVID-19 lockdown and have been rescheduled for October 2021. We look forward to extending our focus on regional connections once again.

With Queensland experiencing an increase in interstate migration and less movement in the rental sector, it has resulted in a challenging rental market. During this time, the RTA has updated customer information and resources to reflect amendments to the COVID-19 Regulations and continued to achieve excellent customer satisfaction ratings on the frontline to help everyone make informed renting decisions.

The RTA refocused our investment portfolio in 2020–21 to maximise earnings while financial markets around the globe recovered. This enabled the RTA to increase its earnings and regain the losses caused by the global economic effects of COVID-19 to ensure business stability and sustainability.

More changes lie ahead for the rental sector with two rental reform Bills being considered by the Queensland Government.

I’d like to take this opportunity to welcome the Honourable Leeanne Enoch MP, Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts and her team.

We also welcome the appointment of Clare O’Connor, the Director-General of the Department of Communities, Housing and Digital Economy (DCHDE). The RTA looks forward to continuing our work with the Minister and the Department to make renting work for everyone and to carry out the legislative changes.

Finally, I would like to thank the RTA staff for their magnificent work of providing ongoing support and service to Queenslanders while juggling multiple projects in difficult times. RTA staff delivered a successful office relocation, rolled out essential infrastructure upgrades and continued to transition to a new way of working. Their dedication and efficiencies are testament to the excellent leadership of CEO Jennifer Smith and the Executive Leadership Team.

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**Paul Melville** Board Chair

CEO’s message

The Residential Tenancies Authority (RTA) has had a transformative year in 2020–21. As the number of Queenslanders renting continues to rise alongside a challenging rental market, it is more important than ever for the RTA to ensure we continue to provide services and support which are valued by our customers and make decisions that can sustain the RTA into the future.

In 2020–21, the RTA continued our journey to modernise and optimise our systems to deliver smart digital services. As the RTA relies heavily on voice and telephone infrastructure to provide core business services every day, we upgraded and modernised our phone system that was at end of life to ensure continuity of service to Queenslanders. With the RTA’s Contact Centre receiving over 420,000 calls and conciliating more than 21,000 disputes this financial year, it is encouraging to see our focus on customer experience and satisfaction come to fruition. Customer satisfaction ratings recorded during the year far exceeded pre-set targets amidst high customer demand and evolving needs.

We also released two new RTA Web Services. Customers were quick to embrace the Change of Bond Contributors Web Service launched in August 2020, with 40% of all change of bond contributors requests now submitted via this digital channel. The Tenancy Dispute Resolution Web Service launched in January 2021 complements the online bond dispute request process that forms part of the Bond Refund Web Service.

As COVID-19 continued to impact our way of living, the RTA transitioned to collaborating with stakeholders and delivering education and information to the sector digitally. The uncertainties involved in face-to-face engagement programs and presentations have encouraged the RTA to embrace virtual channels to further our educational efforts within the sector and reach wider audiences.

Another highlight for the RTA in 2020–21 was the successful relocation of our office. This relocation enables staff to work together on one floor which has driven greater collaboration between our teams. At the same time, we also transitioned to activity-based working and updated policies and procedures to support flexible working arrangements with a focus on our employees’ health, safety and wellbeing.

I am grateful for the support and dedication of the RTA staff who have continued to work tirelessly through changes to COVID-19 tenancy arrangements, essential IT system upgrades, our office relocation and have embraced our new ways of working while continuing to meet and exceed high customer demands for tenancy information and support services. I also thank the Executive Leadership Team for their innovative, flexible and personalised approach to leading our teams from strength to strength, and the RTA Board for their support and guidance, in particular Board Chair Paul Melville for his ongoing commitment to the RTA.

The Queensland rental sector is on the cusp of legislative reform with two Bills submitted to Parliament by the Queensland Government and the Member for South Brisbane Dr Amy MacMahon MP. As the statutory body that administers the legislation, the RTA will be providing updates to our customers every step of the way and supporting Queenslanders through the next phase of legislative changes.

In the months ahead, I look forward to continuing our work with the Honourable Leeanne Enoch MP, Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts and her office, and Clare O’Connor, Director-General of the Department of Communities, Housing and Digital Economy and her staff to continue making renting work for everyone.

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**Jennifer Smith** Chief Executive Officer

About us

Our vision and purpose

The Residential Tenancies Authority (RTA) is Queensland’s independent statutory authority that administers the *Residential Tenancies and Rooming Accommodation Act 2008* (RTRA Act). We offer a range of services to uphold fairness, integrity and balance within the residential rental sector, and empower Queenslanders to make informed renting choices.

In addition to providing tailored tenancy information, support, education and bond management services, the RTA offers a free dispute resolution service to help parties resolve tenancy issues in a cost-effective manner and avoid legal action. We also investigate alleged offences under the RTRA Act with the aim to prevent repeat offending and improve compliance.

With the rental landscape shifting rapidly in response to the COVID-19 pandemic, the RTA has continued to monitor and research residential rental data and trends. We have strengthened our relationships with key stakeholders and industry sector bodies, allowing us to proactively identify the challenges our customers face, tailor our services to best serve their needs and concerns and make renting work for everyone.

The RTA is governed by a Board of Directors, appointed by the Queensland Parliament’s Governor in Council, and is responsible to the Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts, the Honourable Leeanne Enoch MP.

Our objectives and strategies

The RTA’s Strategic Plan 2019–23 outlines four strategic objectives that guide our organisation, including our people and investment in projects and initiatives. We aim to provide smart digital services, improve business efficiency, build a customer-focused workforce and ensure customers value our services. Our Strategic Plan reinforces our commitment to delivering excellent customer services and experiences, and provides clear direction and performance indicators to becoming a customer-centric organisation. It also demonstrates our commitment to respect, protect and promote human rights in our decision-making and actions.

The RTA contributes to the Queensland Housing Strategy 2017–2027, a 10-year framework led by the Queensland Government, to create better housing pathways and help every Queenslander access a safe, secure and affordable home.

Our contribution to community objectives

The RTA is committed to supporting the Queensland Government’s objectives for the community – *Unite and Recover* by backing our frontline services and providing easy to access services to support the residential rental sector.

Our operations

Contact Centre phone enquiries

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2016–17** | **2017–18** | **2018–19** | **2019–20** | **2020–21** |
| 413,775 | 401,069 | 360,399 | 426,615^ | **423,221\*** |

^Includes 30,786 COVID-19 hotline enquiries \*Includes 7,071 COVID-19 hotline enquiries

New bond lodgements 1

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2016–17** | **2017–18** | **2018–19** | **2019–20** | **2020–21** |
| 276,448 | 272,939 | 267,210 | 268,188 | **238,099** |

Number of bonds held 2 (30 June)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2016–17** | **2017–18** | **2018–19** | **2019–20** | **2020–21** |
| 582,052 | 607,053 | 621,960 | 638,481 | **631,545** |

Value of bonds 3 ($’m 30 June)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2016–17** | **2017–18** | **2018–19** | **2019–20** | **2020–21** |
| 815.56 | 855.58 | 900.8^ | 943.4 | **971.0** |

^ Figure updated due to the definition of unclaimed bond monies being redefined

Conciliated disputes 4

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2016–17** | **2017–18** | **2018–19** | **2019–20** | **2020–21** |
| 16,566 | 16,657 | 17,627 | 19,882^ | **21,163\*** |

^ Includes 1,791 COVID-19 related disputes \*Includes 1,080 COVID-19 related disputes

Investigations finalised 5

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2016–17** | **2017–18** | **2018–19** | **2019–20** | **2020–21** |
| 815  (Received 683 requests) | 1,018  (Received 1,020 requests) | 1,159  (Received 1,040 requests) | 1,050  (Received 925 requests) | **567\***  (Received 490 requests) |

\* Reduction in the number of investigations requested and therefore finalised is a result of process efficiencies and education   
 delivered in the early stages of an investigation.

Website visits

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2016–17** | **2017–18** | **2018–19** | **2019–20** | **2020–21** |
| 2,494,263 | 2,219,609 | 2,270,595 | 2,939,273 | **3,123,023** |

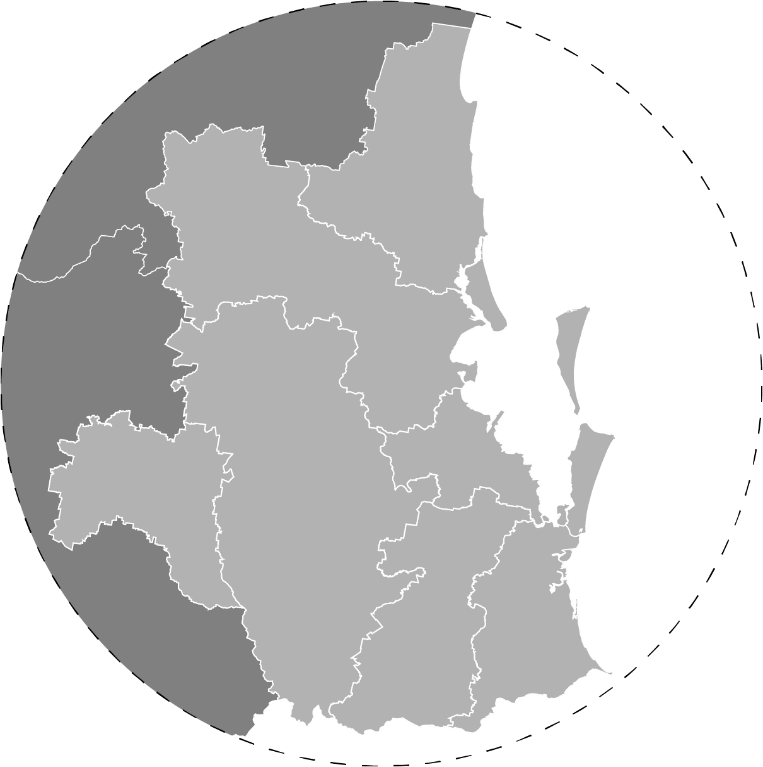
Operating deficit/surplus ($’m)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2016–17** | **2017–18** | **2018–19** | **2019–20** | **2020–21** |
| 0.7 | (7.9) | 8.6 | (43.3) | **35.3** |

1. Includes new bond lodgements for general tenancies and rooming accommodation.
2. Includes bonds held for general tenancies and rooming accommodation.
3. Excludes unclaimed bond monies.
4. Methodology changed in 2019–20 to more accurately reflect dispute resolution requests that proceeded to conciliation in the last five years. This excludes dispute resolution requests where parties subsequently withdrew from the conciliation process or were unable to be contacted.
5. Prior to 2017–18, we recorded the number of commenced investigations into non-compliance in the financial year.

Our customers

Data below is based on bonds held by the RTA as at 30 June 2021. Locations of major regions in Queensland below are based on Statistical Area Level 4 (SA4s)1.



Sunshine Coast   
**6.3%**

Moreton Bay  
**8.3%**

Toowoomba

**3.2%**

Logan – Beaudesert

**6.6%**

Gold Coast

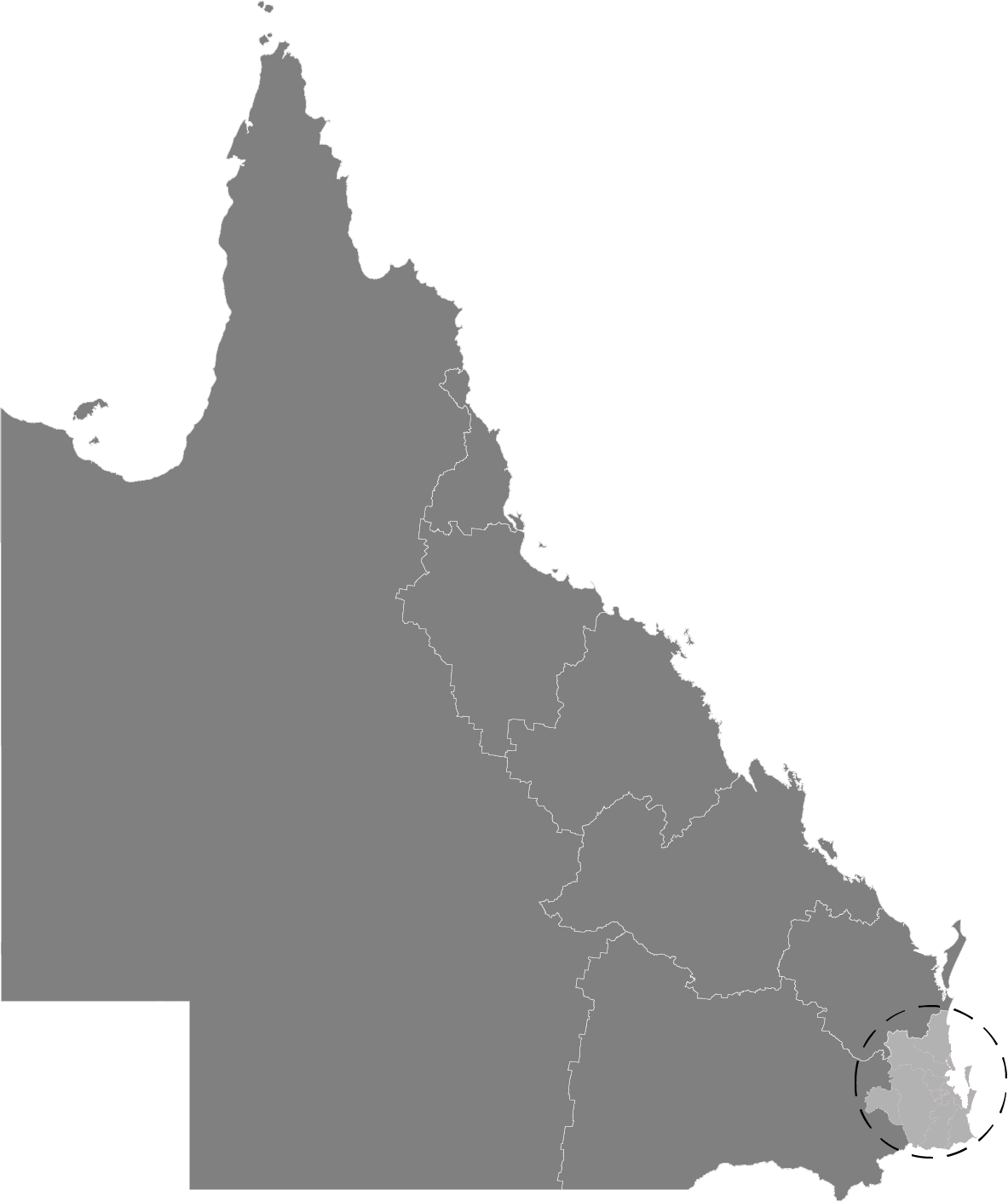
**13.4%**

Ipswich

**6.9%**

Brisbane

**31.0%**



Cairns **4.9%**

Townsville   
**4.4%**

Mackay – Isaac – Whitsundays

**3.4%**

Queensland – Outback   
**1.1%**

Darling Downs – Maranoa   
**2.0%**

Wide Bay

**4.4%**

Central Queensland

**4.1%**

1. SA4s are the largest sub-state regions in the main structure of the Australian Statistical Geography Standard (ASGS) and are designed for the output of a variety of regional data by the Australian Bureau of Statistics (ABS), representing labour markets or groups of labour markets within each state and territory.

**Total bonds held by dwelling type**

Central Queensland **4.3**%

The data below shows the total bonds held per dwelling type in the June quarter of each financial year between 2016–17 and 2020–21.

Dwelling type

|  |
| --- |
| **A picture containing diagram  Description automatically generated 96.7%** of dwellings are   houses, flats and townhouses |

Who manages bonds?

|  |
| --- |
| Approximately **88.1%**  of rental properties are managed by  real estate agents/property managers |

Median length of tenancies (months)

The median length of tenancies in Queensland between 2016–17 and 2020–21.

Weekly median rents

The median weekly rents for all dwelling types based on new bonds lodged in the June quarter of each financial year between 2011–12 and 2020–21.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| $350 | $350 | $350 | $350 | $350 | $360 | $360 | $365 | $370 | **$385** |

Median rents for Queensland and major centres

Data below is based on new bonds lodged with the RTA in the June quarters of 2020 and 2021. Locations of major centres in Queensland below are based on Significant Urban Areas1.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | 2 bedroom flat/unit | | | 3 bedroom house | | |
| Location | 2020 | 2021 | % change | 2020 | 2021 | % change |
| **Brisbane** | $400 | **$405** | 1.25% | $390 | **$400** | 2.6% |
| **Bundaberg** | $240 | **$250** | 4.2% | $300 | **$320** | 6.7% |
| **Cairns** | $305 | **$320** | 4.9% | $390 | **$410** | 5.1% |
| **Emerald** | $233 | **$250** | 7.3% | $300 | **$335** | 11.7% |
| **Gladstone – Tannum Sands** | $170 | **$200** | 17.6% | $236 | **$275** | 16.5% |
| **Gold Coast – Tweed Heads** | $430 | **$450** | 4.7% | $495 | **$520** | 4.8% |
| **Gympie** | $220 | **$230** | 4.5% | $300 | **$310** | 3.3% |
| **Hervey Bay** | $270 | **$280** | 3.7% | $330 | **$350** | 6.1% |
| **Kingaroy** | $215 | **$225** | 4.7% | $275 | **$285** | 3.6% |
| **Mackay** | $265 | **$290** | 9.4% | $360 | **$380** | 5.6% |
| **Maryborough** | $205 | **$210** | 2.4% | $280 | **$290** | 3.6% |
| **Mount Isa** | $230 | **$250** | 8.7% | $380 | **$420** | 10.5% |
| **Rockhampton** | $220 | **$250** | 12.0% | $290 | **$320** | 10.3% |
| **Sunshine Coast** | $375 | **$400** | 6.7% | $460 | **$490** | 6.5% |
| **Toowoomba** | $256 | **$265** | 3.5% | $320 | **$335** | 4.7% |
| **Townsville** | $265 | **$280** | 5.7% | $320 | **$340** | 6.3% |
| **Warwick** | $215 | **$220** | 2.3% | $275 | **$280** | 1.8% |
| **Yeppoon** | $290 | **$310** | 6.9% | $350 | **$380** | 8.6% |
| **Queensland** | $360 | **$380** | 5.6% | $360 | **$380** | 5.6% |

1. Australian Bureau of Statistics. (2016) Significant Urban Areas. Australian Statistical Geography Standard (ASGS) (ABS Cat. 1270). The Significant Urban Area (SUA) structure of the Australian Statistical Geography Standard (ASGS) represents significant towns and cities of 10,000 people or more.

**Our customised services**

In 2020–21, the RTA turned its focus to supporting Queenslanders recovering from the impacts of COVID-19 while helping customers navigate changes to the *Residential Tenancies and Rooming Accommodation (COVID-19 Emergency Response) Regulation 2020* (referred to as the COVID-19 Regulations). We continued our journey in digital optimisation,   
investing in several projects to further deliver on our strategic objectives of providing smart digital services and ensuring customers value RTA services.

RTA Web Services

The RTA released two new Web Services in 2020–21. The Change of Bond Contributors Web Service launched on 10 August 2020, enabling customers to change and update details of bond contributors and associated bond contribution amounts quickly and easily online when tenants in a property have been approved to change. This service was also developed to process agreed bond contributor changes automatically within hours.

Following the success of the COVID-19 Dispute Resolution Web Service in April 2020, the RTA released the Tenancy Dispute Resolution Web Service on 28 January 2021. This service offers our customers a convenient, digital way to request dispute resolution assistance from the RTA for a tenancy dispute that occurs during a tenancy, or a claim for compensation over the bond amount at the end of a tenancy. It complements the RTA’s online bond dispute request process which forms part of the Bond Refund Web Service.

As we celebrate the second year of RTA Web Services, the RTA has processed 766,692 requests in total through the digital platform, which included:

* 296,722 bond refund requests
* 287,475 bond lodgements
* 155,213 requests to update customer details
* 15,797 bond dispute resolution requests
* 10,291 change of bond contributors requests
* 1,194 tenancy dispute resolution requests.

Supporting Queenslanders

The COVID-19 Regulations have been amended twice during the year, firstly on 30 September 2020 and again on 30 April 2021. These changes were implemented to help the Queensland residential rental sector transition back to normal tenancy arrangements and processes under the RTRA Act. The RTA has continued to tailor and align its customer support services and resources with the amended legislation, updating its educational resources and the information available across all channels to help customers understand their tenancy rights and responsibilities.

In December 2020, the RTA upgraded its telephone and voice infrastructure to a new contemporary platform to enable easy, real-time collaboration with customers and improve workforce management. To further ensure continuity of service, a secure web-based conferencing product was implemented to enhance the dispute resolution experience for our conciliators and customers, which maintains the effective facilitation of private sessions with individuals during a teleconference conciliation.

Customer satisfaction

Our Customer Experience division asked customers to assess various aspects of the service they received, including timeliness of response, ease of access, RTA staff performance, service outcome and overall satisfaction with the service provided. Excellent customer service was achieved year-round, with high ratings of 84.9 per cent recorded in November 2020, and 84.6 per cent in October 2020 and again in June 2021. An average customer satisfaction rating of 82.6 per cent was recorded in 2020–21 for the delivery of services to our customers.

Bond management

Our customers have been enjoying the efficiencies of completing essential bond and tenancy transactions online at any time, any place and on any device, as is evident from the increased uptake and engagement with RTA Web Services.

In the second year of RTA Web Services and to deliver on the RTA’s strategic objective to provide smart digital services, we released the Change of Bond Contributors Web Service on 10 August 2020. This Web Service has helped customers to quickly and easily request and obtain agreement online for changes to bond contributors or bond allocation amounts. Since its launch in August 2020, over 40 per cent of change of bond contributors requests have been submitted via this new Web Service, with a peak experienced in January 2021 that saw more than 59.5 per cent of change of bond contributors requests submitted digitally via this new channel.

Average processing times

|  |  |  |
| --- | --- | --- |
|  | Bond lodgements | Bond refunds |
| All channels (digital + paper) | 2.5 days | 0.7 days |

Bond forms processed

2016–17 to 2020–21

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 2016–17 | 2017–18 | 2018–19 | 2019–20 | 2020–21 |
| **Bond lodgements** | 412,504 | 424,416 | 418,557 | 396,674  Paper: 288,658  Digital: 108,016 | **364,262**  **Paper: 184,810**  **Digital: 179,452** |
| **Bond refunds** | 329,358 | 321,086 | 312,749 | 296,628  Paper: 158,255  Digital: 138,373 | **267,098**  **Paper: 35,827**  **Digital: 231,271** |
| **Bond change forms\*** | 122,366 | 72,401 | 69,437 | 77,007 | **69,556** |

\* Bond change forms

*Change of rental property* (Form 3)

*Change of property manager/owner* (Form 5)

*Change of bond contributors* (Form 6)

To support the Queensland Government’s objective of *Unite and Recover*, the RTA Bond Refund Web Service has been part of delivering excellent frontline services in the rental sector. This digital channel for requesting bond refunds, which provides an option for customers to fast track agreed refund requests, surged in popularity in its second year. Of the total bond refund requests received in 2020-21, an average of 78.6 per cent were submitted through the Bond Refund Web Service, with the number of digital bond refund requests increasing by 67.1 per cent compared to the previous year. In 2020–21, of the total bond refunds, 74.2 per cent of bond money by value was returned to tenants.

The total number of bond lodgement forms processed decreased by 12.5 per cent and the total bond refund forms processed reduced by 13.5 per cent compared to the previous year, consistent with the increase in the median length of tenancies (see page 11). Contributing factors for the reduced volume include high rental demand and low rental vacancy rates brought about by interstate migration, less movement in the sector with COVID-19 lockdowns, as well as reduced numbers of international students due to the continued border closures and ongoing impacts of the pandemic.

Contact Centre

The RTA Contact Centre provides customers with tailored tenancy information, helping tenants and property managers/owners to make informed decisions. This year, the RTA Contact Centre responded to 423,221 phone enquiries, which is an 0.8 per cent decrease from last year.

RTA staff answered an average of 1,686 calls each working day in 2020–21 (up from #1,610 calls per day in 2019–20).

The average talk time has remained similar at 421 seconds in 2020–21, compared to 428 seconds in the previous year. In addition to enquiring on the phone, RTA customers can also self-service with information from other channels and platforms including the website.

# The average calls per day in 2019–20 did not include the 30,786 COVID-19 hotline enquiries received by an external contact centre engaged by the RTA. This hotline was transferred back to the RTA to manage in December 2020.

Contact Centre phone enquiries

^Includes 30,786 COVID-19 hotline enquiries

\*Includes 7,071 COVID-19 hotline enquiries

|  |
| --- |
| An average customer satisfaction rating of **82.6%**  was recorded in 2020–21 for the delivery of  services to our customers |

Dispute resolution

The RTA offers a free, impartial and independent dispute resolution service to help tenants, property managers and property owners resolve tenancy disputes and reach a mutually agreeable outcome. Customers who volunteer to participate in this process may be able to avoid the need for legal action through the Queensland Civil and Administrative Tribunal (QCAT), saving time and money. Through conciliation, customers also gain valuable negotiation and self-resolution skills that can help address concerns, sustain their tenancies and preserve their relationship with the other party.

When a dispute resolution request is received by the RTA, it is first assessed to determine whether the matter is suitable for conciliation. Disputing parties are then contacted for further information and an opportunity to have their say. A trained RTA conciliator then facilitates confidential negotiations between the disputing parties, either through one-to-one phone calls or a group teleconference. RTA conciliators are impartial and cannot make decisions. Their role is to provide structure to the discussion and negotiation, educate parties on their rights and responsibilities, and help them reach agreement.

|  |
| --- |
| Icon  Description automatically generatedIn 2020–21, the RTA resolved **70.5%**  of all disputes where parties  volunteered to participate |

The number of conciliated disputes below reflects all dispute resolution requests that proceeded to conciliation, excluding instances where disputing parties subsequently withdrew from the conciliation process or were unable to be contacted for conciliation.

Conciliated disputes

^Includes 1,791 COVID-19 related disputes

\*Includes 1,080 COVID-19 related disputes

With the new Tenancy Dispute Resolution Web Service launched in January 2021, much of the dispute resolution request process has been automated, enabling our staff to focus on providing valuable and tailored support to our customers.

How a bond will be paid out at the end of a tenancy remains one of the main reasons for conciliated disputes. Compensation claims for amounts in excess of the bond and claims submitted after the bond had been paid out represent 10.3 per cent of all disputes. Some 38.2 per cent of disputes occur during a tenancy and often relate to ending a tenancy, rental arrears, repairs and maintenance.

Dispute reasons

* Overpaid rent
* Tenancy database
* Rent reduction
* Rent increase
* No refund form
* Excessive hardship
* Break lease
* Lease variation/extension
* Owner wants to move into property
* Sale of property

Parties who were unable to resolve disputes through conciliation were given information on how to seek a ruling from QCAT if they wished. Note that not all parties took unresolved disputes to QCAT – some chose not to pursue further action and others would later reach agreement between themselves. A total of 2,187 conciliated disputes progressed to QCAT in 2020–21, which represents 10.3 per cent of all conciliated disputes.

Our sector

Tenancy support and stakeholder engagement

In 2020–21, the RTA undertook 38 stakeholder engagement activities to provide education and information on tenancy rights and responsibilities under the RTRA Act. We also supported the sector through amendments to the COVID-19 Regulations that came into effect in October 2020 and May 2021.

Due to the ongoing impacts of COVID-19, the RTA has relied more heavily on digital channels to continue our commitment to connect and engage with stakeholders and customers. A three-day face-to-face engagement program scheduled for March/April 2021 in Cairns was postponed due to travel restrictions associated with a three-day COVID-19 lockdown of Greater Brisbane. The program, which included meetings between the RTA Board and key regional stakeholders, information sessions for property managers and owners, and tailored training for staff from community housing and homelessness services, has been rescheduled for October 2021.

|  |  |
| --- | --- |
| **Icon  Description automatically generated 2,402** listens across   19 podcast episodes | **Icon  Description automatically generated** Over **4,400** views  for webinar recordings |

Improving the customer experience

As part of the launch of the Tenancy Dispute Resolution Web Service and Change of Bond Contributors Web Service, the RTA developed quick guides and website content to guide first-time users through the new digital services. The RTA also relaunched the Talking Tenancies podcast in January 2021 with episodes featuring RTA experts airing fortnightly to provide practical tenancy information in a conversational and accessible format. The podcast received 2,402 listens across 19 episodes in 2020–21.

Educational workshops and presentations

The RTA participated in and supported 13 online and face-to-face presentations and interactive workshops hosted by stakeholders in 2020–21. We targeted different stakeholder groups within the residential rental sector and delivered tenancy education to approximately 287 people.

Engagement activities included:

* delivering tailored introductory and advanced training for staff from community housing providers and specialist homelessness services in conjunction with Q Shelter
* presenting on the rights, roles and responsibilities of tenants and property owners in a Queensland Council of Social Services’ webinar series on water charges
* recording a joint video with Queensland Shelter on the COVID-19 Regulations relating to tenancies impacted by domestic and family violence.

Four webinars were produced in collaboration with agency partners, including Queensland Fire and Emergency Services, Queensland Reconstruction Authority, Electrical Safety Office and the Queensland Building and Construction Commission to provide information on smoke alarm laws, natural disasters, and electrical and pool safety for rental properties, respectively. Two webinars introduced new RTA Web Services while another two explored and clarified key questions regarding amendments to the COVID-19 Regulations. Other webinars addressed our customers’ most frequent concerns and questions and provided practical tips, such as navigating the challenging rental market in 2021. Our webinar recordings received more than 4,400 views on the RTA Queensland YouTube channel.

Supporting the sector through changes to the COVID-19 Regulations

The RTA published multiple updates to RTA forms for general tenancies and rooming accommodation. These forms assisted with customer compliance and education as amendments to the COVID-19 Regulations came into effect in 2020–21. Updated forms were available via the RTA website or by calling our Contact Centre.

Website content was also updated promptly to reflect changes to COVID-19 tenancy arrangements as introduced by the Queensland Government. The most recent amendments, effective from 1 May 2021 to   
30 September 2021, are designed to support the Queensland residential rental sector transition back to normal tenancy arrangements and processes under the RTRA Act.

|  |  |
| --- | --- |
| **Icon  Description automatically generated 38** stakeholder   engagement   activities | **13** presentations   and interactive   workshops |

Recognising the importance of collaboration

The RTA facilitated two meetings of its Stakeholder Forum in 2020–21. The Forum met via videoconference in November 2020 and April 2021. The Stakeholder Forum provides an avenue for members, the RTA Executive Leadership Team and RTA Board members to raise and discuss strategic issues and trends affecting the residential rental sector. It allows the RTA to gain insights and further understand the interests and concerns of stakeholders, and advances stakeholders’ understanding of the RTA’s role and its strategic direction.

Members of the RTA Stakeholder Forum include:

* Asia-Pacific Student Accommodation Association (APSAA)
* Australian Resident Accommodation Managers Association (ARAMA)
* Caravan Parks Association of Queensland (CPAQ)
* LawRight
* Property Owners’ Association of Queensland (POAQ)
* Queensland Shelter (Q Shelter)
* Queensland Council of Social Service (QCOSS)
* Real Estate Institute of Queensland (REIQ)
* Student Accommodation Association (SAA)
* Supported Accommodation Providers Association (SAPA)
* Tenants Queensland (TQ).

The RTA received positive feedback on the Forum meetings in 2020–21, with an average overall member satisfaction rating of 82 per cent.

The RTA also established a Stakeholder Working Group (SWG) in January 2021 to engage with key stakeholders for operational advice and recommendations on customer communication and education. The SWG has representatives from many Stakeholder Forum member organisations and also includes the Queenslanders with Disability Network (QDN), Real Estate Excellence Academy and the Tenancy Skills Institute.

The SWG met monthly via videoconference in 2021 and has provided the RTA with practical advice on improving communication and education throughout the tenancy cycle. The cross-sector discussion and collaboration has allowed for different perspectives to be considered in developing and delivering proactive and effective key messages for the Queensland residential rental sector.

Proposed rental law reforms

The [Residential Tenancies and Rooming Accommodation (Tenants’ Rights) and Other Legislation Amendment Bill 2021 (Bill)](https://www.parliament.qld.gov.au/Documents/TableOffice/TabledPapers/2021/5721T715.pdf) was introduced to the Queensland Parliament in May 2021 by Dr Amy MacMahon MP, Member for South Brisbane.

In June 2021, the Queensland Government introduced the [Housing Legislation Amendment Bill 2021](https://www.parliament.qld.gov.au/documents/tableOffice/TabledPapers/2021/5721T912.pdf) to the Queensland Parliament with proposed reform areas including:

* ensuring all parties have appropriate approved reasons for all parties to end a tenancy
* prescribing Minimum Housing Standards
* options for people experiencing domestic and family violence to end a tenancy
* frameworks for all parties to negotiate renting with pets.

The RTA encouraged Queenslanders to have their say on the proposed changes across the two Bills through public submissions to the [Community Support and Services Committee](https://www.parliament.qld.gov.au/work-of-committees/committees/CSSC). The RTA will provide support for the implementation and delivery of service offerings, associated business processes, education and compliance activities resulting from reform of the RTRA Act.

Compliance activities

In 2020–21, the RTA explored the compliance challenges in the sector and looked at ways we can better support customers in performing our regulatory function. In March 2021, we published our Compliance and Enforcement Strategy 2021–23. This strategy is aligned to the RTA’s Strategic Plan and was informed by a comprehensive regulatory review. It aims to improve the rate of compliance with Queensland’s residential tenancy laws, identify emerging issues in the sector, provide accessible compliance and enforcement information for all customers, and deliver ‘best fit’ customer services.

We also released a new digital tool and resource – the Investigations Request Kit – to accompany the publication of this strategy. The 24/7 availability of this kit via the RTA website makes it more convenient for customers to report alleged breaches of Queensland tenancy laws for investigation. It also empowers customers to address and resolve their tenancy concerns by guiding them through a short series of simple questions to recommend targeted support and resources.

The RTA carries out compliance and enforcement functions based on the following principles.

* **Transparency**: conducts investigations in an open and transparent manner in line with procedural fairness and the model litigant principles.
* **Consistency**: uses a measured system of checks and balances when assessing and investigating cases to ensure consistency in processes and outcomes.
* **Proportionality**: establishes outcomes based equitably on the sufficiency of evidence with consideration to compliance objectives and the public interest.
* **Timeliness**: conducts all investigations and reviews in a timely and appropriate manner.

With a challenging rental market and a reduction in offences reported in 2020–21 during the COVID-19 pandemic, the RTA focused on proactive compliance monitoring. Our intelligence-driven compliance monitoring activities targeted agencies and aimed to engage with agency owners and senior staff in a meaningful way, delivering tailored education packages to address repeat offending behaviours and drive future compliance. This approach resulted in a significant reduction in offences reported against each agency and empowered the agency owners and staff to improve their understanding of and compliance with the RTRA Act.

In 2020–21, the RTA finalised 567 investigations containing 1,136 alleged offences of the RTRA Act, which resulted in:

* providing education on 346 offences
* issuing cautions for 206 offences
* finding insufficient evidence for 433 offences
* requiring no further action on 151 offences – this includes instances where no offences were identified, the investigation request was outside statutory timeframes, or the matter was referred to the RTA’s dispute resolution service.

Types of alleged offences investigated\*

^ Non-lodgement of bond also includes instances of late bond lodgement and failure to pay rental bond instalments.

Other offences include, but are not limited to:

s87(2): Rent in advance - not requiring rent from tenant in a period that rent has been paid

s514(1): Giving false or misleading documents to the RTA

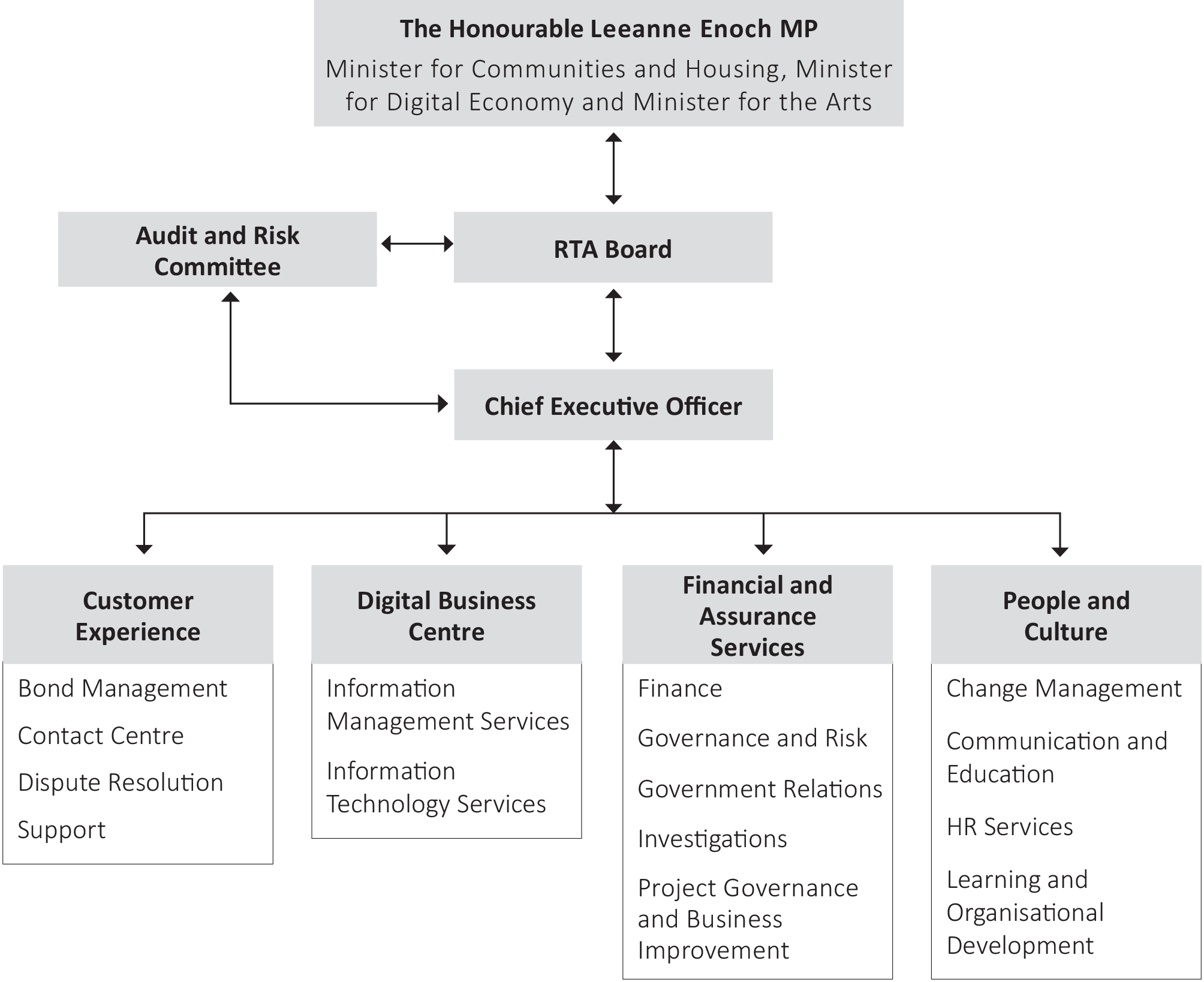
s203: Lessor or lessor's agent must not show tenant's possession in advertisements

s367: Purporting to terminate agreement in authorised way

\* Methodology changed for this graph in 2020–21 to more accurately reflect the number of alleged offences investigated.

Our organisation

Organisational structure



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 and was formerly the joint Managing Director of Halcyon and a Board member of the Urban Development Institute of Australia.  Paul 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. |
| **Sally Watson** | Sally Watson has extensive experience working in housing and homelessness services across the public and not-for-profit sectors in Brisbane, Canberra and Cairns. Sally is currently the manager of a homelessness service, Shelter Housing Action Cairns.  Previously, she has lectured in Social Work at James Cook University, was North Queensland Coordinator for the Tenants Union of Queensland and Executive Director of Homelessness Australia. Sally 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 Queensland Shelter and 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. Steve 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.  Steve 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 Teachers’ Union and was also an executive member of  the Australian Education Union and the Queensland Council of Unions. |
| **Janet Benson** | Janet Benson is the owner and principal of Capstone Property Solutions and brings a comprehensive understanding of the Queensland property sector – in particular, residential property management. Janet has a background in the Queensland public sector, previously working as the Executive Director of the Human Services CEO Committee, and Executive Director of Homelessness Programs at the Department of Housing and Public Works.  Janet 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. |
| **Christine Castley** | Christine Castley is an experienced executive with significant experience in organisational change management, strategic governance, project management, community engagement and service delivery.  Christine is currently CEO of Multicultural Australia. Prior to this, she was Deputy Director-General in the Department of the Premier and Cabinet and Deputy  Director-General, Housing, Homelessness and Sport in the Department of Housing  and Public Works, leading 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.  Christine holds a Bachelor of Laws, Bachelor of Arts, Postgraduate Diploma of Arts  and Master of Public Administration from The University of Queensland. |
| **Cara Walsh** | Cara Walsh has 20 years of experience working as a leader in Silicon Valley, New York City, and here in Queensland. Cara has undertaken large digital transformations for RACQ, as well as the City of Brisbane. In the United States, she built customer-focused digital products for AT&T, McAfee, and Thompson Financial.  Cara believes in human-centric design and not technology-driven solutions. She is Director of Cobble Hill Consulting, Chair of the Business Advisory Board for QUT's Business School, an Activator with SheEO, and a Mentor for Women in Technology. |
| **Damian Wright** | Damian Wright is a Chartered Accountant and has been working in the accounting profession for some 30 years. Damian is currently the Partner in Charge of Audit at BDO in Brisbane and provides services to a wide range of businesses, across a variety  of industries.  Damian has held a number of Board positions and currently chairs Lives Lived Well Limited, a not-for-profit service provider in the health sector. He holds a Bachelor of Commerce from The University of Queensland, is a Registered Company Auditor and an Associate of the Institute of Chartered Accountants in Australia. He also has a Graduate Diploma of Applied Finance and Investment from the Securities Institute of Australia (now FINSIA). |

Board meetings

A total of six scheduled meetings of the RTA Board of Directors occurred during 2020–21.

|  |  |  |
| --- | --- | --- |
| Board member | Number of attendances | Departure/arrival |
| **Paul Melville (Chair)** | 6/6 | Member for entire period. |
| **Sally Watson** | 6/6 | Member for entire period. |
| **Steve Ryan** | 6/6 | Member for entire period. |
| **Janet Benson** | 6/6 | Member for entire period. |
| **Christine Castley** | 6/6 | Member for entire period. |
| **Cara Walsh** | 5/5 | Member since 1 September 2020. First meeting attendance was 16 November 2020. |
| **Damian Wright** | 5/5 | Member since 1 September 2020. First meeting attendance was 16 November 2020. |
| **Deborah Duffy** | 1/1 | Member until 31 August 2020. Last meeting attendance was 21 August 2020. |
| **Rachel Watson** | 1/1 | Member until 31 August 2020. Last meeting attendance was 21 August 2020. |

See page 75 for remuneration information for the Board of Directors.

Audit and Risk Committee

The Audit and Risk Committee (ARC) meets four times a year 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.

During 2020–21, the ARC comprised up to four Board members and two external advisors with a focus on information technology and finance. These external advisors were later appointed to the RTA Board and joined the ARC as members from November 2020. The ARC observed the terms of its charter with due regard to Queensland Treasury’s Audit Committee Guidelines.

|  |  |  |
| --- | --- | --- |
| ARC member | Number of attendances | Departure/arrival |
| **Steve Ryan (Chair)** | 4/4 | Member for entire period. |
| **Janet Benson** | 1/2 | Member until 21 November 2020. Last ARC meeting attendance was 21 November 2020. |
| **Paul Melville (ex-officio)** | 1/4 | Member for entire period. |
| **Christine Castley** | 1/3 | Member until 24 February 2021. Last ARC meeting attendance was 16 August 2020. |
| **Cara Walsh** | 2/2 | Member since 21 November 2020. First ARC meeting attendance 24 February 2021. |
| **Damian Wright** | 2/2 | Member since 21 November 2020. First ARC meeting attendance 24 February 2021. |

Executive Leadership Team

In 2020–21, there were two new Executive Leadership Team (ELT) appointments. Samantha Watson was appointed Chief Customer Experience Officer in September 2020 and Greg Watts commenced in the role of Chief Digital Officer in May 2021. Joanna van der Merwe continued as Chief Financial Officer and Natalie Townsend as Chief People Officer.

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 regular 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 leads our executive and leadership teams to ensure progress and direction of our strategic priorities and operations.

|  |  |
| --- | --- |
| Name and role | Profile |
| **Jennifer Smith  – Chief Executive Officer** | 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 Brisbane City Council. These roles included Assurance Delivery and Performance Manager, Financial Projects Manager and 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  – Chief Financial Officer** | Joanna Van Der Merwe leads the Financial and Assurance Services division, which includes finance, governance and risk, investigations, government relations, project governance, strategy and business improvement.  Prior to joining the RTA in September 2019, Joanna held various executive roles at Brisbane City Council, including Strategy and Reporting Manager, Financial Performance Manager, and Corporate Benefits Manager and commercial and finance roles in the food and home electronics industries in the UK.  Joanna holds a Bachelor of Business and is a Chartered Management Accountant and a member of CPA Australia. |
| **Samantha Watson – Chief Customer Experience Officer** | Samantha Watson leads the RTA's Customer Experience division, which includes the Contact Centre, bond management, support and dispute resolution.  Samantha is an experienced executive who has led improvement and transformation programs across a number of complex customer-focused organisational environments. This includes local government, not-for-profit, public and private sectors including health and insurance in both national and global businesses. She has strong financial portfolio management experience and has successfully delivered enterprise-wide service delivery programs across customer experience and lifecycle, digital and service delivery transformations, operational process upgrades and cultural changes.  Samantha holds a dual degree in Business and Organisational Psychology and holds qualifications in LEAN and Six Sigma process improvement methodologies, project management and marketing. |
| **Greg Watts  – Chief Digital Officer** | Greg Watts leads the RTA's Digital Business Centre, which supports the RTA's business systems, standard operating environments and applications along with the RTA’s information management processes. This includes records management and the business intelligence teams which facilitate strategic direction and corporate  decision-making.  Greg is an experienced information and communication technology (ICT) executive  with proven success in leading a range of digital and business transformation projects and programs. For more than two decades, Greg has led and partnered with expert, multidisciplinary teams to deliver business outcomes through digital strategy  and governance, cyber security, enterprise architecture, cloud transformation,  high-availability systems, and vendor and business applications management.  Greg holds a Master of Business Administration, Bachelor of Commerce and is a Graduate Member of the Australian Institute of Company Directors. |
| **Natalie Townsend  – Chief People Officer** | Natalie Townsend leads the People and Culture division, overseeing the RTA's human resources, training, change management, media, communication and education teams.  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 related systems – 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. |

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 Queensland Treasury’s 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 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 the RTA executive leadership team.
* **Project Boards** are established for each project in the 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.   
  The PIB and the Project Board members attend a joint monthly meeting to discuss both portfolio   
  and project board items.
* The **Legislation Consensus Group** (LCG) contemplates new and proposed legislation and monitors emerging trends affecting existing legislation. The LCG ensures the RTA provides accurate, consistent and timely information to its stakeholders and customers.
* The **Health and Safety Committee** (HSC) assists management in the prevention of accidents and incidents through the development and implementation of measures to ensure employee and visitor health and safety at the RTA.
* The **Information Security Committee** (ISC) meets monthly to review and revise policies relating   
  to information security, information classification and information management. The ISC works closely with its managed services provider to mitigate risks and complete the action plan under the IS18 checklist.

External scrutiny

In 2020–21, the RTA engaged a number of experts to review and provide feedback on our processes, policies, systems and strategies.

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.

Protiviti was engaged to undertake the RTA’s internal audit program.

Internal audit

Internal accountability through internal audits assists the ARC in fulfilling its obligations by providing independent assurance of the effectiveness of systems, procedures and controls to ensure compliance and management of risks. The RTA’s strategic audit plan sets out the audits for 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.

During 2020–21, Protiviti undertook the following internal audits, including:

* COVID-19 response
* IT service management
* bond management
* information management (privacy and Right to Information).

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 learning system, with refresher training every 12 months.

Human rights disclosure

The RTA is committed to respecting, protecting and promoting human rights in our decision-making and actions as reflected in the RTA Strategic Plan 2019–23. Processes have been established to integrate the consideration of human rights and ensure compliance with the *Human Rights Act 2019*. In 2020–21, the RTA engaged the Queensland Human Rights Commission to conduct RTA wide staff training in assessing compatibility with human rights.

The RTA has received one human rights complaint and acknowledged the potential limitation. Immediate steps were taken to manually rectify the affected process with further investigation being conducted into a digital solution to support this process.

Positive customer feedback

The RTA values the opinions of our customers 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 2020–21, the RTA responded to 98 formal customer complaints. Of these customer complaints, 94 were resolved at the initial contact with four requiring further action. An average customer satisfaction score of 82.6 per cent was recorded for the delivery of customer services.

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 2020–21.

Open data disclosure

An overseas travel expenditure report for the 2020-2021 reporting year was not required due to overseas travel not being undertaken by any staff member of the organisation.

Performance review framework

The performance review framework ensures the monitoring and reviewing of the RTA’s performance, conducted by the RTA Board and CEO, is undertaken with comprehensive knowledge of our functions.

The table below outlines our 2020–21 performance against the key elements of the framework.

|  |  |  |
| --- | --- | --- |
| Function | Purpose | Achievements 2020–21 |
| **Monthly financial reporting** | Reports level of revenue and expenditure against the approved budget at each Board meeting | Provided modern, comprehensive monthly financial reports and dashboards 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 the Board with quarterly updates on selected Strategic Measures (performance measures) as required under the *Financial  and Performance Management Standard 2019* |
| **Internal audit program** | Reports progress and recommendations from internal audit to the ARC | Resulting recommendations from internal audits were implemented  in a timely manner |
| **Service Delivery Statement** | Contributes to the Minister’s report on performance and budget results to the Queensland Parliament | Customer satisfaction and average annual return on investment far exceeded the targets |
| **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 organisation’s strategic direction 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), outlining priorities relating to customers valuing RTA services, providing smart digital services, building a customer-focused workforce and improving business efficiency.

Our budget, which is endorsed by the Board and approved by the Minister, is developed through our business planning processes.

A review of the Strategic Plan is conducted every four years and a minor update was made this year to align with the Queensland Government’s objective of *Unite and Recover*.

Digital innovation and information systems

The main focus of our digital optimisation and innovation in 2020–21 was to upgrade our technological infrastructure and capabilities. In doing so, we have provided easy-to-access services to support the residential rental sector, ensured continuity of service and positioned ourselves for the future.

With our frontline services in the Customer Experience division heavily reliant on telephone and voice infrastructures, the RTA successfully upgraded to the modernised Genesys telephone system in December 2020. This upgrade also sent live our new interactive voice response (IVR) system named RiTA. At the same time, we implemented a sophisticated and secure web-conferencing platform, WebEx, to further enhance the dispute resolution experience for customers and conciliators.

Following the upgrade of the telephone and voice infrastructures, the RTA rolled out a suite of Office 365 applications to all staff. This initiative was prioritised to support flexible working arrangements, improving the functionality and capability of Microsoft Teams for inbound and outbound calls and videoconferencing.

The RTA released the Change of Bond Contributors Web Service in August 2020 and the Tenancy Dispute Resolution Web Service in January 2021 to offer more ways of transacting digitally with the RTA and make essential tenancy and bond transactions quicker and more convenient for our customers. By enabling customers to change bond contributors or bond allocation amounts quickly and easily online, in addition to processing agreed changes to the bond and approved changes in tenants within hours, customers can save time and go on to access other Web Services. The Tenancy Dispute Resolution Web Service also automates much of the dispute resolution request process, enabling RTA staff to focus on providing valuable and tailored support to our customers.

In 2020–21, the RTA also completed several initiatives to improve the employee experience in preparation for the RTA office relocation. The Network Uplift project replaced the existing information and communications technology (ICT) network that was at end of life with a new infrastructure and enhanced wireless coverage across the RTA office. This boosted connectivity for all phones, computers, printers and other electronic systems such as audio-visual equipment and established a good foundation for the ICT network and infrastructure in the new RTA office. The RTA Server Migration project was another crucial component in the lead-up to the office relocation, which moved most of our servers to CITEC, which is the Queensland Government's primary ICT services provider. This allowed us to migrate away from on-premise servers, operate in a more secure environment and decommission our server at Eight Mile Plains in Brisbane.

Enhancing information systems and security

In 2020–21, the RTA has continued to improve its maturity level in cyber security in line with Essential8 protocols and IS18:2018 checklist as described by Australian Signals Directorate (ASD) and Queensland Government Chief Information Office (QGCIO) respectively.

The Information Security Committee continues to meet monthly to review and revise policies relating to information security, information classification and information management. The committee also works closely with its managed services provider to mitigate risks and complete the action plan under the IS18 checklist. Improvements have included migrating to Office 365 including upgrading to Exchange Online, replacing the RTA’s on-premise voice solution with cloud-based voice solutions and completing the replacement and relocation of the RTA network. The migration of RTA servers to CITEC QCloud provided a more robust and secure back-up data facility and enabled us to switch server locations without interrupting RTA services.

Recordkeeping

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

We consider recordkeeping requirements in all aspects of service delivery and when planning and implementing business requirements. Records management governance practices, aligned with broader agency frameworks, are considered and incorporated in business strategies, objectives and activities. Position descriptions, policies and procedures incorporate recordkeeping responsibilities.

In 2020–21:

* All RTA staff undertook records management training to increase awareness and promote our recordkeeping culture.
* Records disposals were carried out regularly using retention and disposal schedules approved by the Queensland State Archivist.
* Identification, appraisal, archiving and removal of onsite physical records were completed in conjunction with the RTA office relocation project.

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

Access to information

Members of the public can access certain information controlled by the Queensland Government through the *Right to Information Act 2009* (RTI Act). The RTA also operates in an open, transparent and accountable manner while protecting the privacy of customers and staff to support right to information principles.

The RTA will release information under the Administrative Access Policy where possible, 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 2020–21, the RTA responded to 516 requests made under the Administrative Access Policy.

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| **Our corporate governance framework places a  high priority on due diligence, compliance and  ensuring transparency in decision-making.** |

Our people

Our people have always been the key to our success. In 2020–21, the RTA invested in ongoing training and uplifting of our customer-focused workforce to drive a high performing culture. We also placed a significant focus on promoting flexible work arrangements, workplace health and safety, and maintaining a positive and respectful workplace culture to position the RTA as an employer of choice.

Learning and organisational development

The RTA maintains a strong focus on learning and organisational development (L&OD) to drive a high performing culture and a highly engaged workforce, with 90 per cent of our people meeting and exceeding performance expectations. In 2020–21, the L&OD team launched the Learning and Development Strategy and the Quality Strategy to drive our people’s continual growth and development. These strategies contribute to the development of a customer-focused workforce, where our people are highly capable and agile to deliver excellent customer support and services.

We rolled out a range of initiatives and programs to support our people through changes and innovations across the RTA to enhance the customer experience. These included:

* cross-skilling programs which trained over 90 per cent of our Customer Experience officers to handle inbound calls and trained Contact Centre staff to assist with bond processing, enabling the RTA to respond rapidly to customer-driven workload peaks and changing demands
* advanced skills programs to increase staff capability and confidence to deliver quality service
* leadership development programs, forums, coaching and training, which supported our leaders to drive our people’s performance
* project support training to ensure smooth implementation of new systems including Microsoft Teams, Genesys telephone system, WebEx conference calling and RTA Web Services
* talent and succession management to attract, engage and retain our people.

Our focus on improving the employee experience has had a positive impact on our Working for Queensland results, with the RTA achieving agency engagement scores of 75 per cent, exceeding the benchmark for public service offices (non-departments) and year-on-year increases across most categories. Our success in improving agency engagement has been showcased as a case study across the Public Service Commission.

Flexible and remote working

The RTA acknowledges the significant benefits that flexible work arrangements deliver to employees and the organisation. The RTA is committed to providing flexible work opportunities to employees to assist with work-life balance. By having a flexible-by-design workforce, it embeds flexible work to capitalise on diversity and achieve better business outcomes. It also assists in attracting and retaining employees who value balance and flexibility and want innovation and contemporary approaches to work. The RTA offers a range of ad hoc, regular and/or long-term work-life balance initiatives for all employees through flexible working arrangements such as part-time, job share, flexible working hours, working from home and working from distributed work centres.

Workplace health and safety

In June 2021, the RTA successfully relocated to our new premises at Midtown Centre, Brisbane city. The Human Resources (HR) team played a pivotal role in the RTA office relocation project, specifically around workplace health and safety. Uncertainties that come with a new working environment were identified as factors that could adversely impact employee health and wellbeing. To mitigate this risk, the RTA placed strong emphasis on maintaining social connections and prioritising the health, safety and wellbeing of our employees, including an opportunity for staff to meet with an occupational therapist. With this proactive approach to office ergonomics, we aim to reduce musculoskeletal pain, eye strain and improve overall wellbeing for all employees.

Enhancing our employee relations

We are committed to fostering a positive and respectful workplace culture where all employees are accountable for their actions, decisions and take reasonable action against behaviours that are inconsistent with the RTA’s Code of Conduct. Our goal is to provide and maintain a workplace that is free from all types of bullying, harassment, and discrimination, and where all employees are treated with courtesy, dignity and respect. To support this goal in 2020–21, we reviewed and strengthened our anti-discrimination and harassment (including workplace bullying) policy and our policy on managing employee complaints and grievances. An effective resolution system is necessary to ensure RTA employees can continue to provide quality services to our customers. The resolution system also provides a framework for obtaining information and feedback from all employees and contributes to the continued development and improvement of RTA policies and procedures.

To support our active work towards achieving a diverse and inclusive culture, the HR team also developed the Diversity and Inclusion Strategy 2021–2024, which will be launched and implemented in the second half of 2021. The RTA will grow and support culturally diverse and inclusive communities through this strategy and the Queensland Multicultural Action Plan 2019–22.

**Streamlining and improving processes**

The RTA’s payroll system was outsourced to Corporate Administration Agency (CAA) with a successful transition to CAA in February 2021. CAA, as a Queensland Government agency providing shared corporate services to more than 25 statutory authorities, has the expertise and experience to manage the RTA’s payroll function. This outsourcing has allowed payroll staff at the RTA to take on other responsibilities and learn new skills to further support our workforce and benefit the business.

In 2020–21, the HR team revised its structure to align business objectives with HR best practice. HR transitioned to a partnership model to deliver value-added HR services and support the RTA’s financial position, strategic and operational plans and culture. The team coordinated the development and implementation of HR solutions that aligned with business objectives and addressed key workforce challenges.

Our workforce is the key to our success

Our workforce is critical in achieving the deliverables outlined in the RTA Strategic Plan 2019–23.

The permanent separation rate for 2020–21 was 9.1 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 2021 | |  | Employees (headcount) by occupation and gender \* as at 30 June 2021 | | |
| Office of the CEO | **3.6** |  | **Occupation** | **Female** | **Male** |
| Customer Experience | **119.7** |  | Managers and administrators | **11** | **6** |
| People and Culture | **29.3** |  | Professionals | **26** | **11** |
| Finance and Assurance Services | **27** |  | Clerical and administrative workers | **105** | **50** |
| Digital Business Centre | **17** |  | Total | **142** | **67** |
| Total | **196.6** |  |  |  |  |

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

Performance highlights

Objective 1 – Customers value our services

|  |  |
| --- | --- |
| Performance indicators 2020–21 | Achievements 2020–21 |
| **Our services meet the needs  of our customers** | * Delivery of services across the RTA Contact Centre received an average customer satisfaction rating of 82.6 per cent * Resolved 70.5 per cent of conciliated disputes when parties volunteered to participate * Enabled over 90 per cent of our Customer Experience Officers to handle inbound customer calls through successful cross-skilling * Updated and refreshed tenancy forms, resources and webpages in September 2020 and April 2021 to align with changes to COVID-19 tenancy arrangements * Continual customer uptake across all RTA Web Services, with the number of digital bond refund requests increasing by 67.1 per cent compared to the previous year |
| **Customers and stakeholders have positive experiences  with us** | * Published the RTA Compliance and Enforcement Strategy 2019–23 to provide visibility and outline priorities and approach to performing our regulatory function * Delivered process efficiencies and education in the early  stages of an investigation, with 490 investigation requests received and 567 investigations finalised which included 1,136 alleged offences * Facilitated two Stakeholder Forum meetings and received an overall average satisfaction of 82 per cent from Stakeholder Forum members * Established the Stakeholder Working Group in January 2021 to receive operational advice and recommendations on customer communication and education * Participated in 38 stakeholder engagement activities and presentations * Published 44 news articles on the RTA website * Created website content and digital customer resources for new RTA Web Services including the Change of Bond Contributors Web Service and the Tenancy Dispute Resolution Web Service |

Objective 2 – Provide smart, digital services

|  |  |
| --- | --- |
| Performance indicators 2020–21 | Achievements 2020–21 |
| **Responsive and accessible RTA online services** | * Launched the Change of Bond Contributors Web Service in August 2020 and the Tenancy Dispute Resolution Web Service in January 2021 to offer additional digital channels for essential bond and tenancy transactions * Updated the RTA website and resources after amendments to the COVID-19 Regulations came into effect * Continued to provide and accept paper forms for customers who do not have digital access * Provided alternative support channels for vulnerable tenants to lodge paper forms relating to urgent bond matters * Made the Investigations Request Kit available online, allowing customers to easily report alleged offences and be guided towards targeted support and resources to address their concerns |
| **Increased digital innovation across RTA services** | * Rolled out a suite of Office 365 applications which included an upgrade to Exchange Online and enhanced Microsoft Teams functionality to support flexible working arrangements * Recommenced the Talking Tenancies podcast in January 2021  to release episodes fortnightly, attracting 2,402 listens across  19 episodes * Recorded and published 17 educational webinars, which attracted more than 4,400 views * Outsourced the RTA payroll function to the Corporate Administrative Agency, allowing RTA payroll staff to learn new skills and further support our workforce * 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 2020–21 | Achievements 2020–21 |
| **Digital solutions, business efficiencies and benefits continue to be realised** | * Upgraded the telephone and voice infrastructure across the RTA to enable easy, real-time collaboration with customers and ensure continuity of service * Implemented a secure web-based conferencing product, WebEx, to enhance the experience for customers and our Dispute Resolution team * Replaced and relocated our network, migrated away from on-premise servers to CITEC QCloud and decommissioned servers at Eight Mile Plains in Brisbane * Implemented a new RTA network which enhanced wireless coverage in the RTA office and boosted connectivity for phones, computers, printers and other electronic systems |
| **Improved culture of innovation** | * Encouraged customers to provide feedback on the proposed rental law reforms Bills introduced to Parliament by the Queensland Government and by Dr Amy MacMahon MP, Member for South Brisbane * Incorporated customer feedback and input in the development of two new RTA Web Services * Established the Stakeholder Working Group which provided the RTA with practical advice on improving communication and education throughout the tenancy lifecycle * Continued to partner with the Queensland Government Statistician’s Office (QGSO) and provide a single dataset methodology for median rents |

Objective 4 – Customer focused workforce

|  |  |
| --- | --- |
| Performance indicators 2020–21 | Achievements 2020–21 |
| **Attraction, development and retention of our workforce** | * Achieved an agency engagement score of 75 per cent in the annual Working for Queensland survey * Delivered 679 hours of training to 571 participants across 61 courses and programs * Delivered dedicated leadership training programs such as HR101 to targeted employees to address identified skills gaps * Enabled over 90 per cent of Customer Experience Officers to handle inbound customer calls through cross-skilling * Moved the RTA office to a new building with enhanced facilities, digital capabilities and collaboration spaces to support the activity-based working model * Provided staff with the option to continue flexible working arrangements that were in place during COVID-19 |
| **Safe workplace and an agile, resilient workforce** | * Placed a strong focus on workplace health and safety in the design and planning of our new working environment during the office relocation * Updated the Flexible and home-based work policy, procedure and request form, requiring staff to show evidence of their safe and ergonomic setup at their remote workstation before being approved for flexible working arrangements |

RTA Service Delivery Statement

Service Delivery Statements (SDS), included within the Queensland Government Budget Papers, provide budgeted financial and non-financial information for the budget year. A separate document is provided for each portfolio, with the RTA’s content included within the Department of Communities, Housing and Digital Economy SDS. These documents are a key accountability mechanism subject to public scrutiny and form the basis of questions during the parliamentary estimates processes.

In accordance with Department of Premier and Cabinet Annual Report requirements, details of the RTA’s performance are:

|  |  |  |  |
| --- | --- | --- | --- |
| Service standards | 2020–21 Target/Est. | 2020–21 Est. Actual | 2021–22 Target/Est. |
| ***Effectiveness measures*** | | | |
| **Proportion of disputes resolved after parties participated in the conciliation process** | **70%** | **69.8%** | **70%** |
| **Overall customer satisfaction1,2** | **75%** | **82.3%** | **75%** |
| **Efficiency measures** | | | |
| **Average annual return on investment3** | **2.6%** | **5.4%** | **2.7%** |
| **Total cost for RTA output (excluding grants) as a proportion of the value of bonds held** | **3.6%** | **3.6%** | **3.7%** |

Notes:

1. The 2020–21 Estimated Actual exceeds the 2020–21 Target/Estimate of 75 per cent as the Residential Tenancies Authority (RTA) placed a significant focus on improving customer satisfaction throughout 2020–21, such as the development of a customer experience strategy to ensure customers continue to value our services. Throughout 2019–20 and 2020–21, new services for customers were developed and implemented to improve access to RTA services. The RTA also prioritised cross-skilling and up-skilling of frontline staff members to better respond to customer demand, reducing wait times and improving the quality of interactions.
2. The 2020–21 Target/Estimate has been retained for 2021–22 as customer needs and expectations continue to evolve. External factors including COVID-19, major weather events or legislative changes also influence customer satisfaction due to increased wait times for RTA services.
3. The 2020–21 Estimated Actual exceeds the 2020–21 Target/Estimate due to better than expected investment market recovery following the impacts of COVID-19. As previous investment performance is not an indicator of future performance, the 2021–22 Target/Estimate has been adjusted based on expert forecast advice from the Queensland Investment Corporation (QIC).

As the SDS is published prior to the end of the financial year, estimated actuals are provided. For the Effectiveness measures, the estimated actuals published in the SDS are as at 31 March 2021. For the Efficiency measures, the estimated actuals published in the SDS align with the RTA’s mid-year budget review. The actual results as at 30 June 2021 are provided below.

|  |  |
| --- | --- |
| Service standards | 2020–21 Actual result as at 30 June 2021 |
| *Effectiveness measures* | |
| **Proportion of disputes resolved after parties participated in the conciliation process** | **70.5%** |
| **Overall customer satisfaction** | **82.6%** |
| Efficiency measures | |
| **Average annual return on investment** | **7.8%** |
| **Total cost for RTA output (excluding grants) as a proportion of the value of bonds held** | **3.6%** |

Our finances

Financial overview

|  |
| --- |
| **7.8%** return on investment |
| Operating surplus **$35.3M** |
| Revenue **$70.4M** |
| Over **$1B** in assets |

Market recovery boosts the RTA to strong financial performances

During the year the RTA refocused its investment portfolio to maximise earnings during the market recovery, without exposing the portfolio to unnecessary risk. These changes in the investment mix ensured the portfolio was able to capitalise on the market recovery which ended up being Australian Stock Exchange’s largest annual return to date in over 30 years, resulting in revenue of $70.4M for 2020–21.

The operating result was aided by a strong focus on operating expenses while continuing to make progress on the RTA’s modernisation objectives through the delivery of more online services and infrastructure upgrades. It also demonstrated the RTA’s strong management and focus to provide the Queensland rental sector with services that enhance the customer experience.

Expenses met budget for the year and decreased by $1M from 2019–20 (when excluding fair value loss on investments), resulting in a surplus of $35.3M. The RTA is also reporting $1B in assets for the first time in its history with total assets increasing by $58M since 30 June 2020.

Financial performance

2016–17 to 2020–21

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Financial year | Income  $m | Expenditure  $m | Grant Expenditure  $m | Surplus/deficit  $m |
| **2016–17** | 35.0 | 34.3 | - | 0.7 |
| **2017–18** | 26.1 | 34.0 | - | (7.9) |
| **2018–19** | 40.3 | 31.7 | - | 8.6 |
| **2019–20** | 34.4 | 77.7 | - | (43.3) |
| **2020–21** | **70.4** | **35.1** | **-** | **35.3** |

Financial position

The recovery in the global financial markets has provided welcome relief with the RTA reporting a net asset position of $35M compared to -$0.3M at the end of 2019–20.

Investment management

In 2020–21, the RTA enhanced its investment mix to maximise the earnings potential of the QIC investment portfolio by increasing allocations to the QIC Long Term Diversified Fund, QIC Global Credit Fund and the QIC Short Term Income Fund while reducing allocations in poorer performing cash investments. This resulted in a 5.2% above forecast growth in the RTA’s portfolio. The RTA’s investment in the QIC Long Term Diversified Fund was exposed to markets in the Australian All Ordinaries Index, which experienced its strongest year of growth since 1987, enabling that investment product to return $43.4M at 18.2% – the largest of our portfolio’s return.

All investment products are managed in accordance with Part 3, Division 5 of the *Residential Tenancies and Rooming Accommodation Act 2008* and with the *Statutory Bodies Financial Arrangements Act 1982.*

Earnings from the investment of rental bonds are allocated between the rental bond portfolio and the business operations portfolio. The rental bond portfolio represents the investment of all rental bonds held. It is actively managed by fund manager QIC and funds are allocated across a range of asset classes according to the investment strategy adopted by the RTA Board. The RTA has also allocated investment funds to the Queensland Treasury Corporation (QTC).

The investment mix of the rental bond portfolio is detailed on page 55–57 in notes 9, 10 and 11.

The business operations portfolio represents the earnings from investments and is used to fund all RTA business operating expenses and grants.

|  |
| --- |
| **The result demonstrated the RTA’s strong management and focus to provide the Queensland rental sector with services that enhance the customer experience.** |

Operating income

QIC fund returns

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| QIC Fund name | Annual return 2020–21 | | | Annual return 2019–20 | | |
| % | Capital $m | Distributions $m | % | Capital $m | Distributions $m |
| **QIC Cash Enhanced Fund** | **0.8** | **(0.1)** | **0.7** | 1.7 | 0.2 | 0.3 |
| **QIC Global Credit Fund** | **3.0** | **6.9** | **0.0** | 2.5 | -4.4 | 8.5 |
| **QIC Global Credit Opportunities Fund** | **17.4** | **0.3** | **0.0** | 2.0 | 0.0 | 0.0 |
| **QIC Long Term Diversified Fund** | **18.2** | **43.4** | **3.3** | -3.2 | -7.5 | 5.5 |
| **QIC Property Fund** | **4.2** | **2.0** | **3.1** | -16.6 | -30.0 | 5.4 |
| **QIC Short Term Income Fund** | **4.6** | **6.2** | **3.2** | 2.3 | 0.0 | 4.0 |
| **Portfolio Total** | **7.8** | **58.7** | **10.3^** | -2.0 | -41.6 | 23.7^ |

^ Totals exclude revenue from interest distributions provided by QTC

RTA expenses

The RTA spent $35M to fund its operations in 2020–21, and 60% of this funding represented employee costs to ensure the RTA continues to provide vital services to the Queensland rental sector.

During the year the RTA continued to invest in projects for business improvements, including:

* replacement of ageing information technology (IT) infrastructure to the cloud
* implementation of a modern voice and telephone solution
* the delivery of two further RTA Web Services to provide additional channels for essential transactions and improve the customer experience.

Supplies and services accounted for the bulk of our non-employee costs including rent, investment management fees and project delivery expenses.

As part of the RTA’s strategy to deliver business efficiencies, the RTA relocated to a new office space within the Brisbane CBD resulting in the recognition of one-off costs, which will be offset in the future by cost savings in rent, maintenance and energy efficiencies delivered by the new premises.

**General Purpose Financial Report**

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**Compliance checklist**

| Summary of requirement | | Basis for requirement | Annual report reference |
| --- | --- | --- | --- |
| **Letter of compliance** | * **A letter of compliance from the accountable officer or statutory body to the relevant Minister/s** | ARRs *–* section 7 | 2 |
| **Accessibility** | * **Table of contents** * **Glossary** | ARRs – section 9.1 | 3  84 |
| * **Public availability** | ARRs – section 9.2 | 3 |
| * **Interpreter service statement** | *Queensland Government Language Services Policy*  ARRs – section 9.3 | 3 |
| * **Copyright notice** | *Copyright Act 1968*  ARRs – section 9.4 | 3 |
| * **Information Licensing** | *QGEA – Information Licensing*  ARRs – section 9.5 | 3 |
| **General information** | * **Introductory information** | ARRs – section 10 | 6 |
| **Non-financial performance** | * **Government’s objectives for the community and whole-of-government plans/specific initiatives** | ARRs – section 11.1 | 6 |
| * **Agency objectives and performance indicators** | ARRs – section 11.2 | 35–37 |
| * **Agency service areas and service standards** | ARRs – section 11.3 | 38–39 |
| **Financial performance** | * **Summary of financial performance** | ARRs – section 12.1 | 40–42 |
| **Governance – management and structure** | * **Organisational structure** | ARRs – section 13.1 | 22 |
| * **Executive management** | ARRs – section 13.2 | 26–27 |
| * **Government bodies (statutory bodies and other entities)** | ARRs – section 13.3 | n/a |
| * **Public Sector Ethics** | *Public Sector Ethics Act 1994*  ARRs – section 13.4 | 29 |
| * **Human Rights** | *Human Rights Act 2019*  ARRs – section 13.5 | 29 |
| * **Queensland public service values** | ARRs – section 13.6 | n/a |
|  |  |  |  |
|  |  |  |  |
| **Governance – risk management and accountability** | * **Risk management** | ARRs – section 14.1 | 25, 29 |
| * **Audit committee** | ARRs – section 14.2 | 25 |
| * **Internal audit** | ARRs – section 14.3 | 29, 30 |
| * **External scrutiny** | ARRs – section 14.4 | 28 |
| * **Information systems and recordkeeping** | ARRs – section 14.5 | 31–32 |
| * **Information Security attestation** | ARRs – section 14.6 | n/a |
| **Governance – human resources** | * **Strategic workforce planning and performance** | ARRs – section 15.1 | 33 |
| * **Early retirement, redundancy and retrenchment** | Directive No.04/18  *Early Retirement, Redundancy and Retrenchment*  ARRs – section 15.2 | 34 |
| **Open Data** | * **Statement advising publication of information** | ARRs – section 16 | 3 |
| * **Consultancies** | ARRs – section 33.1 | <https://data.qld.gov.au> |
| * **Overseas travel** | ARRs – section 33.2 | 29 |
| * **Queensland Language Services Policy** | ARRs – section 33.3 | <https://data.qld.gov.au> |
| **Financial statements** | * **Certification of financial statements** | FAA – section 62  FPMS – sections 38, 39 and 46  ARRs – section 17.1 | 78 |
| * **Independent Auditor’s Report** | FAA – section 62  FPMS – section 46  ARRs – section 17.2 | 79 |

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Glossary – Acronyms and abbreviations | |  | List of charts, graphs and tables | |
| **ABS** | Australian Bureau of Statistics |  | Audit and Risk Committee | **25** |
| **ARC** | Audit and Risk Committee |  | Average processing times (for bond lodgements and bond refunds) | **14** |
| **COVID-19** | 2019 Novel Coronavirus |  |
| **COVID-19 Regulations** | *Residential Tenancies and Rooming Accommodation (COVID-19 Emergency Response) Regulation 2020* |  | Board meetings | **25** |
|  | Bond forms processed | **14** |
| **DCHDE** | Department of Communities, Housing and Digital Economy |  | Conciliated disputes | **16** |
|  | Contact Centre phone enquiries | **15** |
| **EEO** | Equal Employment Opportunity | Dispute reasons | **17** |
| **FPMS** | *Financial and Performance Management Standard 2019* |  | Dwelling type | **10** |
| Financial performance | **40** |
| **FTE** | Full­time equivalent (staff) |  | Median length of tenancies (months) | **11** |
| **HR** | Human Resources | Median rents for Queensland and  major centres | **12** |
| **ICT** | Information and communications technology |  |
| Organisational structure | **22** |
| **QCAT** | Queensland Civil and Administrative Tribunal |  | Our operations | **7** |
| Performance highlights | **35** |
| **QIC** | Queensland Investment Corporation |  | Performance review framework | **30** |
| **Q Shelter** | Queensland Shelter |  | Queensland bonds held by the RTA | **8** |
| **QTC** | Queensland Treasury Corporation |  | QIC fund returns | **42** |
| **RTA** | Residential Tenancies Authority |  | RTA Service Delivery Statement | **38** |
| **RTEO** | Residential Tenancies Employing Office | Total bonds held by dwelling type | **9** |
| **RTI Act** | *Right to Information Act 2009* | Types of alleged offences investigated | **21** |
| **RTRA Act** | *Residential Tenancies and Rooming Accommodation Act 2008* | Weekly median rents | **11** |
| Who manages bonds? | **10** |
| **SDS** | Service Delivery Statement | Workforce profile | **34** |
| **SWG** | Stakeholder Working Group |  |  |
|  |  |  |  |  |