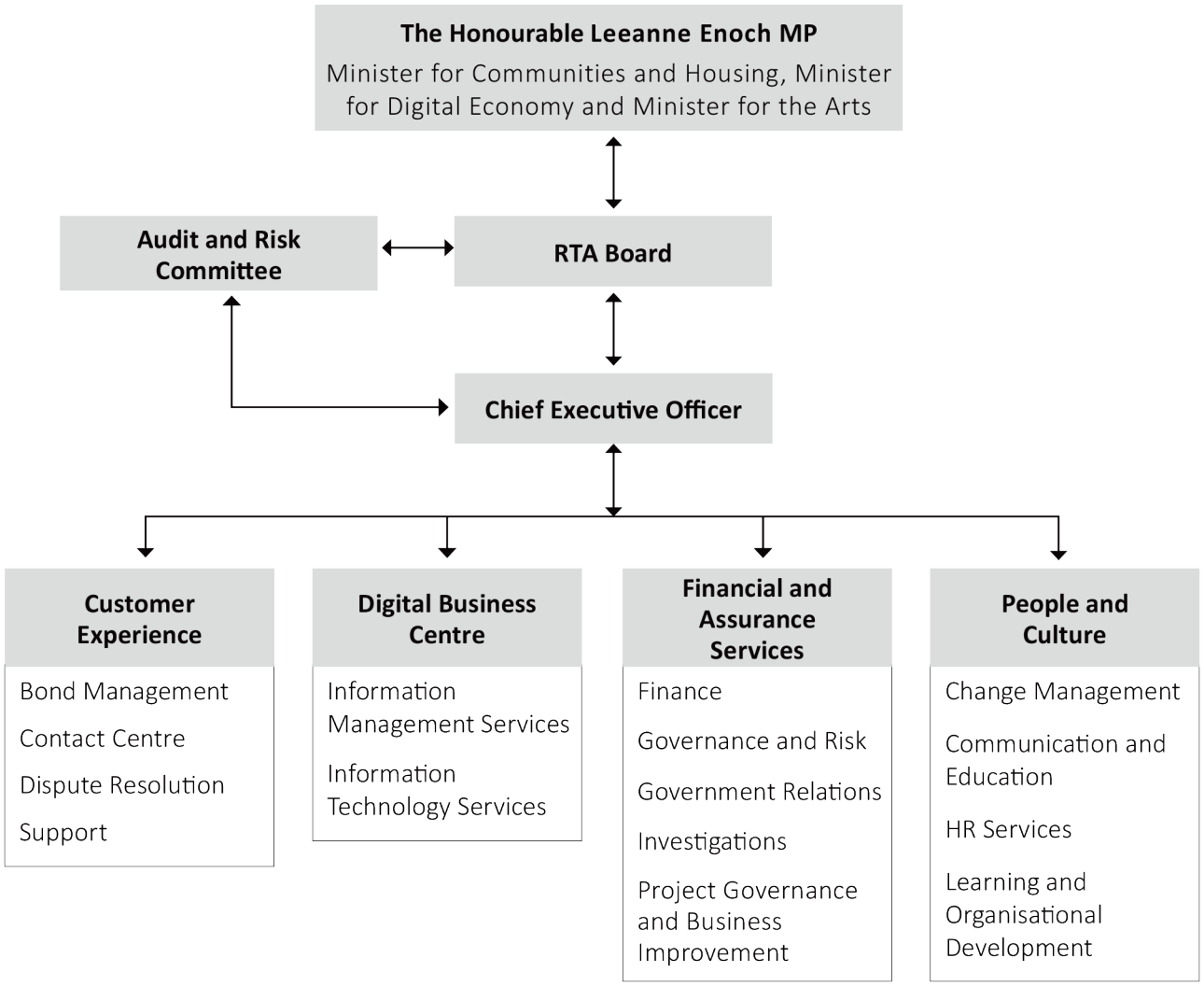
Our organisation

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 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.

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