

# 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	
Office of the CEO	3.6
Customer Experience	119.7
People and Culture	29.3
Finance and Assurance Services	27
Digital Business Centre	17
<b>Total</b>	<b>196.6</b>

Employees (headcount) by occupation and gender* as at 30 June 2021		
Occupation	Female	Male
Managers and administrators	11	6
Professionals	26	11
Clerical and administrative workers	105	50
<b>Total</b>	<b>142</b>	<b>67</b>

\* 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
<p><b>Our services meet the needs of our customers</b></p>	<ul style="list-style-type: none"> <li>• Delivery of services across the RTA Contact Centre received an average customer satisfaction rating of 82.6 per cent</li> <li>• Resolved 70.5 per cent of conciliated disputes when parties volunteered to participate</li> <li>• Enabled over 90 per cent of our Customer Experience Officers to handle inbound customer calls through successful cross-skilling</li> <li>• Updated and refreshed tenancy forms, resources and webpages in September 2020 and April 2021 to align with changes to COVID-19 tenancy arrangements</li> <li>• 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</li> </ul>
<p><b>Customers and stakeholders have positive experiences with us</b></p>	<ul style="list-style-type: none"> <li>• Published the RTA Compliance and Enforcement Strategy 2019–23 to provide visibility and outline priorities and approach to performing our regulatory function</li> <li>• 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</li> <li>• Facilitated two Stakeholder Forum meetings and received an overall average satisfaction of 82 per cent from Stakeholder Forum members</li> <li>• Established the Stakeholder Working Group in January 2021 to receive operational advice and recommendations on customer communication and education</li> <li>• Participated in 38 stakeholder engagement activities and presentations</li> <li>• Published 44 news articles on the RTA website</li> <li>• 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</li> </ul>

## Objective 2 – Provide smart, digital services

Performance indicators 2020–21	Achievements 2020–21
<p><b>Responsive and accessible RTA online services</b></p>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Updated the RTA website and resources after amendments to the COVID-19 Regulations came into effect</li> <li>• Continued to provide and accept paper forms for customers who do not have digital access</li> <li>• Provided alternative support channels for vulnerable tenants to lodge paper forms relating to urgent bond matters</li> <li>• 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</li> </ul>
<p><b>Increased digital innovation across RTA services</b></p>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Recommended the Talking Tenancies podcast in January 2021 to release episodes fortnightly, attracting 2,402 listens across 19 episodes</li> <li>• Recorded and published 17 educational webinars, which attracted more than 4,400 views</li> <li>• Outsourced the RTA payroll function to the Corporate Administrative Agency, allowing RTA payroll staff to learn new skills and further support our workforce</li> <li>• Continued to develop business intelligence reporting dashboards, reviewed reporting metrics and criteria for accurate reflections and improved data quality and processes</li> </ul>

## Objective 3 – Business efficiency

Performance indicators 2020–21	Achievements 2020–21
<p><b>Digital solutions, business efficiencies and benefits continue to be realised</b></p>	<ul style="list-style-type: none"> <li>• Upgraded the telephone and voice infrastructure across the RTA to enable easy, real-time collaboration with customers and ensure continuity of service</li> <li>• Implemented a secure web-based conferencing product, WebEx, to enhance the experience for customers and our Dispute Resolution team</li> <li>• Replaced and relocated our network, migrated away from on-premise servers to CITEC QCloud and decommissioned servers at Eight Mile Plains in Brisbane</li> <li>• Implemented a new RTA network which enhanced wireless coverage in the RTA office and boosted connectivity for phones, computers, printers and other electronic systems</li> </ul>

<p><b>Improved culture of innovation</b></p>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Incorporated customer feedback and input in the development of two new RTA Web Services</li> <li>• Established the Stakeholder Working Group which provided the RTA with practical advice on improving communication and education throughout the tenancy lifecycle</li> <li>• Continued to partner with the Queensland Government Statistician’s Office (QGSO) and provide a single dataset methodology for median rents</li> </ul>
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**Objective 4 – Customer focused workforce**

<p><b>Performance indicators 2020–21</b></p>	<p><b>Achievements 2020–21</b></p>
<p><b>Attraction, development and retention of our workforce</b></p>	<ul style="list-style-type: none"> <li>• Achieved an agency engagement score of 75 per cent in the annual Working for Queensland survey</li> <li>• Delivered 679 hours of training to 571 participants across 61 courses and programs</li> <li>• Delivered dedicated leadership training programs such as HR101 to targeted employees to address identified skills gaps</li> <li>• Enabled over 90 per cent of Customer Experience Officers to handle inbound customer calls through cross-skilling</li> <li>• Moved the RTA office to a new building with enhanced facilities, digital capabilities and collaboration spaces to support the activity-based working model</li> <li>• Provided staff with the option to continue flexible working arrangements that were in place during COVID-19</li> </ul>
<p><b>Safe workplace and an agile, resilient workforce</b></p>	<ul style="list-style-type: none"> <li>• Placed a strong focus on workplace health and safety in the design and planning of our new working environment during the office relocation</li> <li>• 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</li> </ul>

# 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:

<b>Service standards</b>	<b>2020–21 Target/Est.</b>	<b>2020–21 Est. Actual</b>	<b>2021–22 Target/Est.</b>
<b><i>Effectiveness measures</i></b>			
<b>Proportion of disputes resolved after parties participated in the conciliation process</b>	<b>70%</b>	<b>69.8%</b>	<b>70%</b>
<b>Overall customer satisfaction<sup>1,2</sup></b>	<b>75%</b>	<b>82.3%</b>	<b>75%</b>
<b><i>Efficiency measures</i></b>			
<b>Average annual return on investment<sup>3</sup></b>	<b>2.6%</b>	<b>5.4%</b>	<b>2.7%</b>
<b>Total cost for RTA output (excluding grants) as a proportion of the value of bonds held</b>	<b>3.6%</b>	<b>3.6%</b>	<b>3.7%</b>

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
<i>Effectiveness measures</i>	
Proportion of disputes resolved after parties participated in the conciliation process	70.5%
Overall customer satisfaction	82.6%
<i>Efficiency measures</i>	
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%