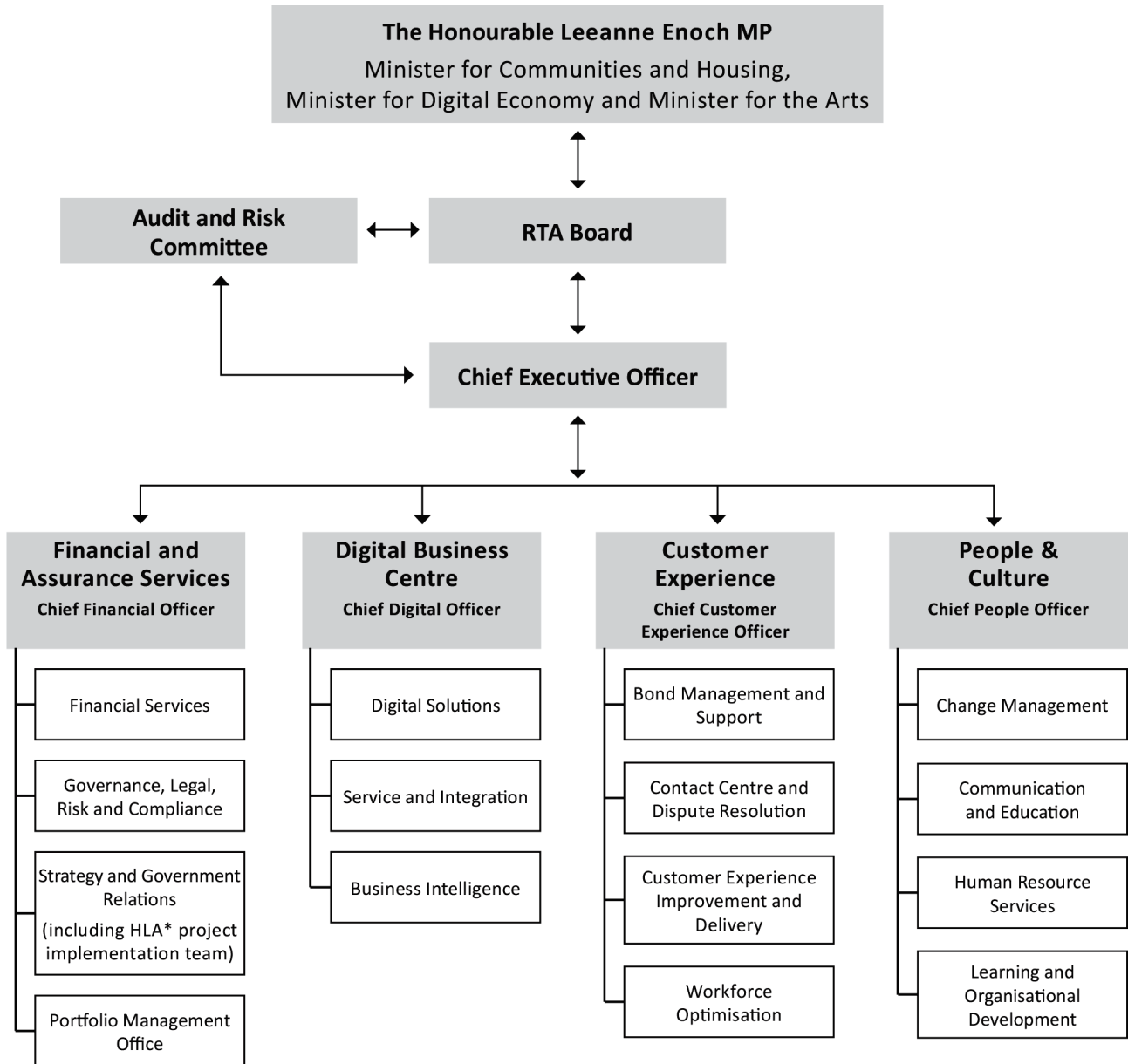


Our organisation

Organisational structure



* Housing Legislation Amendment

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:

- guiding, 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
<p>Paul Melville (Chair)</p>	<p>Paul Melville has over 15 years of experience as a Director and Board member. He was formerly the joint Managing Director of Halcyon and is a Board member of the Urban Development Institute of Australia.</p> <p>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.</p>
<p>Sally Watson</p>	<p>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 the homelessness service, Shelter Housing Action Cairns.</p> <p>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 currently a Board member of both Tenants’ Queensland and the North Queensland Women’s Legal Service.</p>
<p>Steve Ryan</p>	<p>Steve Ryan is an experienced Board member with over 40 years of experience in strategic leadership, governance, and service delivery. He has worked across the public, union, superannuation, health, and not-for-profit sectors. Steve is a current Board member of GROW, a not-for-profit national mental illness program, and is the Acting Chairperson of Health and Wellbeing Queensland, a targeted state government statutory body within Queensland Health.</p> <p>Steve was previously a 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 is also a former State President of the Qld Teachers’ Union.</p>

<p>Janet Benson</p>	<p>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.</p> <p>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.</p>
<p>Christine Castley</p>	<p>Christine Castley 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. In this role she led the development of the <i>Queensland Housing Strategy 2017–2027</i> and the transformation of housing and homelessness services. This was delivered by 1,500 staff and involved managing a \$1.4 billion business and a \$15 billion asset portfolio. In 2014–15, Christine led the Secretariat for the Special Taskforce on Domestic and Family Violence, chaired by the Honourable Quentin Bryce, which delivered the landmark ‘Not Now, Not Ever’ report.</p> <p>Christine is an experienced executive with a strong track record of delivering significant reform and innovation projects, including adult and youth criminal justice reform, disaster management response and recovery, and public sector ethics and integrity reform.</p> <p>Christine holds a Bachelor of Laws, Bachelor of Arts, Postgraduate Diploma of Arts and Master of Public Administration from The University of Queensland.</p>
<p>Cara Walsh</p>	<p>Cara Walsh has 25 years of experience working as a leader in Silicon Valley, New York City, and here in Queensland. She 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.</p> <p>Cara believes in human-centric design and not technology-led solutions. She is Global Vice President of Customer for Outfit – a SaaS martech solution. She is also Chair of the Business Advisory Board for QUT's Business School and a Mentor for Ethni – a non-profit building skills for culturally diverse youth. Cara holds a Bachelor of Arts in Communications from the State University of New York College at Oneonta.</p>
<p>Damian Wright</p>	<p>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.</p> <p>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).</p>

Board meetings

A total of 10 scheduled meetings of the RTA Board of Directors occurred during 2021–22. All Board members were members for the entire 2021–22 period.

Board member	Number of attendances	Departure/arrival
Paul Melville (Chair)	10/10	Member for entire period
Sally Watson	10/10	Member for entire period
Steve Ryan	10/10	Member for entire period
Janet Benson	9/10	Member for entire period
Christine Castley	9/10	Member for entire period
Cara Walsh	10/10	Member for entire period
Damian Wright	9/10	Member for entire period

See page 78 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 2021–22, the ARC was comprised of four Board members. 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
Damian Wright (Chair)	4/4	Member for entire period
Steve Ryan	3/4	Member for entire period
Paul Melville (ex-officio)	0/4	Member for entire period
Cara Walsh	4/4	Member for entire period

Executive Leadership Team

Our Executive Leadership Team (ELT) includes the Chief Executive Officer (CEO) and four Chief Officers who head each division. Together, they're responsible for providing strategic and operational oversight of the RTA and implementing strategies to help us achieve our vision - to make renting work for everyone.

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 (CEO)	<p>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.</p> <p>Prior to joining the RTA, Jennifer held various executive and senior roles at Brisbane City Council. These roles included Assurance Delivery and Performance Manager, Financial Projects Manager and within Corporate Treasury.</p> <p>Jennifer holds a Bachelor of Business majoring in Accountancy from the Queensland University of Technology and is an accredited Workplace Executive Coach.</p>
Joanna Van Der Merwe – Chief Financial Officer (CFO)	<p>Joanna Van Der Merwe leads the Financial and Assurance Services division, which includes finance, governance, legal, risk, compliance and enforcement, government relations, portfolio management, strategy and business improvement.</p> <p>Prior to joining the RTA in September 2019, Joanna held various executive roles at Brisbane City Council as well as roles in the United Kingdom's private sector at FMCG and Consumer Electronics industries.</p> <p>Joanna holds a Bachelor of Business and is a Chartered Management Accountant and a member of CPA Australia.</p>
Samantha Watson – Chief Customer Experience Officer (CCXO)	<p>Samantha Watson leads the RTA's Strategic and Operational Customer Experience function which includes a diverse range of teams who offer extensive, differentiated services which cater to the differing needs of our customers.</p> <p>Samantha is an experienced executive who has led improvement and transformation programs across several complex customer-focused organisational environments in government, not-for-profit, global, and private sectors. She has extensive experience in strategically leading innovation, change and improvement and has successfully delivered enterprise-strategic change in customer experience, digital and cultural spaces.</p> <p>Samantha holds a double degree in Business and Organisational Psychology, is a certified professional manager in Service Journey Thinking and also holds qualifications in LEAN, Six Sigma and project management and marketing disciplines.</p>

<p>Greg Watts – Chief Digital Officer (CDO)</p>	<p>Greg Watts leads the RTA's Digital Business Centre, which supports the RTA's business systems, standard operating environments and applications, and information management processes. This includes the RTA's records management and the business intelligence teams which facilitate strategic direction and corporate decision-making.</p> <p>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.</p> <p>Greg holds a Master of Business Administration, Bachelor of Commerce and is a Graduate Member of the Australian Institute of Company Directors.</p>
<p>Natalie Townsend – Chief People Officer (CPO)</p>	<p>Natalie Townsend leads the People and Culture division, overseeing the RTA's human resources, training, organisational development, change management, media, communication, and education teams.</p> <p>Natalie brings extensive experience across a range of activities, this includes rolling out the RTA's human resources information system, learning management system, and performance framework and related systems. She has also led organisational transformation activities and reform initiatives.</p> <p>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.</p> <p>Natalie is also a CAHRI member of the Australian Human Resources Institute.</p>

Corporate governance framework

Our commitment to the Queensland Government's focus on integrity and accountability is underpinned by our corporate governance framework. This framework is based on Queensland Treasury's Corporate Governance Guidelines for Government Owned Corporations and the 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 following committees and groups operated throughout 2021–22:

- **The Consultative Committee (CC)**
Provides a forum to discuss and consult on staffing matters including industrial relations with Together Queensland Union representatives and ensures issues are managed appropriately. The CC 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 CFO and includes the RTA executive leadership team.
- **Project Boards**
Established for each project in the portfolio, Project Boards are responsible for driving overall direction and progress by monitoring and controlling projects within agreed parameters 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 Legislation Implementation Group (LIG)**
Leads the implementation planning for the Stage 1 reforms to the *Residential Tenancies and Rooming Accommodation Act 2008*. They are responsible for understanding and interpreting the proposed reforms and providing clarification to RTA staff.
- **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.
- **The Diversity and Inclusion Committee**
Oversees the delivery of the key commitments of the RTA's *Diversity and Inclusion Strategy 2021–24* and ensures a dedicated focus on diversity and inclusion priorities to build an inclusive culture.

Internal audit and external scrutiny

Each year, the RTA engages external experts to review and provide feedback on our internal processes, policies and systems.

Under external scrutiny audit processes, we engaged:

- Pitcher Partners through the Queensland Audit Office, to conduct our annual financial audit services
- Exact Consulting, to ensure we were compliant and also implementing best practice approaches to safety in a hybrid working environment.

No significant findings were reported through these reviews.

We also conduct a series of internal audits – usually via external experts – to assist the ARC in fulfilling its obligations. These internal audits provide independent assurance of the effectiveness of RTA 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.

Under internal audit processes, we engaged Protiviti to audit:

- payroll
- investigations and prosecutions
- general finance controls
- Portfolio Management Office (to be completed in 2022–23).

We met all recommendations for the above audits in a timely manner.

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 can 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. This is 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 2021–22, the RTA implemented a Human Rights Framework to further support staff in assessing human rights when making business decisions. Mandatory Human Rights training was completed by all staff.

The RTA did not receive any human rights complaints in 2021–22.

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 2021–22.

Open data disclosure

An overseas travel expenditure report for the 2021–22 reporting year was not required due to overseas travel not being undertaken by any staff member within 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 2021–22 performance against the key elements of the framework.

Function	Purpose	Achievements 2021–22
Monthly financial reporting	Reports level of revenue and expenditure against the approved budget at each Board meeting	Monthly dashboard and financial reports presented at each operational Board meeting
Performance measures	Reports achievement of, or progress towards, the delivery of objectives in the RTA strategic plan	Provided the Board with quarterly updates on selected Strategic Measures (performance measures) as required under the <i>Financial and Performance Management Standard 2019</i> . Other than the benchmarked annual return on investment, which has been impacted by fluctuations in global financial markets, all measures achieved their target
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	Provides budgeted financial and non-financial performance information for each Ministerial portfolio for the current and upcoming financial year	Outcomes for customer satisfaction, dispute resolution and operational costs as a proportion of the value of bonds held all exceeded 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 RTA's strategic direction is documented and formalised through our strategic plan. The *RTA Strategic Plan 2019–23* outlined our priorities around customers valuing RTA services, providing smart digital services, building a customer-focused workforce, and improving business efficiency.

During the 2021–22 financial year, the RTA undertook comprehensive industry wide consultation, engaging an external provider to help inform our *RTA Strategic Plan 2022–26* to reflect the significant changes in the rental sector over the last few years. The *RTA Strategic Plan 2022–26* commenced on 1 July 2022.

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

In line with our funding model from previous years, in 2021–22 the RTA was self-funded through the investment of rental bonds. However, from 1 July 2022 the RTA funding model changed. Under the new funding model, the RTA will hold rental bonds in a bank account within the whole of government banking arrangement. We will receive ongoing administered grant funding from the State Government to finance our operations.

The principal objective of the funding reform is to de-risk RTA investments by holding the rental bonds in a financial institution bank account which is not exposed to market risk. This ensures complete preservation of the rental bonds held for Queensland tenants, residents, property managers and owners.

Digital innovation and information systems

The focus of our digital optimisation and innovation in 2021–22 was to leverage data and gather sector insights, to plan for the future delivery of enhanced online services and to increase the RTA’s overall digital presence. This planning and data gathering provides a foundation to transform the RTA’s online systems and infrastructure, so we can deliver new processes and services, continue to meet our legislative requirements, and support customer engagement.

In addition to planning for future delivery, the RTA launched the Bulk Bond Lodgement Web Service in late 2021. This was the final product in the Web Services project. The RTA now offers six Web Services to allow customer to manage their bond and update their tenancy details quickly and easily online.

Enhancing information systems and security

In 2021–22, the RTA has continued to prioritise our cyber security in line with Essential8 protocols and the IS18:2018 checklist, as described by Australian Signals Directorate (ASD) and Queensland Government Chief Information Office (QGCI) 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 which involved upgrading to Exchange Online, replacing the RTA’s on-premises 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 provides a more robust and secure back-up data facility and enables 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 into business strategies, objectives and activities. Position descriptions, policies and procedures also incorporate recordkeeping responsibilities.

In 2021–22:

- all RTA staff undertook records management training to increase awareness and promote our recordkeeping culture
- physical record disposals were carried out regularly using retention and disposal schedules approved by the Queensland State Archivist.

The RTA is continuing the implementation of education and audit programs to ensure ongoing improvement of 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 2021–22, the RTA responded to 556 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.
