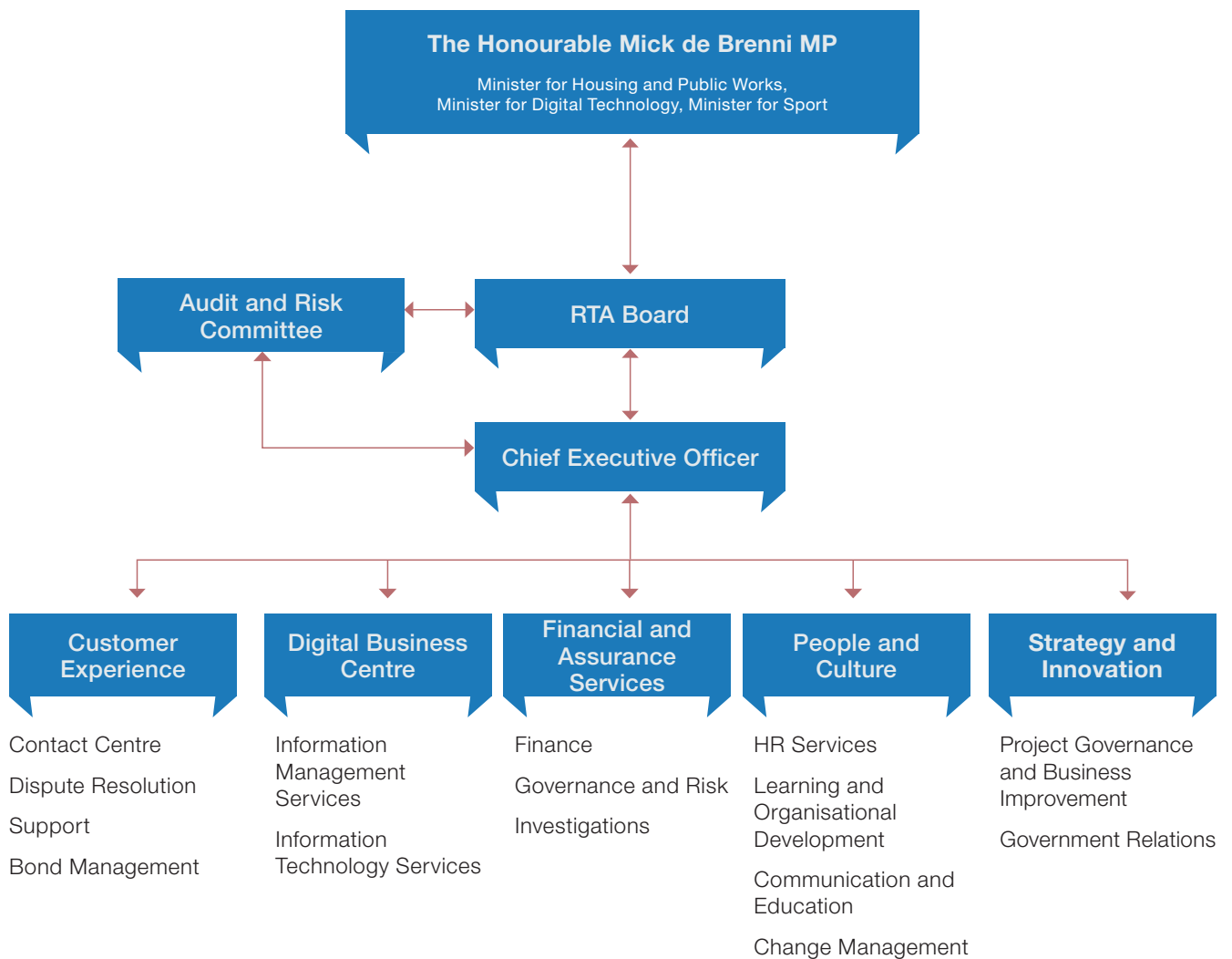


# Our organisation

As an independent statutory authority established by the *Residential Tenancies and Rooming Accommodation Act 2008* (RTRA Act), the RTA empowers people across the state to navigate the rental market. We strive to balance the social and economic drivers of the sector to maintain an environment where all parties in a tenancy are treated fairly to achieve our vision of renting that works for everyone.

The RTA is responsible to the Minister for Housing and Public Works, Minister for Digital Technology and Minister for Sport, the Honourable Mick de Brenni MP and governed by a Board of Directors appointed by the Governor in Council.

## Organisational structure



# Our Board of Directors

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

The RTA Board's responsibilities include:

- 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.



**Paul Melville**

*Chair*

Paul Melville has over 15 years of experience as a Director and Board member, currently working as joint Managing Director of Halcyon and a Board member of the Urban Development Institute of Australia.

Mr Melville has an extensive legal background, previously operating as a solicitor and senior partner within his own firm. He holds a Bachelor of Law from the Queensland University of Technology and was admitted as a Solicitor of the Supreme Court of Queensland.



**Deborah Duffy**

Deborah Duffy is a former Director of the Real Estate Institute of Queensland. She has more than 32 years of experience in the real estate sector, winning numerous accolades including Property Manager of the Year. Ms Duffy brings a wealth of knowledge of Queensland's rental sector to the Board, particularly relating to housing issues in North Queensland.



**Sally Watson**

Sally Watson has extensive experience in housing and homelessness policy, advocacy and service delivery across the public and not-for-profit sectors. She has held positions of Executive Director of Homelessness Australia in Canberra and North Queensland Coordinator for the Tenants Union of Queensland in Cairns. Based in Far North Queensland, Ms Watson is currently a lecturer in social work at James Cook University in Cairns. She holds a Bachelor of Social Work (UQ), a Master of Public Policy (ANU) and a Bachelor of Laws (Hons) (JCU) and is a Board member of the North Queensland Women's Legal Service.



### **Steve Ryan**

Steve Ryan is an experienced Board member with over 40 years of experience in strategic leadership, governance and service delivery, having worked across the public, union, superannuation and not-for-profit sectors. He is also the Chair of the RTA's Audit and Risk Committee.

Mr Ryan was Deputy Chairman of the Board of Directors and Board of Trustees at QSuper and a Board member of the Queensland Studies Authority's Governing Body. He was President of the Queensland Teacher's Union and was also an executive member of the Australian Education Union and the Queensland Council of Unions.



### **Janet Benson**

Janet Benson is the former owner and principal of Bluemint Property Management and brings a comprehensive understanding of the Queensland property sector, in particular, residential property management. She has a background in the Queensland public sector, working as the Executive Director of the Human Service CEO Committee, and Executive Director of Homelessness Programs at the Department of Housing and Public Works.

Ms Benson brings extensive knowledge of social housing, rental affordability and homelessness issues in Queensland. She holds a Master of Arts (Public Sector Policy and Leadership) from Griffith University and is a licensed real estate agent in Queensland.



### **Rachel Watson**

Rachel Watson is a social worker with more than 20 years of experience in the community services, local, state, commonwealth and not-for-profit sectors. Ms Watson brings extensive knowledge of transformational leadership, growth, and innovation in the areas of homelessness, social inclusion, mental health and aged care.

Ms Watson is committed to quality service delivery with highly developed skills in creating cultures of accountability. Her diverse experience includes administration, governance, evaluation, engagement and policy writing.

Ms Watson is currently the Manager, Service Innovation and New Business at Wesley Mission Queensland, and Chair of the Q Shelter Board of Management.



### **Christine Castley**

Christine Castley has served in multiple senior leadership roles across the Queensland Government, with significant experience in strategic policy, governance and service delivery.

She is currently Deputy Director General in the Department of the Premier and Cabinet. Prior to this, Ms Castley was Deputy Director-General, Housing, Homelessness and Sport in the Department of Housing and Public Works who led major reform (including development of the Queensland Housing Strategy 2017–2027) and transformation of housing and homelessness services delivered by 1,500 staff, managing a \$1.4 billion business and a \$15 billion asset portfolio.

Ms Castley holds a Bachelor of Laws, Bachelor of Arts, Postgraduate Diploma of Arts and Master of Public Administration from the University of Queensland.

## Board Meetings

A total of 9 scheduled meetings of the RTA Board of Directors occurred during 2018–19.

Board Member	Number of attendances	Departure/Arrival
Paul Melville (Chair)	9/9	Member for entire period
Deborah Duffy	9/9	Member for entire period
Sally Watson	9/9	Member for entire period
Steve Ryan	9/9	Member for entire period
Janet Benson	7/9	Member for entire period
Rachel Watson	8/9	First Board meeting was 31 January 2018
Christine Castley	7/9	First Board meeting was 31 January 2018

See page 60 for remuneration information for the Board of Directors.

## Audit and Risk Committee

The Audit and Risk Committee (ARC) meets every quarter to ensure the RTA achieves its objectives and strategies efficiently and effectively within an appropriate framework of internal control and risk management.

The ARC oversees our accounting policies and practices, the integrity of financial statements and reports, the scope, quality and independence of external audit arrangements, the monitoring of the internal audit function and the effectiveness of risk and compliance measures. The CEO and Chief Financial Officer report to the ARC.

The ARC observed the terms of its charter with due regard to the Queensland Treasury's Audit Committee Guidelines.

Audit and Risk Committee Member	Number of attendances
Steve Ryan (Chair)	4/4
Deborah Duffy	4/4
Janet Benson	4/4
Sally Watson	4/4
Paul Melville (ex-officio)	4/4



# Our Executive Leadership Team

**Jennifer Smith remains as CEO alongside Juliet McKenzie as Chief Financial Officer and Nasa Walton as Chief Digital Officer. Recruitment for a further three executive roles occurred in October 2018, resulting in the appointment of Sam Pengelly – Director Customer Experience, Natalie Townsend – Director People and Culture, and Cassandra Gleeson – Director Strategy and Innovation.**

## Role of the Chief Executive Officer (CEO)

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

The CEO attends all Board meetings and divisional directors attend as required. The CEO also leads our executive and leadership teams by ensuring strategic priorities are delivered.



**Jennifer Smith**

*CEO*

Jennifer has a broad range of management experience and leadership skills with demonstrated achievements in financial planning, corporate governance, policy development and the delivery of services across both private and public sectors.

Prior to joining the RTA, Jennifer held various executive roles at the Brisbane City Council. These roles included Assurance Delivery and Performance Manager, Financial Projects Manager and various senior appointments within Corporate Treasury.

Jennifer holds a Bachelor of Business degree majoring in Accountancy from the Queensland University of Technology and is an accredited Workplace Executive Coach.



**Juliet McKenzie**

*Chief Financial Officer*

Juliet leads the RTA's Financial and Assurance Services division, which includes finance, governance, legal and risk, and investigations.

With extensive leadership experience in corporate services, Juliet has successfully developed commercial initiatives, policy, governance and financial structures for new and changed entities. She has also demonstrated experience across a range of engagements in industrial relations, human resources and at the Chief Executive Officer level.

Juliet held executive and senior finance roles in the water industry for 15 years and commercial finance roles in the fuel industry prior to joining the RTA in November 2015.

She holds a Bachelor of Commerce from James Cook University and is a Fellow Certified Practising Accountant and Graduate of the Australian Institute of Company Directors.



### **Nasa Walton**

#### *Chief Digital Officer*

Nasa leads the RTA's Digital Business Centre. Nasa brings experience in leading teams to implement strategic directions that underpin the organisation's Strategic Plan, and specialises in turning IT into enabling tools for staff.

Nasa is an award-winning Chief Information Officer who has a successful career in delivering innovative solutions. Prior to joining the RTA, Nasa held several senior leadership positions within the health industry and was the CIO of a hospital and health service for 5 years.

Nasa holds a Bachelor of Business, Human Resource Management from Southern Cross University and a Graduate Certificate in Marketing and Communications from University of Canberra.



### **Sam Pengelly**

#### *Director – Customer Experience*

Sam Pengelly leads the RTA's Customer Experience division which includes the Contact Centre, bond management, support services and dispute resolution teams, providing personalised tenancy services and support to tenants and property managers/owners navigating the Queensland residential rental sector.

Sam joined the RTA in 2011 in a frontline service delivery role, bringing experience from the UK retail banking sector. Through his progression from the grassroots of the RTA to several frontline leadership roles, Sam has developed a deep understanding of our customers' evolving needs. He also recognises the important role our frontline staff play in delivering targeted, responsive and quality tenancy services to the Queensland community.

Sam holds a Bachelor of International Business and Chinese from Liverpool John Moores University (UK) and a Higher National Diploma in Legal Studies from the University of Exeter (UK).



### **Natalie Townsend**

#### *Director – People and Culture*

Natalie Townsend leads the People and Culture division, overseeing the RTA's human resources, training, media, communication and education teams. Natalie joined the RTA in November 2015 and has an extensive HR background with 20 years of public sector experience.

Natalie also brings extensive project experience across a range of activities from system implementation – including rolling out the RTA's human resources information system, learning management system and performance framework and system – to organisational transformation activities and reform initiatives.

Natalie holds a Diploma of Business and 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.



### **Cassandra Gleeson**

#### *Director – Strategy and Innovation*

Cassandra Gleeson leads the RTA's Strategy and Innovation division and brings a wide range of public sector experience and knowledge to this role.

Cassandra has managed teams in governance, legal and policy and stakeholder engagement, bringing an analytical and strategic approach to problem solving while maintaining a grassroots sensibility.

With over 10 years of experience in the public sector, Cassandra excels in providing strategic, legal, commercial and policy advice to executive and operational management teams to assist in achieving strategic and operational objectives.

Cassandra holds a Bachelor of Laws, Graduate Diploma in Law and a Masters in Law (In-house practice, specialising in government).

# Corporate governance framework

**Our corporate governance framework underpins our commitment to the Queensland Government’s focus on integrity and accountability. Based on the Queensland Treasury Corporate Governance Guidelines for Government Owned Corporations and the Queensland Auditor General’s model, our framework includes far-reaching accountability processes, which places 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 Board (PB) is chaired by the CEO and includes members of RTA senior management. It ensures corporate projects operate efficiently, effectively and are sufficiently resourced to support our business and corporate needs.
- The Innovation and Improvement Committee (IIC) is the primary conduit for staff-driven initiatives to be formalised, triaged and presented to the PB for review and approval. Chaired by the Director – Strategy and Innovation, this committee features a rotating, cross-divisional membership representing all areas of the RTA.

## Internal audit

Internal accountability processes include developing and implementing plans for managing risks, the associated internal audit function, the flow of information to and from the Executive Leadership Team, and engagement with stakeholders. This audit helps the RTA achieve our strategic goals by providing proactive, best practice recommendations to support our business and an independent review of identified areas, assisting with:

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

## External scrutiny

During the year, the RTA engaged a number of external experts to review and provide feedback on systems, processes, policies and strategies.

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

- risk management
- cash and investment management
- legislative compliance.

Pitcher Partners was engaged by the Queensland Audit Officer to provide the RTA with annual financial audit services. No significant findings have been reported through the reviews.

## Ethical standards

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

## 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 this financial year.



## Performance review framework

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

The table below outlines our 2018–19 performance against the key elements of the framework.

Function	Purpose	Achievements 2018–19
Monthly financial reporting	Reports level of revenue and expenditure against the approved budget at each Board meeting	Comprehensive monthly financial reports provided at each Board meeting
Performance measures	Reports achievement against annual performance targets. These targets include the number of enquiries, the quality of information provided and timeliness of the response	Full performance reports provided at each Board meeting
Internal audit program	Reports progress and recommendations from internal audit to the ARC	Full status of all audits provided to the ARC with no critical level risks raised
Service Delivery Statement	Contributes to the Minister's report on performance and budget results to the Queensland Parliament	Effective investment management resulted in stronger returns outperforming the budgeted target
Annual Report	Provides quality reporting on financial and non-financial performance to support transparency for driving continuous performance	Full compliance with Annual report requirements for Queensland Government agencies

## Business and financial planning

The Board approves the organisation's strategic direction, which is documented and formalised through the RTA's Strategic Plan. A review of the Strategic Plan is conducted every four years.

The latest Strategic Plan 2019–23 has been developed and approved (visit [rta.qld.gov.au](http://rta.qld.gov.au) to access a copy). It outlines RTA's strategic objectives for the next four years, articulates the strategies in place to help us achieve those objectives and includes our performance indicators.

Our business planning is used to develop our budget, which is endorsed by the Board and approved by the Minister of Housing and Public Works. We report to public stakeholders through the Annual Report, annual Service Delivery Statements and Parliamentary Estimates Hearings process.

# Digital optimisation and information systems

**Digital optimisation and enhancing the RTA's digital capabilities have been a strong focus in the RTA's Strategic Plan, which is, driven by the Digital Strategic Plan launched in January 2019.**

In December 2018, Idea 11 was selected as the RTA's preferred managed information communications technology services provider following a procurement request released by the RTA. Idea 11 then commenced as the service desk, end-user computing and support for voice, server, storage, network, IT security and applications in February 2019. The Brisbane-based company is also supporting the RTA's digital optimisation and increasing the RTA's digital capabilities, reducing technology risk and enhancing IT services to our people.

The RTA transitioned to a digital mailroom by extending our partnership with Australia Post and Decipha to screen, sort and scan incoming mail directly into our business systems. Our customers will enjoy faster processing times as incoming mail can be actioned immediately. Correspondence and paper-based forms received are automatically uploaded to our customer relationship management system and cheques are banked on the same day.

The Convene application was also implemented to publish papers digitally for Board and Committee meetings, reducing the need for printing and accommodating remote attendance.

## Enhancing information systems and security

In 2018–19, the RTA worked to meet security requirements outlined in the Queensland Government Chief Information Office (QGCIO) Information security policy IS18:2018. This included establishing an Information Security Working Party to review and revise policies relating to information security, information classification and information management. The committee works closely with a managed service provider to mitigate risks and complete an action plan under the IS18 checklist. Improvements have included regular information alerts about risks in the technology environment and over 98 per cent of staff completing cybersecurity awareness training.

## Recordkeeping

The Records Management Unit maintains control of and oversees the RTA's records management governed by the *Public Records Act 2002*. The policies and procedures in the recordkeeping framework have been revised and implemented to inform staff of recordkeeping practices and responsibilities, ensuring the RTA is compliant with Information Standard: 40 Recordkeeping (IS40) and Information Standard: 31 Retention and disposal of public records (IS31). Over the next 12 months, the RTA will be implementing education and audit programs to provide continuous improvements for recordkeeping. The implementation of an electronic document and records management system (eDRMS) will resume after RTA's compliance with recordkeeping practices and responsibilities is established.

## Access to information

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

Where possible, the RTA will release information under the Administrative Access Policy which allows access to certain types of information without going through the formal processes outlined by the RTI Act or the *Information Privacy Act 2009*. In 2018–19, the RTA responded to 971 requests made under the Administrative Access Policy.



**The RTA supports right to information principles by operating in an open, transparent and accountable manner while protecting the privacy of customers and staff.**



# Our people

**Our people have always been the key to our success. During 2018–19, the RTA has invested in building a customer-focused workforce to meet future operational and business requirements. This focus on customer experience is an important pillar of the organisation’s Strategic Plan and forms a strong foundation for a high-performing culture.**

## Learning and organisational development

The RTA developed and implemented a learning and development strategy to build and develop our people’s capability for a high-performing culture with a range of initiatives outlined below.

We implemented our Performance Framework to support our people to perform at their best, with 96 per cent of our people either meeting or exceeding targets. We continued to recognise outstanding service of our people in line with our core values of ‘One team, Listen, Innovate and Deliver’ through our Reward and Recognition program.

The RTA invested in leadership development to build bench strength, focusing on:

- understanding the neuroscience of leadership and communication
- developing a digital ‘leadership hub’ with relevant tools and resources
- hosting quarterly leadership forums
- talent and succession planning to ensure business sustainability.

Blended learning opportunities were provided, including:

- a whole-of-office employee program (ORANGES)
- online learning courses through our learning management system (LMS)
- mandatory compliance training in our LMS, with 100 per cent completion rate across all courses
- targeted individual development and coaching.

The RTA also participated in the annual Working for Queensland survey conducted across the Queensland public sector. The survey measures employee perceptions of their work, manager, team and their organisation. Based on our people’s feedback, the RTA has had a continual focus on improving our employee experience with targeted initiatives across the organisation.

## Prioritising employee safety and wellbeing

The RTA provides a work environment that is conducive to protecting the health, safety and wellbeing of RTA employees and visitors to our workplace.

A Workplace Health and Safety (WHS) Management Plan was developed and implemented in 2018–19 to provide a structured approach and further the RTA’s WHS Strategic Priorities. This ensures due diligence is applied in accordance with the *Workplace Health and Safety Act 2011*. We also have an active workplace rehabilitation and return to work system which supported a number of employees to return to work in mutually beneficial arrangements in the past year.

In creating a workplace where employees can thrive and perform at their best, the RTA takes a holistic approach to support the health and wellbeing of employees, enabling them to be better placed to perform well in all aspects of their lives. In 2018–19, the Wellness Program provided skin cancer checks, hearing checks and flu vaccinations. A series of sessions and seminars were conducted for staff through leveraging our corporate partnerships with healthcare and superannuation providers.

The RTA also provided an organisation-wide training program based on the science and principles of positive psychology and neuroscience to improve the overall performance and wellbeing of our people and teams. The program (ORANGES) included a series of workshops focusing on Optimism, Resilience, Attitude, Now (Mindfulness), Gratitude, Energy and Strengths.

An Employee Assistance Program (EAP) continues to be available through Benestar to offer employees free, confidential counselling and online support services and has been well utilised by staff over the last year.

### STAFF PERFORMANCE



**96%**

OF OUR PEOPLE ARE EITHER MEETING OR EXCEEDING TARGETS.

## Promoting equity at work

We promote a discrimination-free workplace by educating staff about anti-discrimination laws through formal induction training, brochures and information on the staff intranet. Requirements and principles for Equality of Employment Opportunity (EEO) and anti-discrimination are incorporated into RTA policies, procedures, training, and through events such as Mental Health Week, International Women's Day, White Ribbon Day and Domestic Family Violence Prevention Month.

## Healthy work-life balance

The RTA continued to encourage staff to maintain a healthy work-life balance by providing flexible accrued time, part-time employment, casual employment and formal working from home arrangements.

With the introduction of more efficient technologies and ways of doing business, the RTA has piloted a variety of flexible workplace options across different areas of the business, including the use of whole-of-government service centres. This allows the RTA to retain highly talented and capable people while they are supporting family and life commitments.

## Our workforce is the key to our success

Our workforce is critical in achieving the deliverables of the RTA Strategic Plan. High staff retention continued in 2018–19. As at 30 June 2019, 67 employees recorded 10 or more years of service with our organisation, representing 28.9 per cent of our workforce.

The annual separation rate for 2018–19 was 13.1 per cent of the workforce. This rate includes staff who resigned to take up roles elsewhere in the public service. No redundancies, early retirements or retrenchment packages were paid during the period.

## Workforce profile

Employees (FTE) by division* as at 30 June 2019		Employees (headcount) by occupation and gender* as at 30 June 2019		
Office of the CEO	2.00	<b>Occupation</b>	<b>Female</b>	<b>Male</b>
Customer Experience	133.79	Managers and administrators	9	4
People and Culture	23.38	Professionals	25	17
Finance and Assurance Services	18.64	Clerical and administrative workers	134	57
Digital Business Centre	15.66	<b>Total</b>	<b>168</b>	<b>78</b>
Strategy and Innovation	7.80			
<b>Total</b>	<b>201.27</b>			

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

“The RTA continued to recognise outstanding service of our people in line with our core values of ‘One team, Listen, Innovate and Deliver’ through our Reward and Recognition program.”

# Performance highlights

## Objective 1 – Enhanced client services

Performance indicators 2018–19	Achievements 2018–19
Customers increasingly satisfied with our services	<ul style="list-style-type: none"> <li>• Delivery of services across Contact Centre and Dispute Resolution received an average customer rating of 80.1 per cent</li> <li>• 74.2 per cent of disputes were resolved when parties volunteered to participate in conciliation</li> <li>• More RTA customers are self-servicing through seeking relevant information on the RTA website</li> </ul>
Improved stakeholder understanding of the RTA's legislation and services	<ul style="list-style-type: none"> <li>• 1,159 investigations of non-compliance finalised</li> <li>• 436 individual respondents educated on their rights and obligations</li> <li>• Two RTA Stakeholder Forums held to increase community and stakeholder engagement and understanding of RTA services and legislation</li> <li>• 32 educational and informative presentations delivered at industry events</li> <li>• 38 news articles published on the RTA website and delivered to approximately 12,000 subscribers</li> <li>• Improved functionality of website including enhancing end-user experience in relation to navigation and searches</li> <li>• Created online Bond Lodgement welcome page to introduce customers to our new web service. Another temporary webpage was created and maintained from February to April 2019 with flood-specific information to assist customers with self-education in response to the North Queensland floods</li> </ul>

## Objective 2 – Improved business systems

Performance indicators 2018–19	Achievements 2018–19
Integrated, modern business systems to support value-for-money, personalised customer services	<ul style="list-style-type: none"> <li>• Implemented automated proactive bond refund process notifications, reducing related calls by 14.9 per cent</li> <li>• Improved bond refunds processing model to eliminate double handling, increase agility across the workforce and deliver a more responsive customer experience</li> <li>• Launched the online Bond Lodgement as the first product in the suite of RTA web services</li> </ul>
Continual business process improvements and risk mitigation strategies implemented	<ul style="list-style-type: none"> <li>• Continued to develop business intelligence reporting dashboards and improve data quality and processes</li> <li>• Transitioned to a digital mailroom to increase business efficiencies and reduce risk for a better customer experience</li> <li>• Implemented the Convene application to publish papers digitally for Board and Committee meetings, reducing the need for printing and accommodating remote attendance.</li> <li>• Moved employee payroll system Aurion to the cloud</li> <li>• Partnered with managed services provider Idea 11 for holistic information technology initiatives and support</li> </ul>

### Objective 3 – Adaptive people

Performance indicators 2018–19	Achievements 2018–19
High levels of staff engagement within a high-performing culture that supports the capability to meet customer needs	<ul style="list-style-type: none"> <li>• 96% of our people are either meeting or exceeding targets under our performance framework</li> <li>• Initiated multiple employee wellbeing and staff-driven social events throughout the year for organisational and seasonal celebrations to increase staff engagement</li> <li>• Results from a Pulse survey indicated an 8 per cent improvement in the RTA's 'Agency engagement' from the previous 2018 Working for Queensland survey results</li> </ul>
Refocused learning and development strategies	<ul style="list-style-type: none"> <li>• Strong focus on developing leadership capabilities across the organisation through a range of programs and supporting mechanisms, such as:               <ul style="list-style-type: none"> <li>- Quarterly leadership forum</li> <li>- Michelle Loch training</li> </ul> </li> <li>• Provided targeted training to 15 existing staff members to enhance the RTA's ability to respond to the increased volume of phone enquiries over peak periods</li> </ul>

### Objective 4 – Business sustainability

Performance indicators 2018–19	Achievements 2018–19
Increased revenue and expenditure controlled	<ul style="list-style-type: none"> <li>• Organisation-wide focus on reducing costs</li> <li>• Revised investment portfolio to achieve a 4.6 per cent return on investment</li> </ul>
Innovative business development opportunities recognised leading to improved investment strategies	<ul style="list-style-type: none"> <li>• Established the Innovation and Improvement Committee (IIC) as the primary conduit for actioning ideas from staff for RTA improvements</li> </ul>
Productive government relationships result in collaborative service delivery	<ul style="list-style-type: none"> <li>• Collaborated with the Department of Housing and Public Works (DHPW) to promote a free tenancy training program to assist people with entering the private rental market</li> <li>• Supported whole-of-government response to the North Queensland floods and provided assistance and information to aid recovery efforts</li> <li>• Worked closely with the Office of Fair Trading and the Queensland Police Service to enforce compliance in the sector, including two successful joint prosecutions</li> <li>• Partnered with DHPW for the Open Doors to Renting Reform consultation as part of the Renting in Queensland initiative</li> <li>• Created a Government Relations team to streamline communications with government agencies on various initiatives to ensure state government reporting requirements are met</li> <li>• Partnered with Smart Service Queensland and utilised its digital identity verification platform (QGov) and payment gateway (PAPI) to support RTA web services</li> </ul>

# RTA Service Delivery Statement

The Queensland Government's Performance Management Framework Policy requires the RTA to develop a balanced set of service standards and targets. The SDS document is a key accountability mechanism subject to public scrutiny and forms the basis of questioning during the Parliamentary Estimates Hearings. As part of Budget Paper 5, the statement reports on service standards and targets for the RTA's service areas, including estimated actual results against the targets set in the previous year's SDS. The SDS, produced for the State Budget prior to the end of 2018–19, does not constitute a full financial year and contains estimated actual figures.

In accordance with Department of Premier and Cabinet Annual report requirements, details of the RTA's performance contained in its 2018–19 State Budget SDS are:

Residential Tenancies Authority	2018–19 Target/Est	2018–19 Est. Actual	2019–20 Target/Est.
<b>Service standards</b>			
<i>Effectiveness measures</i>			
<b>Proportion of disputes resolved after parties participated in the conciliation process</b>	70%	75%	70%
<b>Overall client satisfaction</b>	75%	79%	75%
<i>Efficiency measures</i>			
<b>Average annual return on investment</b>	2.9%	2.7%	3.0%
<b>Total cost for RTA output (excluding grants) as a proportion of the value of bonds held</b>	4.0%	3.9%	3.6%

## Actual results for 2018–19

End of financial year actual figures for 2018–19 are:

Service Standards	Result
<i>Effectiveness measures</i>	
<b>Proportion of disputes resolved after parties participated in the conciliation process</b>	74.2%
<b>Overall client satisfaction</b>	80.1%
<i>Efficiency measures</i>	
<b>Average annual return on investment</b>	4.6%
<b>Total cost for RTA output (excluding grants) as a proportion of the value of bonds held</b>	3.5%