



Property Strategy Process

Group Corporate Services Property

Property Management

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Document Control

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Distribution List

Name	Title	Business Unit	Responsibility
			Owner
			Reviewer
			Approver

1. Introduction

1.1 Document Purpose

The purpose of this document is to detail the as-is processes in the Property Strategy.

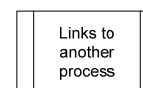
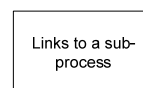
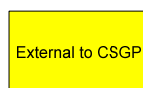
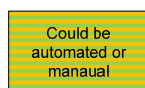
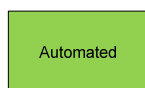
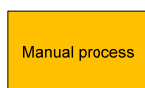
1.2 How to read this document

1.2.1 Abbreviations used

The table below provides an explanation of the terms used in the process flows:

Term	Meaning
BU	Business unit
D&C	Design and Construction
FTE	Full time equivalent
PS	Property Strategy

1.2.2 Flow chart key colour codes

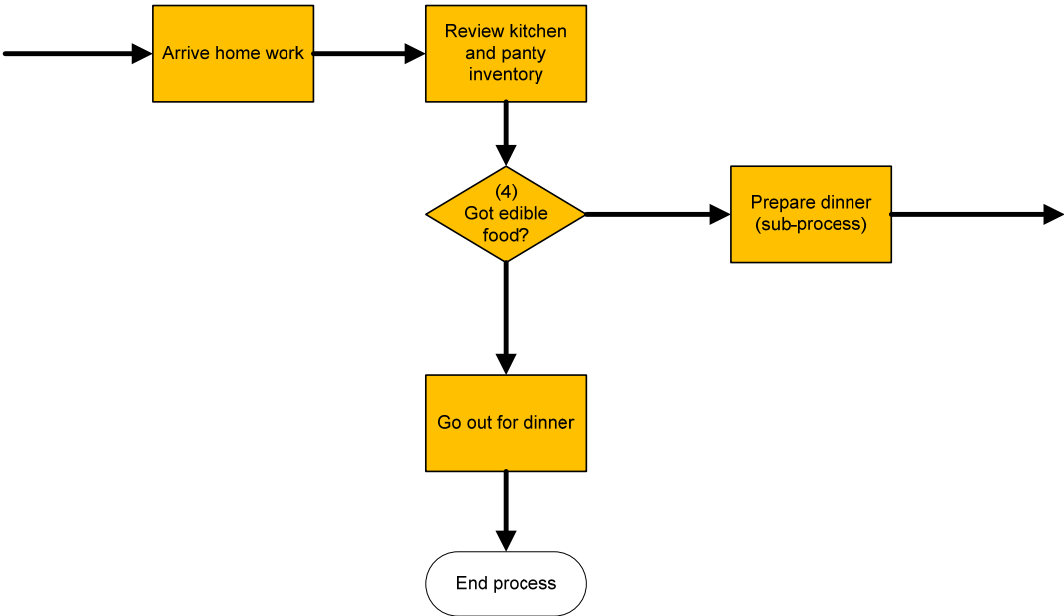


1.2.3 Flow chart decision points

All binary decision points imply a question that can have only a 'yes' or a 'no' answer that is driven by business rules.

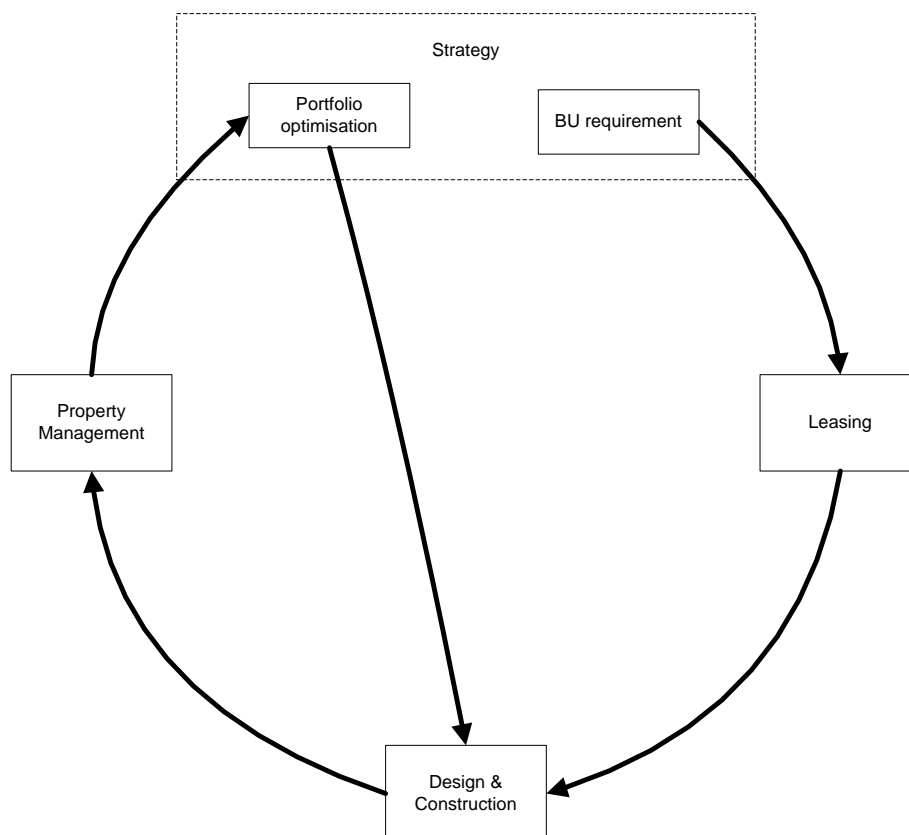
If	Then
yes	<ul style="list-style-type: none">the process moves right
no	<ul style="list-style-type: none">the process moves down

In the following example, if there is food in the house, then stay in and cook dinner. If cupboards and fridge are bare, then go out for dinner.



2. Overall Property Strategy

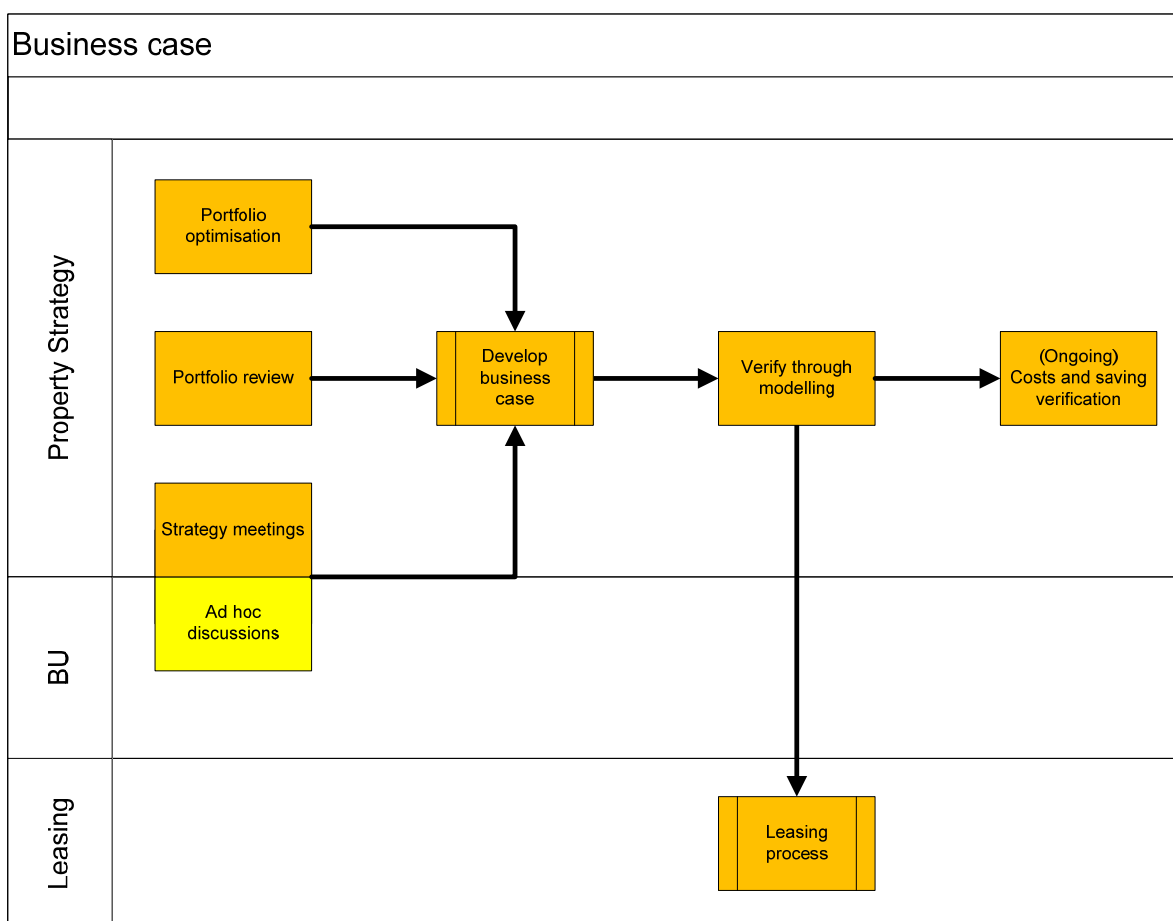
2.1 Property life cycle



2.2 Developing and monitoring a business case

2.2.1 Process description

Stage	Description	Responsibility	Output issue to:
1	Inputs can come from a variety of sources: <ul style="list-style-type: none"> ongoing discussions with business units (e.g. strategy meetings, ad hoc discussions etc.) portfolio optimisation ad hoc portfolio reviews 	PS	BU
2	Develop business case	PS	
3	Verify business case through data modelling.	PS	Leasing BU
4	Ongoing reviews of costs and savings to verify business case.	PS	BU



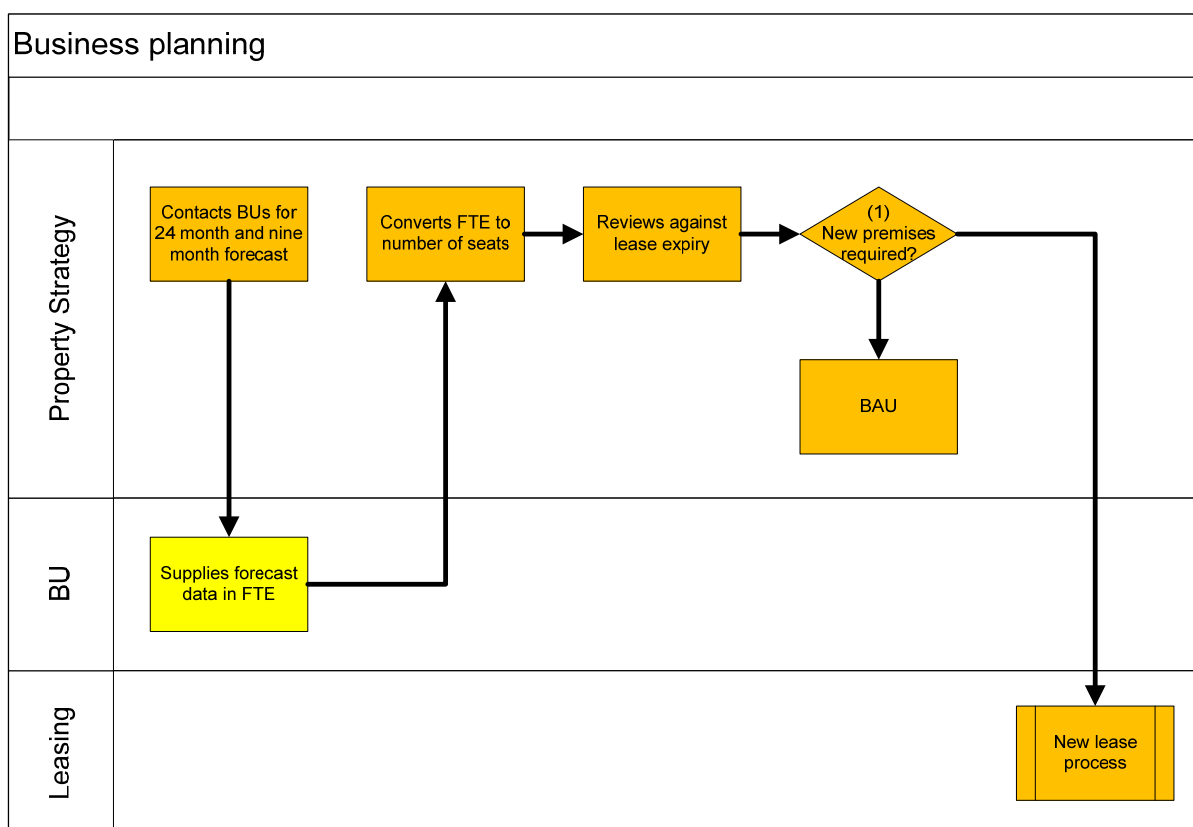
2.2.2 Business rules

There are no defined business rules for this process.

2.3 Quarterly business planning

2.3.1 Process description

Stage	Description	Responsibility	Output issue to:
1	Contact business units for 24 month staffing forecast.	PS	BU
2	BU supplies staffing forecast as FTE. Property strategy converts this into the number of seats required.	PS	
3	Property strategy reviews the forecast against current arrangements, taking expiring leases into account.	PS	
4	If new premises are required, Property Strategy engages Leasing.	PS	Leasing



2.3.2 Business rules

Refer to the decision points (diamonds) in the flow charts.

Refer to the decision points (diamonds) in the flow charts.								
No.	Decision point label	Business rule						
1	New premises required?	<p>After reviewing the accommodation requirements for the business unit, Property Strategy will decide whether new premises are required or not.</p> <p>Are new premises required?</p> <table><tr><th>If</th><th>Then</th></tr><tr><td>yes</td><td><ul style="list-style-type: none">engage Leasing to select a suitable site</td></tr><tr><td>no</td><td><ul style="list-style-type: none">business as usual</td></tr></table>	If	Then	yes	<ul style="list-style-type: none">engage Leasing to select a suitable site	no	<ul style="list-style-type: none">business as usual
If	Then							
yes	<ul style="list-style-type: none">engage Leasing to select a suitable site							
no	<ul style="list-style-type: none">business as usual							

2.4 Process Management

2.4.1 RASCI Matrix

Key:

R – Responsible

A – Approve

S – Support

C – Consult

I – Inform

Process	Property Strategy	BU	Leasing
Developing a business case	R	C	S
Quarterly business planning	R	C	S

2.4.2 SIPOC

Suppliers	Inputs	Process	Outputs	Customers
Leasing	Portfolio reviews	Refer to flowcharts	Business case	BU
	Strategy meetings			

2.4.3 Systems and Tools

System	Used for
MS Excel	<ul style="list-style-type: none"> data modelling
MS Outlook	<ul style="list-style-type: none"> sending requests

3. Communications

3.1 Introduction

The Communications Team in Property Strategy is responsible for communications with staff affected by a relocation. Presently its responsibilities are limited to moves in the Sydney CBD, Sydney Olympic Park and Parramatta. It participates in business transition meetings; and communicates information about the move, the workplace and local amenities, such as transport food options.

The Team responsibilities include:

- maintaining the *Our Move* intranet site
- issuing month electronic newsletters with links to content on the site to relay information from facilities managers and property management to staff
- communication to staff about their relocation

The Communications Team provides support services to other Group Property teams by assisting with poster design and producing information packs and presentations.

3.2 Relocation communications timetable

When	Action
7 weeks before	Issue <i>New Journey</i> email bulletin with information about the location and transport options etc.
5 weeks before	Issue <i>New Workplace</i> email bulletin with information about the workplace, local facilities and amenities etc.
3 – 5 weeks before	Conduct tours of the new site incorporating workplace safety induction
3 weeks before	Issue <i>New Outlook</i> email bulletin with information about local retailers, work-life balance tips and more information about local amenities
Less than 3 weeks before	Provide a supporting role. No more emails issued.
Move in	
Day 1	Provide staff lunch.
Day 3	Morning tea and manager's welcome speech.
1 st Friday	After work drinks.

4. Customer Accommodation Requests

4.1 Introduction

The Customer Accommodation Team manages the space requirements for business units. The team's main clients are *Institutional Banking and Markets* and *Business and Private Banking*. It aims to provide a single point of contact between the business units and the other teams within Group Property and its core services include:

- new site set-up and activation
- property improvement
- lift and shifts
- colocation projects with the RBS branch network
- budgeting, transfer charging and reporting

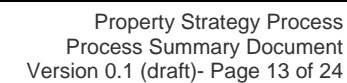
4.2 Roles and responsibilities

Team	Role
Customer Accommodation	<ul style="list-style-type: none"> • Acts as client representative in relocations • Chair the weekly transition meeting • Liaises with other teams in relocation processes, including Design and Construction • Manages the property post-completion before handing over to the Property Management team • Completes accommodation change form for transfer charging
Space Planning	<ul style="list-style-type: none"> • Calculates stacking requirements - the number of seats according to the number of staff
Leasing	<ul style="list-style-type: none"> • Sources property • Manages leases with property owners
Property Strategy	<ul style="list-style-type: none"> • Overall accommodation strategy • Portfolio consolidation
Design and Construction	<ul style="list-style-type: none"> • Fit-outs
Property Management	<ul style="list-style-type: none"> • Day to day problem resolution
Business Information	<ul style="list-style-type: none"> • Client reports

4.3 Process flow

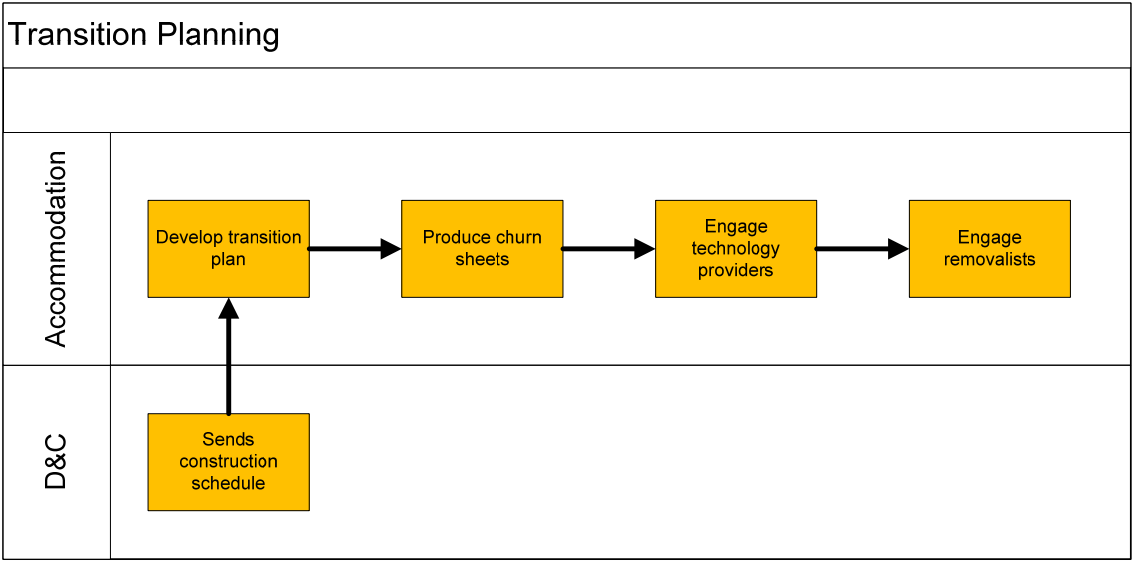
Inputs can come from:

- Property Strategy (property consolidation)
- Capital expenditure submission (15th January each year)
- Leasing (expiring leases)
- Business units that are taking on more staff



4.4 Transition planning

Transition planning takes place during the design and construction phase and starts as soon as the construction schedule is received from the Project Director. The move is planned to occur over a weekend.



4.5 Post-move

After the move, the Customer Accommodation team conducts a post-move review. It also deals with day to day property-related issues on behalf of the client BU (for example arranging rubbish collection, faults etc).

The team hands over management of the property to the Property Operations Centre two weeks after the move. It may continue to be involved as a BU representative in the event of a property incident being escalated.

4.6 Colocations

An example of a collocation is where a business unit has an office in a retail branch.

If refurbishment is required to accommodate the BU’s needs, Customer Accommodation engages Design and Construction. If the BU’s accommodation is to be incorporated in a branch refurbishment, Customer Accommodation communicates the BU’s requirements.

4.7 Business rules

Decision point	Business rule	
Who is responsible for managing moves?	Responsibility for managing relocations depends on the number of staff involved.	
	Are there fewer than 10 staff to be moved?	
	If	Then
	yes	<ul style="list-style-type: none">the BU manages the process
	no	<ul style="list-style-type: none">Customer Accommodation manages the process.

5. Sustainability

5.1 Sustainability's role

The Executive Manager Sustainability's role includes:

- building, driving and delivering sustainability programmes into all of Group Property's functions
- developing sustainable leasing guidelines
- ongoing development of the Green Branch programme
- participating in Steering Group meetings
- acting as custodian of Group Property's sustainability standards.

5.2 Sustainability and climate change strategy

Sustainability is an integral part of delivering the Bank's strategic priorities and creating value for shareholders.

The Bank has initiatives in place to:

- deliver cost-savings through eco-efficiency
- build an organisational culture that supports customer service excellence
- manage risks and identify new commercial opportunities associated with climate change and carbon trading
- create strong and lasting relationships with our community
- provide a workplace that attracts and retains the best people.

The Bank believes climate change will have a major environmental, economic and social impact. It believes that climate change presents both risks and opportunities for its business and as a financial intermediary, it can play a role in addressing climate change. The Bank is committed to measuring and reducing its greenhouse emissions, and engaging its customers, stakeholders, the regulators and communities more broadly to encourage the understanding and management of climate change issues.

(Source: CBA CDP response 2009)

5.3 Interaction with other processes

As sustainability sits across most Group Processes, including Leasing, Design and Construction, Procurement and Property Management, the aim is to have sustainability as an in-grained "business as usual" concept within each process. Refer to those documents for more information.

5.3.1 Procurement

Group Property's sustainable procurement policy includes:

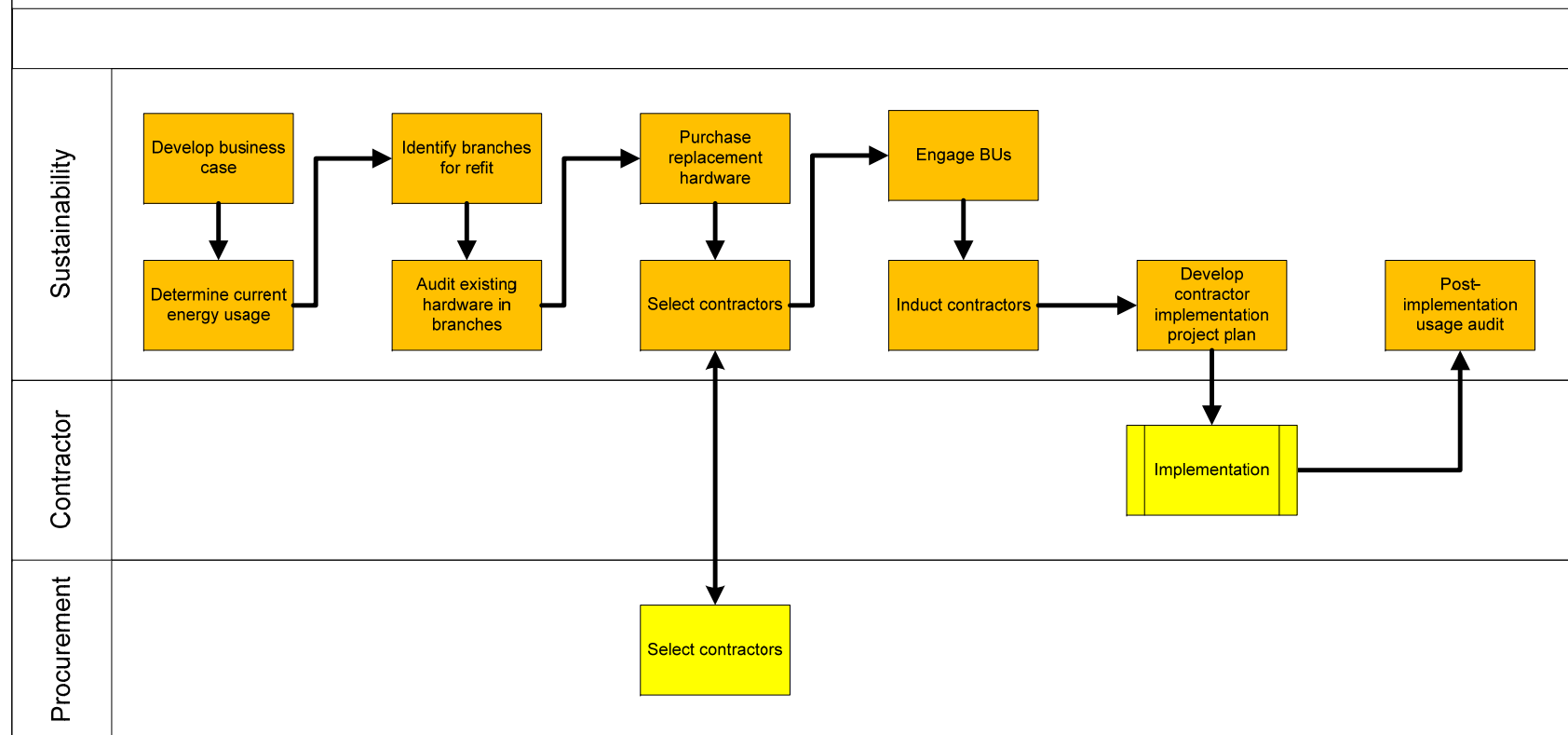
- only dealing with vendors who have sustainable practices
- assisting smaller vendors with implementing sustainable practices
- achieving a cost-neutral impact on the Bank's business

5.3.2 Leasing

Group Property's sustainable leasing policy includes:

- developing an audit tool to assist with property selection
- negotiating with landlords to include sustainable contracts in lease conditions
- assisting landlords to provide more sustainable premises

Sustainability – energy reduction projects



5.4 Sustainability reports

5.4.1 Group Sustainability report

The Property Sustainability team contributes to the Bank's sustainability report by providing data collected on electricity, gas and water usage across the Group. It also assists in the review and production of the report and contributes stories.

It reports energy usage as at July 31, from data collected from utility accounts and data stored in the EnTERPRIZE application hosted by external consultants Energetics. Electricity usage is converted from kilowatts per hour to tonnes of carbon using a Federal Government standard. Around 20% of the data is from estimates.

Prior to publication, the report is audited by KPMG.

5.4.2 National Greenhouse and Energy Reporting (NGERs)

The National Greenhouse and Energy Report (NGERs) is a national report with information about the Bank's greenhouse gas emissions and energy use as at August 10 each year and is to be submitted to the Department of Climate Change and Energy Efficiency before 5 PM on October 31. It uses the same dataset as that used for the Group Sustainability report with around 10% of the data from estimates.

The report is completed using a government template and is forwarded to the Executive Manager Environmental Sustainability who arranges sign-off.

5.4.3 Energy Efficiencies Opportunity Act EEOA

This report is submitted to the Department of Resources Energy and Tourism. Corporations participating in this program provide details of their energy use and identify potential energy savings opportunities. It uses the same dataset as NGERs presented in a matrix and reports on the energy savings programs implemented and those not implemented in each of the Group's businesses (CBA, BankWest, and Colonial First State).

The report is facilitated by the Executive Manager Sustainability and is forwarded to Group Sustainability who prepare the report for board approval and sign-off.

While the report is to be submitted by 5 PM on December 31 each year, Sustainability's target for board approval is October with submission during November.

5.4.4 City Switch Green Office report

CitySwitch Green Office reports on tenant energy efficiency programs in cities of Sydney, North Sydney, Parramatta, Willoughby, Canberra, Brisbane, Adelaide, Melbourne and Perth. Data comes from NABERS (National Australian Built Environment Rating System) ratings reviews.

The report is compiled using the online template on the City Switch web site. Group Sustainability reviews the report and provides feedback. Corporate Services signs the report. It is to be submitted at the end of the first week of November each year.

5.4.5 Energy Savings Action Plan (ESAP)

NSW government legislation requires high energy users in NSW to prepare Energy Savings Action Plans. They provide a comprehensive analysis of an organisation's energy use and management strategies. Plans involve determining current energy use, undertaking a management review, undertaking a detailed technical review and assessing and identifying savings measures.

The Bank's ESAP reports the review of the existing action plan for 120 Pitt St by providing details of achievements using a template. It is signed-off by the Head of Property Management and submitted to the Department of Environment, Climate Change and Water every six months.



5.4.6 Energy Savings Scheme (ESS)

The Energy Savings Scheme is a New South Wales government project to market tradable Energy Savings Certificates (ESCs), known as “eskeys”.

The report provides an update of projects created to claim carbon credits and validates changes to projects and associated outcomes. The dataset is supplied from Energetics EnTerprize application.

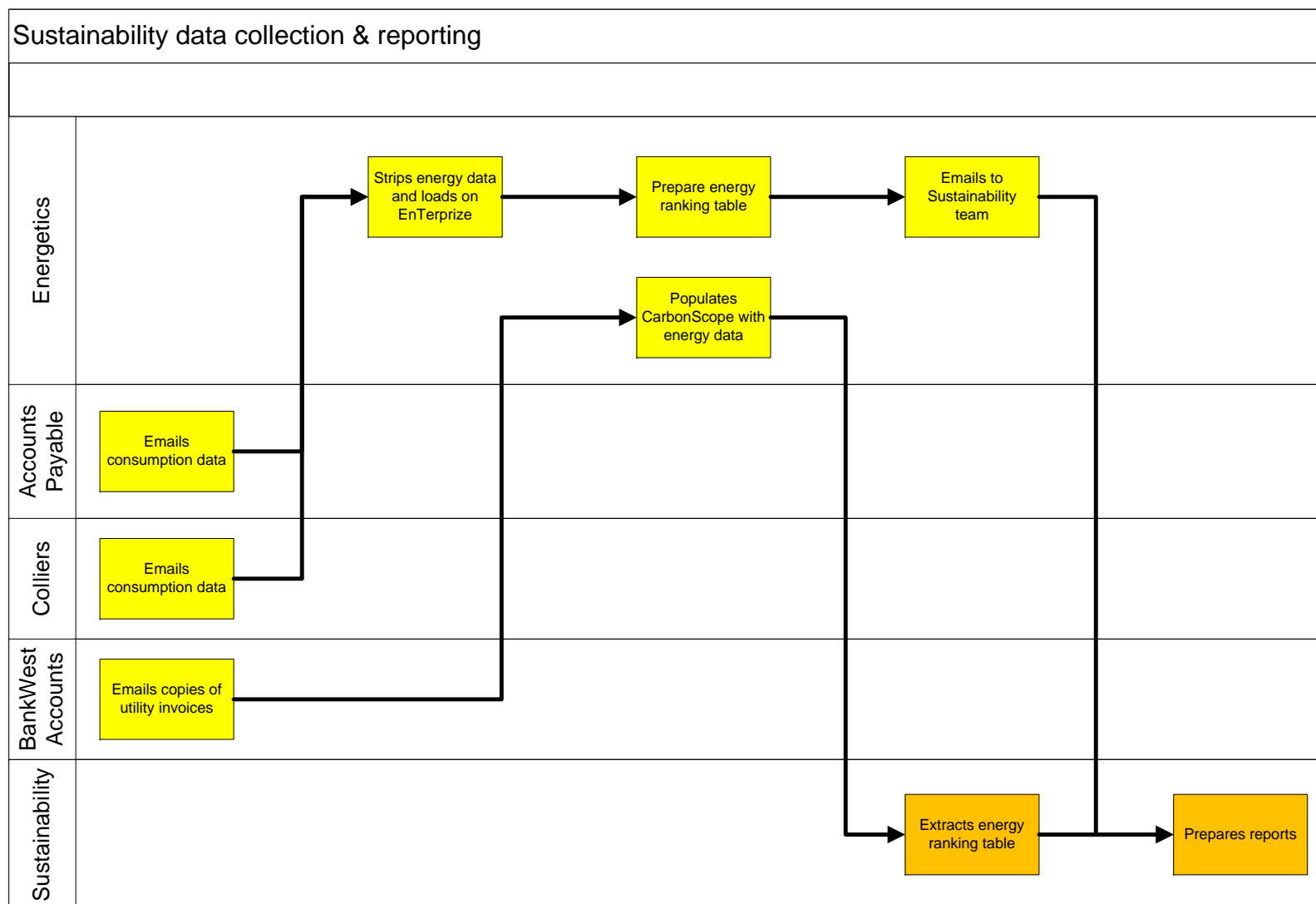
It is submitted to the New South Wales Independent Pricing and Regulatory Panel (IPART) twice yearly (end of May and November) and is signed-off by the Executive Manager Sustainability.

5.4.7 Carbon Disclosure Project report

The Carbon Disclosure Project is a global independent not-for-profit organisation that collects and distributes information about the carbon emissions of some of the world's largest corporations. Participating companies measure and disclose their greenhouse gas emissions and climate change strategies so that they can set reduction targets and make performance improvements.

The report template is provided by Group Sustainability and is populated by Group Property using the same dataset as for NGERs report. After review and feedback by Group Sustainability, it is signed-off by the Group Executive Human Resources and Group Services and is to be submitted by the end of May.

5.5 Data collection and reporting process



6. Reports

6.1 Maximo reports

Report name	Purpose	Data sources	Used by
SR's CBA	Provides breakdown information on service requests by the commercial business units excluding RBS.		
SR's RBS	Provides breakdown information on service requests by RBS branches.		
SR's Flat File	Provides a list of all service requests raised in Maximo		
SR's Flat File Security	Provides a list of all security-related service requests raised in Maximo		
WO's Flat File			
WO's Flat File IMC			
WO's Reporting			
WO's JLL 1st Jan 08 - 31st Jul 09			
WO's BW Last Seven Days Orders			
WO's Minor Works Report			
WO's Active Last 5 Days			
WO's POC - Open CM Orders			

6.2 Building Reports

Report name	Purpose	Data sources	Used by
ATM Report			
Building Areas By Conditions			

Report name	Purpose	Data sources	Used by
Building Numbers By Condition			
Building Profile Reports (inc. Floor Plans)			
Car Parking Report			
Critical Dates Report			
Expiring Contracts			
External Tenants			
Lease Expiry - Commercial			
Lease Profile Reports			
Residential Staff Contributions			
SLA Vacancy Report			
Vacancy Report (SAP Rental Units)			

6.3 Space Management Reports

Report name	Purpose	Data sources	Used by
Building Stacking and Relocations			
Accommodation Requests			
Building Stacking Qld and SA			

6.4 Client Reports

Report name	Purpose	Data sources	Used by
TC Budget Actual Variance Rpt 2007/08			
TC Budget Actual Variance Rpt 2008/09			
TC Budget Actual Variance Rpt 2009/10			
Tenancy Schedule - Commercial			
Tenancy Schedule - Residential			
Tenancy Schedule - Retail			
Tenancy Schedule - SST			

6.5 Monthly Reports

Report name	Purpose	Data sources	Used by
Commercial Portfolio Mgt Reports			

6.6 Project Reports

Report name	Purpose	Data sources	Used by
Reporting Suite			

6.7 Exception Reports

Report name	Purpose	Data sources	Used by
Base Equivalents			
Conditions Recovery			
Contracts Expired Not Flagged			
Expense Recovery			
GC's Expiring Next 18 Months			
Lease Outs Expired, but not Flagged			
Lease Outs Expiring Next 18 Months			
Lease-Outs Not Activated			
Settlement Participation			
Vendor List			

6.8 Financial Reports

Report name	Purpose	Data sources	Used by
Bonner TC Report			
Budget v Actual Direct Charges 09/10			
Budget v Actual Direct Site by Site			
Dashboards & KPI Reports			
Transfer Charging (ATM Only)			
Charges by Vendor			