



Leasing Process

Corporate Services Group Property

Date Issued	26 August 2010
Documentum Version No.	0.1
Status	<input checked="" type="checkbox"/> Draft <input type="checkbox"/> Approved
Documentum Location	Group Property Share Point – Knowledge Centre
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Document Control

Revision History

Version	Author	Last Modified Date	Changes
0.1	Chris virtue	26 August 2010	NEW

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 Leasing Team.

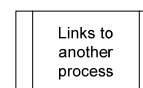
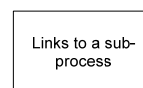
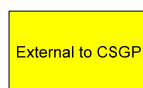
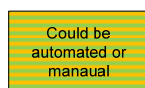
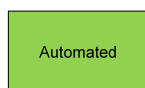
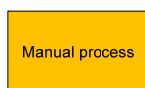
1.2 How to read this document

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
POC	Property Operations Centre
RBS	Retail Banking Services

1.2.2 Flow chart key colour codes

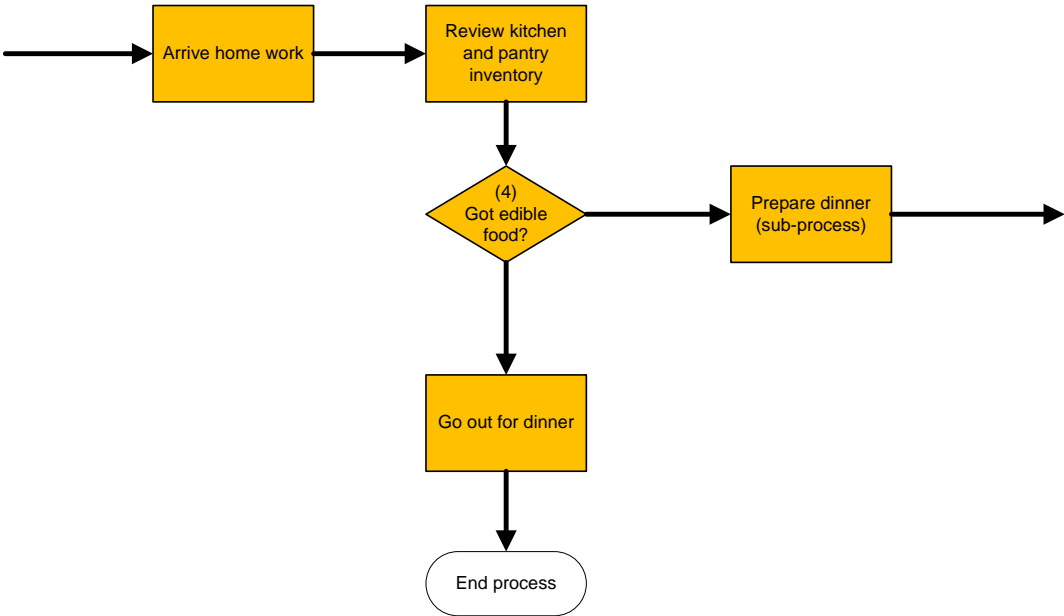


1.2.3 Flow chart decision points

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.

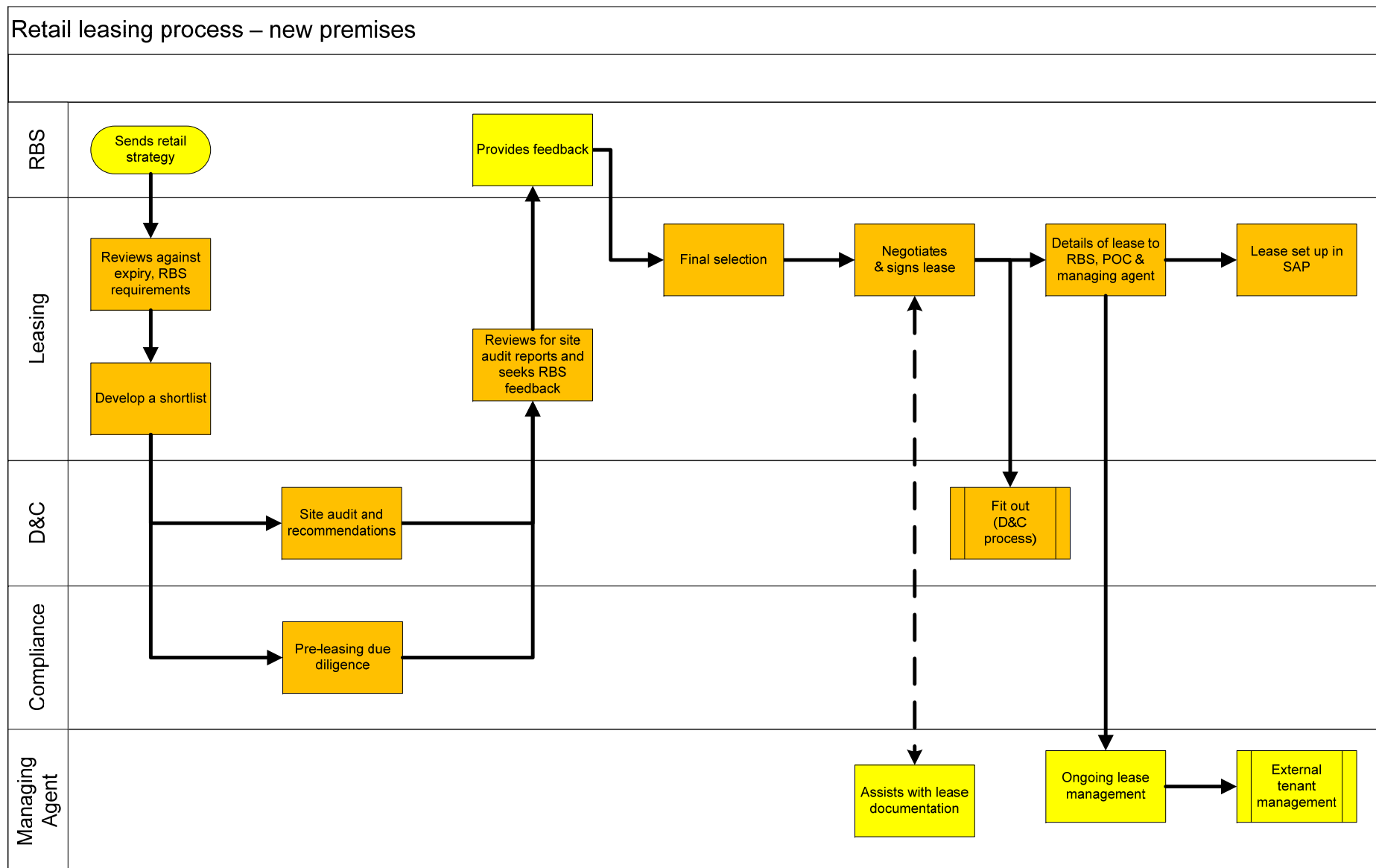


2. RBS Lease Management

2.1 Leasing new premises for RBS

2.1.1 Process description

Stage	Description	Responsibility	Output issue to:
1	RBS sends 24 month strategy spreadsheet.	RBS	Leasing
2	Leasing conducts a review against lease expiry and RBS requirements.	Leasing	
3	Leasing develops a shortlist of suitable properties.	Leasing	D&C
4	Design and Construction conducts site audits of shortlisted properties to determine suitability.	D&C	Leasing
5	Compliance conducts a pre-leasing due diligence checklist (standard form).	Compliance	Leasing
6	Leasing reviews audit and seeks RBS feedback.	Leasing	RBS
7	RBS feedback considered in final selection.	Leasing RBS	
8	Final selection.	Leasing	
9	Leasing negotiates and signs lease within delegated authority limits (may be assisted by the Bank's managing agent).	Leasing	
10	Distributes details of lease to interested parties.	Leasing	RBS POC Managing agent
11	Lease set up in SAP.	Managing agent	
12	Design and construction engaged for fit out.	Leasing	D&C
13	Design and construction process.	D&C	
14	Ongoing lease management.	Managing agent	Leasing
15	Ongoing property management.	POC	



2.1.2 Business rules

There are no business rules for this process.

2.2 Setting up a lease in SAP

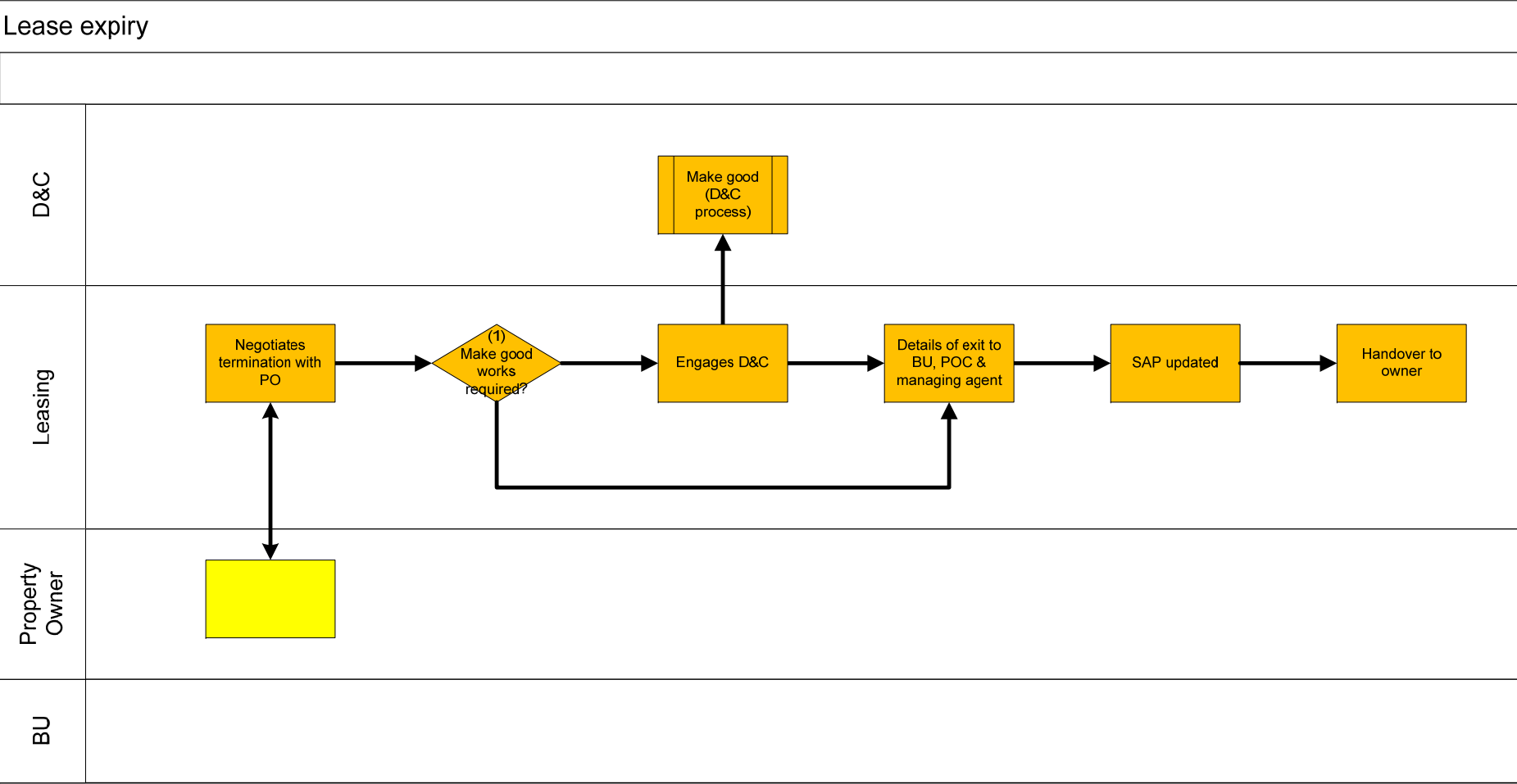
Leases are set up in SAP by the Bank's managing agent and the following data is entered:

- lease start and end dates
- name and contact details of tenant
- rental start date
- rent review basis

2.3 Managing expiring RBS leases

2.3.1 Process description

Stage	Description	Responsibility	Output issue to:
1	Leasing negotiates exit terms with the property owner, including any make goods works required.	Leasing Property owner	
2	If any make good works are required, then Leasing engages Design and Construction to undertake the work.	Leasing	D&C
3	Leasing reports outcome of negotiation to interested parties.	Leasing	BU POC Managing agent
4	Lease flagged for deletion by managing agent in SAP.	Leasing	
5	Property handed over to the owner.	Leasing	Property owner



2.3.2 Business rules

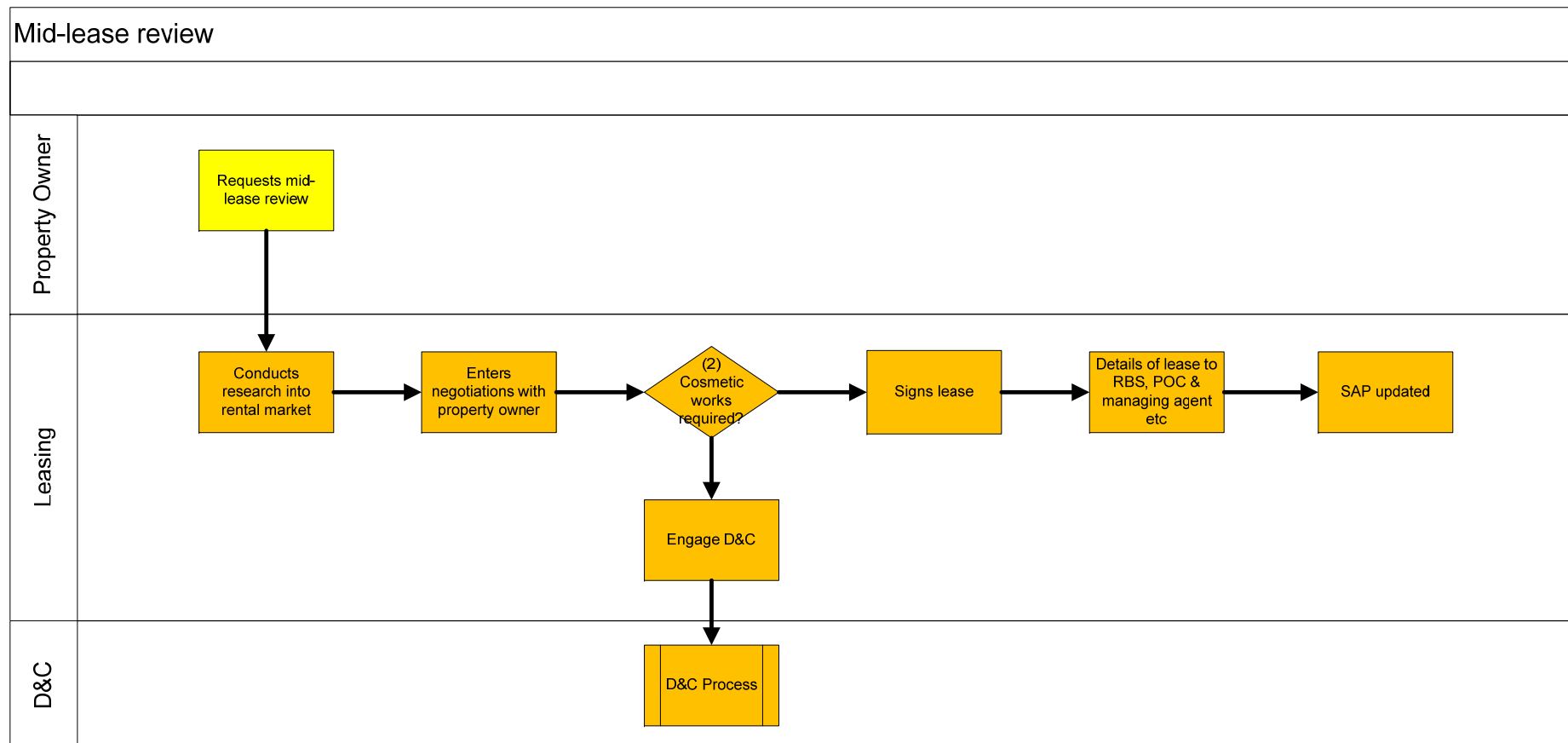
Refer to the decision points (diamonds) in the flow charts.

Refer to the decision points (diamonds) in the flow charts:			
No.	Decision point label	Business rule	
1	Make good works required?	Does the Bank have to perform any work prior to quitting the premises, such as removing security, strong rooms, signage etc.	
		If	Then
		yes	<ul style="list-style-type: none">engage Design and Construction
		no	<ul style="list-style-type: none">continue the process

2.4 Performing the mid-lease review

2.4.1 Process description

Stage	Description	Responsibility	Output issue to:
1	Process is initiated by the property owner.	Property owner	Leasing
2	Leasing conducts research into the rental market using a variety of sources to determine a fair rental for the property.	Leasing	
3	Negotiations between leasing and the property owner.	Leasing	
4	If the terms of the new agreement include a makeover of the shopfront, Leasing engages Design and Construction.	Leasing	D&C
5	After signing, the terms of the new arrangement are distributed to all interested parties.	Leasing	BU POC Managing agent
6	SAP record updated.	Leasing	



2.4.2 Business rules

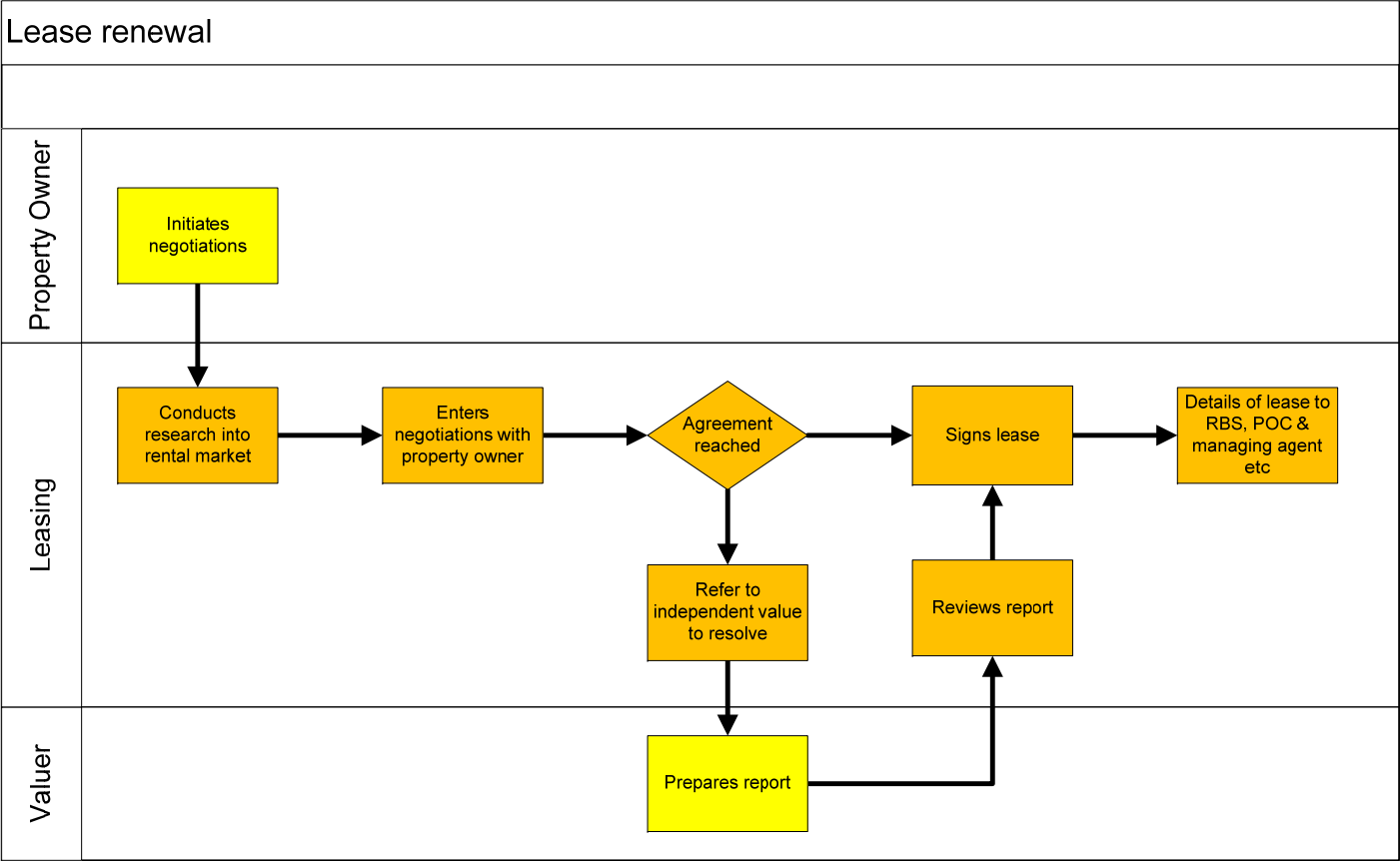
Refer to the decision points (diamonds) in the flow charts.

No.	Decision point label	Business rule	
2	Cosmetic works required?	If the property owner is a shopping centre, does it require the Bank to renew the appearance of the shopfront?	
		If	Then
		yes	<ul style="list-style-type: none"> engage Design and Construction
		no	<ul style="list-style-type: none"> continue the process

2.5 Negotiating lease renewal

2.5.1 Process description

Stage	Description	Responsibility	Output issue to:
1	Lease renewal negotiations can be opened by either Leasing or the property owner, usually 12 to 15 months before the lease is due expire. If the property owner does not wish to renew the lease, then go to <i>Managing expiring leases</i> .	Leasing Property owner	
2	Leasing conducts research into the rental market using a variety of sources (including cold-calling agents) to determine a fair rental for the property.	Leasing	
3	Negotiations between leasing and the property owner. If the parties cannot agree to new terms, then the matter is referred to an independent valuer appointed by the Australian Property Institute.	Leasing	
5	After signing, the terms of the new lease are distributed to all interested parties.	Leasing	BU POC Managing agent
6	SAP record updated.	Leasing	



2.5.2 Business rules

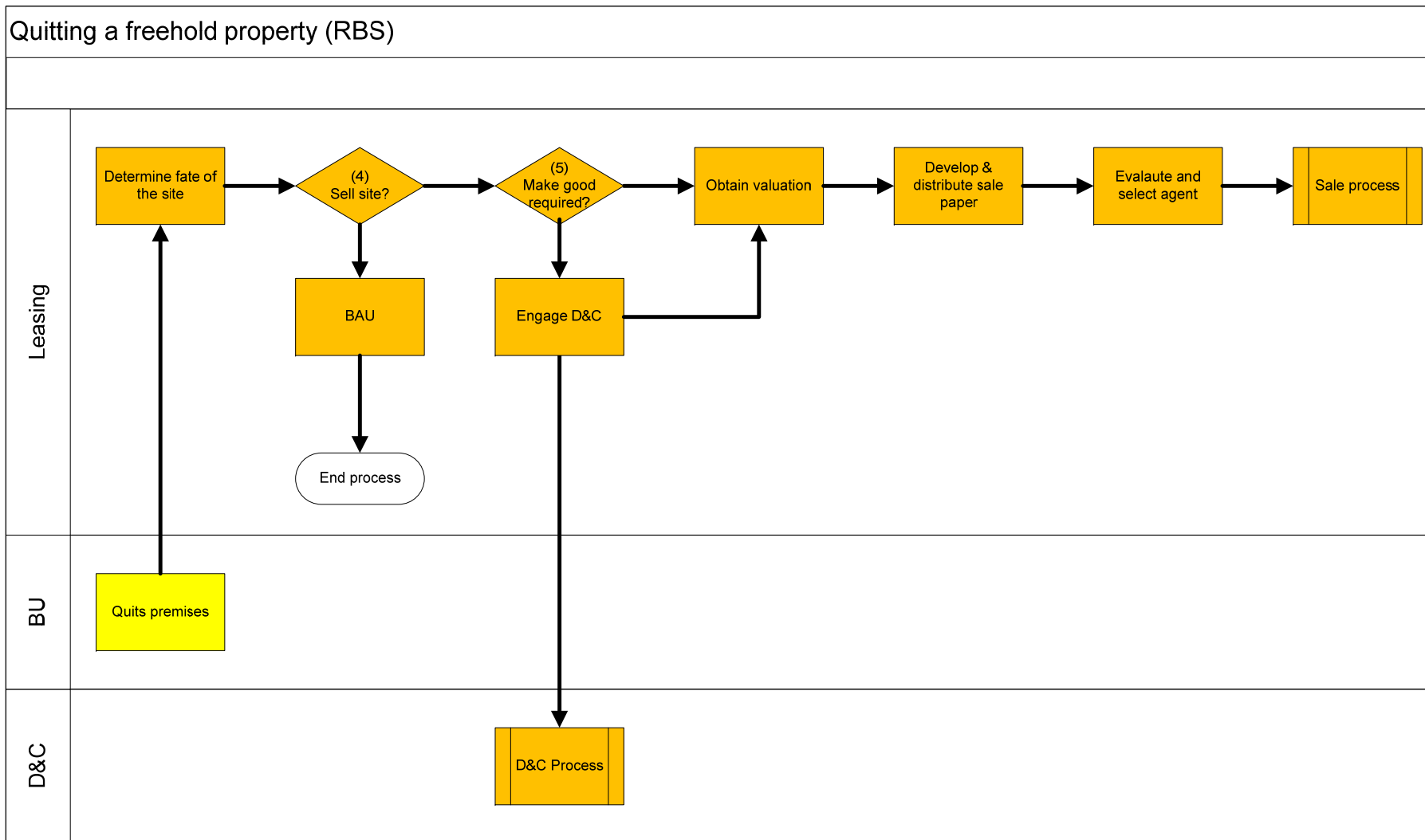
Refer to the decision points (diamonds) in the flow charts.

Refer to the decision points (diamonds) in the flow charts.								
No.	Decision point label	Business rule						
3	Agreement reached?	Are the Bank and the property owner able to agree on the terms of the renewed lease?						
		<table><tr><th>If</th><th>Then</th></tr><tr><td>yes</td><td><ul style="list-style-type: none">refer the matter to an independent valuer for arbitration</td></tr><tr><td>no</td><td><ul style="list-style-type: none">continue the process</td></tr></table>	If	Then	yes	<ul style="list-style-type: none">refer the matter to an independent valuer for arbitration	no	<ul style="list-style-type: none">continue the process
		If	Then					
		yes	<ul style="list-style-type: none">refer the matter to an independent valuer for arbitration					
no	<ul style="list-style-type: none">continue the process							

2.6 Quitting a freehold RBS property

2.6.1 Process description

Stage	Description	Responsibility	Output issue to:
1	BU quits the premises	BU	Leasing
2	<p>Leasing determines the fate of the site (i.e. either to sell it or keep it), considering a number of factors, such as the age of the building, whether it is required by other BUs.</p> <p>If it is decided to retain the building, then the process ends and BAU processes followed.</p>	Leasing	
3	If any make work is required, Leasing engages Design and Construction.	Leasing	D&C
4	Leasing obtains a market valuation	Valuer	Leasing
5	Leasing prepares a sale paper with the valuation attached. It is distributed to potential agents and a delegated approver.	Leasing	Agents Approver
6	Proposals are received from interested agents and a selling agent is selected.	Leasing	
7	Approval of the sales of the building is obtained from a delegated authority.	Approver	Leasing
8	Building placed on market and sale process begins.	Leasing	



2.6.2 Business rules

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

Refer to the decision points (diamonds) in the flow chart:								
No.	Decision point label	Business rule						
4	Sell site?	<p>A number of factors may be considered before deciding to sell the property, for example, the needs of other business units, the age and value of the building. Is the building to be sold?</p> <table><tr><th>If</th><th>Then</th></tr><tr><td>yes</td><td><ul style="list-style-type: none">prepare a sale paper and distribute it to interested parties.</td></tr><tr><td>no</td><td><ul style="list-style-type: none">the process ends and BAU processes continue.</td></tr></table>	If	Then	yes	<ul style="list-style-type: none">prepare a sale paper and distribute it to interested parties.	no	<ul style="list-style-type: none">the process ends and BAU processes continue.
If	Then							
yes	<ul style="list-style-type: none">prepare a sale paper and distribute it to interested parties.							
no	<ul style="list-style-type: none">the process ends and BAU processes continue.							
5	Make good required	<p>Does the Bank have to perform any work prior to selling the premises, such as removing security, strong rooms, signage etc.</p> <table><tr><th>If</th><th>Then</th></tr><tr><td>yes</td><td><ul style="list-style-type: none">engage Design and Construction</td></tr><tr><td>no</td><td><ul style="list-style-type: none">continue the process</td></tr></table>	If	Then	yes	<ul style="list-style-type: none">engage Design and Construction	no	<ul style="list-style-type: none">continue the process
If	Then							
yes	<ul style="list-style-type: none">engage Design and Construction							
no	<ul style="list-style-type: none">continue the process							

2.7 Process Management

2.7.1 RASCI Matrix

Key:

R – Responsible

A – Approve

S – Support

C – Consult

I – Inform

Process	Leasing	BU/ RBS	POC	D&C	Managing agent	Property Owner	Valuer
Setting up a new lease for an RBS premises	R	A	I	S	I	R	
Managing expiring leases	R	I	I	S	I	R	
Performing the mid-lease review	R	I	I	S	I	R	A
Negotiating lease renewal	R	I	I	S	I	R	A
Quitting a freehold property	R	I	I	S			

2.7.2 SIPOC

Suppliers	Inputs	Process	Outputs	Customers
Managing agent	Strategy spreadsheet	Refer to flowcharts	Lease documents	Business Units
Property owner	Lease documents			

2.7.3 Systems and Tools

System	Used for
MS Excel	<ul style="list-style-type: none"> reviewing strategy spreadsheets
MS Outlook	<ul style="list-style-type: none"> sending requests, reminders and approvals
SAP	<ul style="list-style-type: none"> lease management
Arrears report	<ul style="list-style-type: none"> run twice weekly to determine the tenants that are behind in their rent

3. External RBS Tenant Management

RBS often leases surplus space to external tenants. The relationship between RBS and its external tenants is managed by a managing agent, presently Colliers:

- The managing agent negotiates the terms of the lease with the tenant, obtains Leasing's approval before signing and then sets it up in SAP.
- Tenants pay their rent directly to the Bank by cheque.
- The managing agent consults the Bank before taking any action against a tenant.
- Tenants contact the Bank's Property Operations Centre to resolve property issues.

For more information, see *Managing Agent's Role* in the appendix.

3.1 Rent collection

Stage	Description	Responsibility	Output issue to:
1	Tenants send cheque to Leasing.	Tenant	Leasing
2	Leasing record payment.	Leasing	
3	Leasing sends cheque for processing. Payments are visible in SAP two working days later.	Leasing	Operations Processing Centre

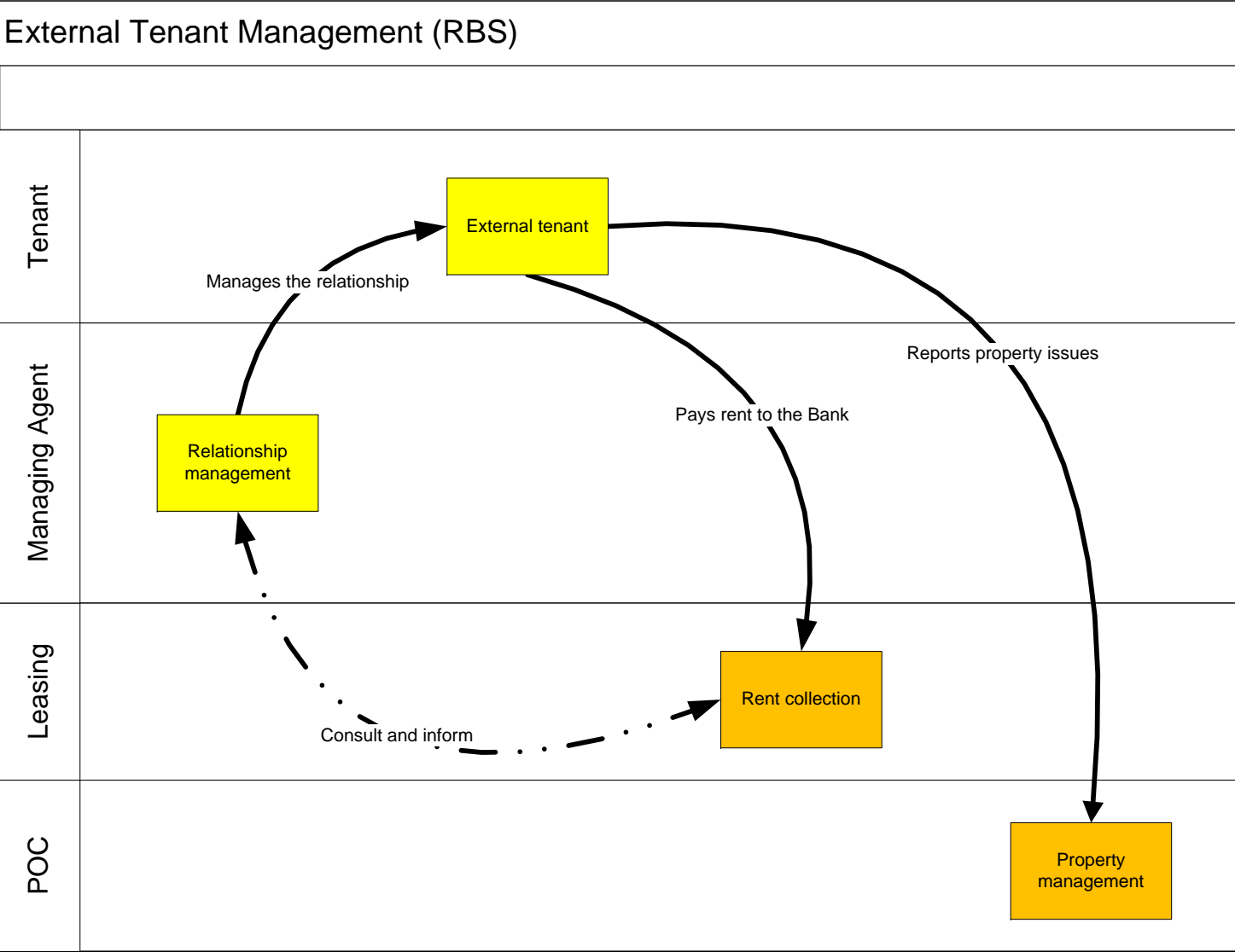
3.1.1 Business rules - late rent

The managing agent follows up rent payments from external tenants and consults Leasing before taking any action against a tenant.

Rents arrears	Action
7 days	Managing agent sends the first reminder letter.
14 days	Managing agent sends the second reminder letter.
21 days	Managing agent sends rent default notice.
28 days	Managing agent sends notice to vacate (according to the terms of the lease).

3.2 Property management

Stage	Description	Responsibility	Output issue to:
1	Tenants contact the POC directly to resolve property issues	Tenant	POC
2	POC invokes the property management process	POC	
3	Compensation issues (e.g. rent-free period) negotiated between the managing agent and the tenant. The managing agent consults Leasing as required.	Managing agent Tenant	Leasing



3.3 Process Management

3.3.1 RASCI Matrix

Key:

R – Responsible

A – Approve

S – Support

C – Consult

I – Inform

Process	Leasing	Tenant	Managing agent	POC
Rent collection	R	A	S	
Property management		I	S	R

3.3.2 SIPOC

Suppliers	Inputs	Process	Outputs	Customers
Managing agent	Rent payments	Refer to process summaries	Payment records	External tenant
POC	Maintenance requests		Work orders	

3.3.3 Systems and Tools

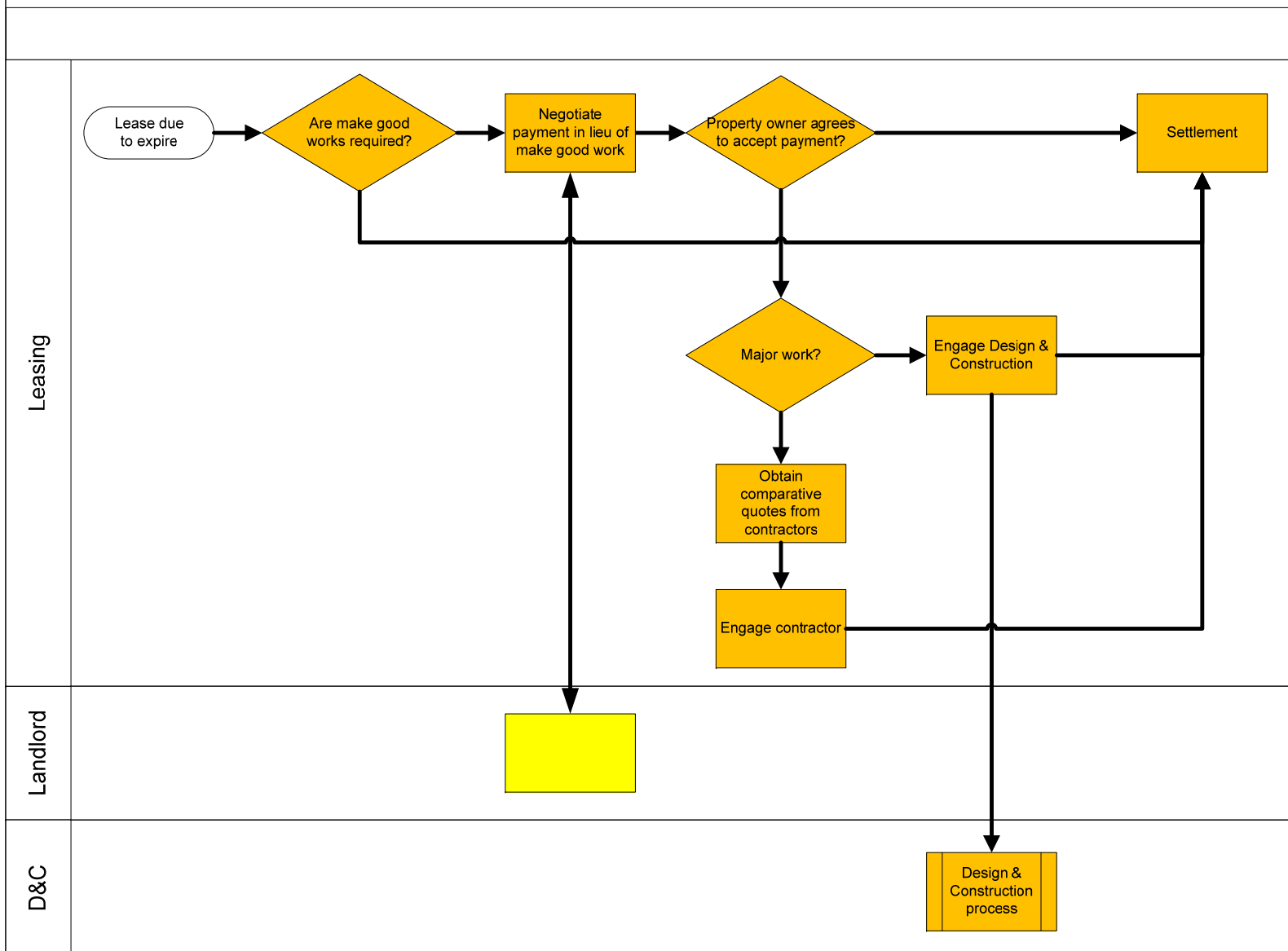
System	Used for
MS Excel	<ul style="list-style-type: none"> reviewing strategy spreadsheets
MS Outlook	<ul style="list-style-type: none"> sending requests, reminders and approvals
SAP	<ul style="list-style-type: none"> lease management
Arrears report	<ul style="list-style-type: none"> run twice weekly to determine which tenants are behind in their rent

4. Commercial Lease Management

4.1 Exiting a leased commercial premises

Stage	Description	Responsibility	Output issue to:
1	<p>Are make good works required for terminating the lease?</p> <ul style="list-style-type: none"> If yes, then <ul style="list-style-type: none"> obtain quotes for the work required negotiate with the property owner to make a payment in lieu of undertaking any make good works If no, then go to Stage 3 – settlement. <p>Note: The Bank's preferred option is for the property owner to accept payment in lieu of the Bank undertaking the make good works.</p>	Leasing	
2	<p>Is the property owner willing to accept for make good works?</p> <ul style="list-style-type: none"> If yes, then go to Stage 4 – settlement. If no, engage Design and Construction for major works or a local contractor 	Leasing	
3	Settle with the property owner.	Leasing	
4	Update the lease record in SAP.	Leasing	

Exiting a leased commercial premises



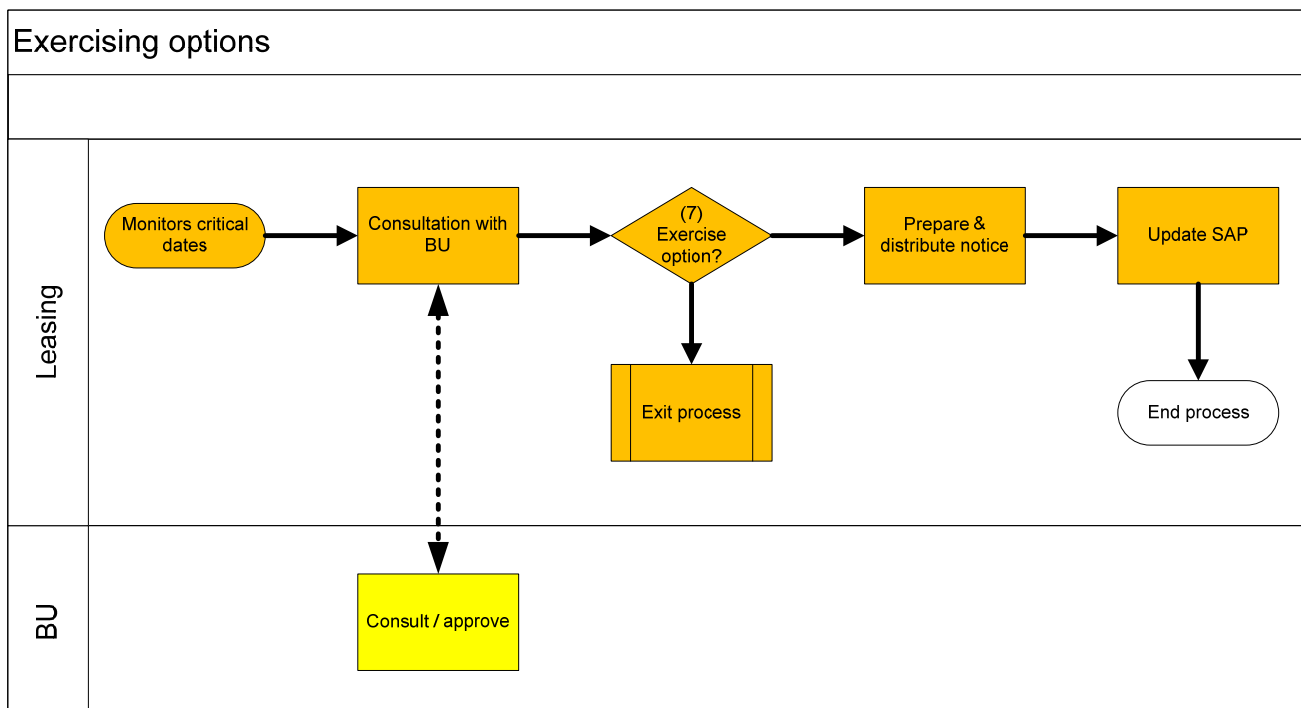
4.1.1 Business rules

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	
6a 6b	Are make good works required?	The Bank's preferred option is that property owner accept payment in lieu of the Bank undertaking any make good works.	
		If	Then
		yes	<ul style="list-style-type: none">• obtain quotes from local contractors for the work• negotiate with the property owner to have them accept payment• if the property owner is unwilling to accept payment, then engage either a local contractor (for minor work) or engage Design and Construction (for major work)
		no	<ul style="list-style-type: none">• settle and exit

4.2 Exercising an option to extend or renew a lease

Stage	Description	Responsibility	Output issue to:
1	Leasing monitors critical dates.	Leasing	
2	Leasing manager consults business unit to determine whether to exercise option or terminate lease.	Leasing BU	
3	If the lease is to be extended or renewed, then Leasing prepares and distributes a <i>notice to exercise lease option</i> to the property owner.	Leasing	Property owner
4	Leasing updates SAP.	Leasing	



4.2.1 Business rules

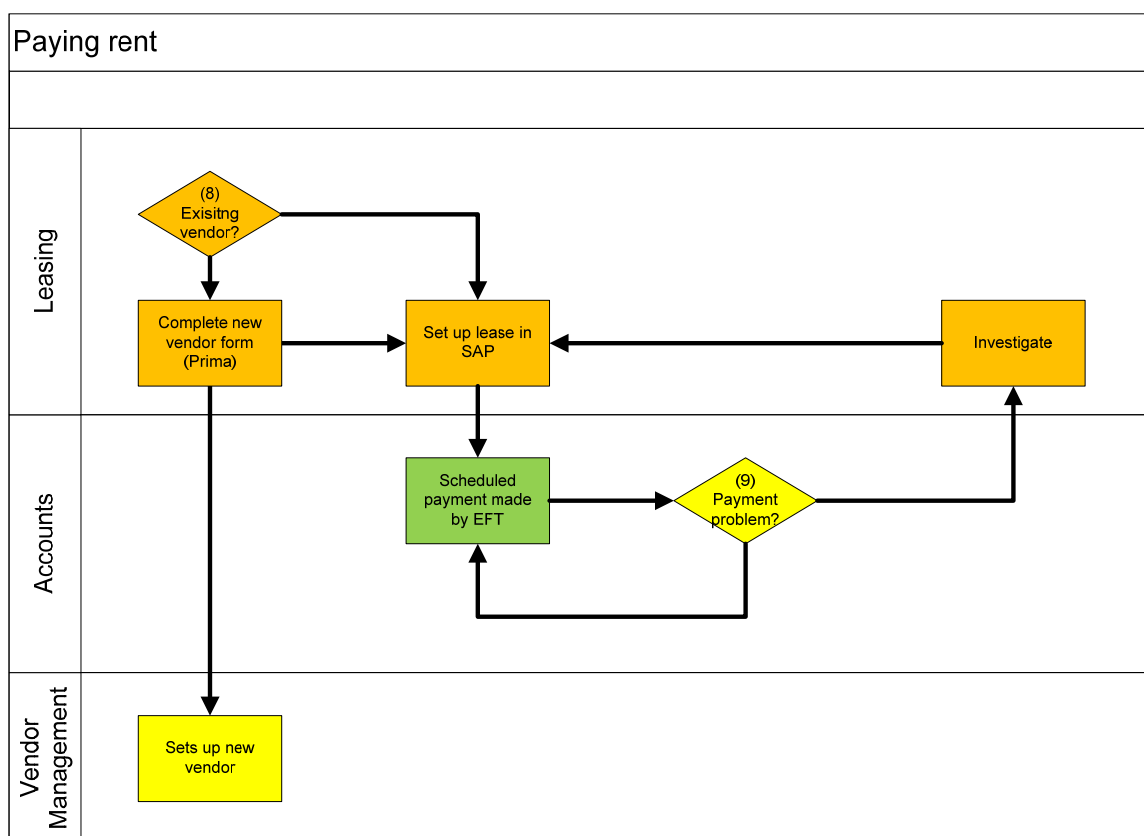
Refer to the decision points (diamonds) in the flow charts.

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

No.	Decision point label	Business rule						
7	Exercise option?	<div>Leasing undertakes a rent review and consults the business unit.</div> <table><tr><th>If</th><th>Then</th></tr><tr><td>yes</td><td><ul style="list-style-type: none">prepare notice and distribute to the property owner</td></tr><tr><td>no</td><td><ul style="list-style-type: none">terminate the lease</td></tr></table>	If	Then	yes	<ul style="list-style-type: none">prepare notice and distribute to the property owner	no	<ul style="list-style-type: none">terminate the lease
If	Then							
yes	<ul style="list-style-type: none">prepare notice and distribute to the property owner							
no	<ul style="list-style-type: none">terminate the lease							

4.3 Paying rent to property owners

Stage	Description	Responsibility	Output issue to:
1	Leasing sets up lease details and vendor in SAP.	Leasing	
2	If the property owner is a new vendor, Leasing completes a <i>Notification of New Vendor Details</i> form and sends it to Vendor Management.	Leasing	Vendor Management
3	Leasing sets up the lease in SAP.	Leasing	
4	Scheduled payments are made to the property owner by EFT. Note: If payments are unable to be made, Accounts refers to Leasing to investigate	Accounts (automated)	



4.3.1 Business rules

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

No.	Decision point label	Business rule	
8	Existing vendor?	If	Then
		yes	<ul style="list-style-type: none">continue to set up lease in SAP.
		no	<ul style="list-style-type: none">complete a <i>Notification of New Vendor Details</i> form and send to Vendor Management.
9	Payment problem?	If	Then
		yes	<ul style="list-style-type: none">Accounts refer the matter to Leasing for investigation and corrective action
		no	<ul style="list-style-type: none">scheduled payments continue to be made

5. External Commercial Tenant Management

Surplus space is often leased to external tenants. For commercial properties, the Leasing Team manages the relationship between the Bank and its external tenants directly.

5.1 Leasing space

Stage	Description	Responsibility	Output issue to:
1	Leasing advertises space for lease.	Leasing	
2	Selects tenant.	Leasing	Tenant
3	Lease set up in SAP.	Leasing	
4	External Tenants report in PRIMA automatically updated.		

5.2 Rent collection

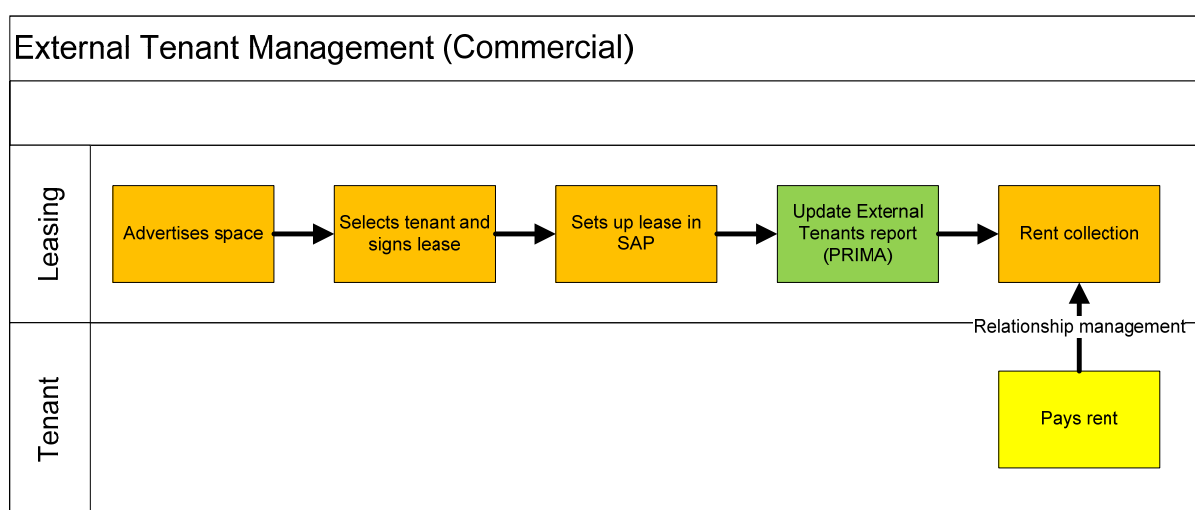
Stage	Description	Responsibility	Output issue to:
1	Tenants send cheque to Leasing.	Tenant	Leasing
2	Leasing record payment.	Leasing	
3	Leasing sends cheque for processing. Payments are visible two working days later.	Leasing	Operations Processing Centre

5.3 Late rent

- The arrears report is run from SAP weekly.
- Tenants who are behind their rent are contacted by phone.
- Formal letters are only sent as required.

5.4 Property management

Stage	Description	Responsibility	Output issue to:
1	Tenants contact the Leasing team directly to resolve property issues	Tenant	Leasing
2	If the Lessor is responsible for resolving the issue, the Leasing invokes the property management process otherwise the tenant resolves the issue.	Leasing	
3	Compensation issues (e.g. rent-free period) negotiated between leasing and the tenant.	Leasing	



5.5 Process Management

5.5.1 RASCI Matrix

Key:

R – Responsible

A – Approve

S – Support

C – Consult

I – Inform

Process	Leasing	Tenant
Rent collection	R	A

5.5.2 SIPOC

Suppliers	Inputs	Process	Outputs	Customers
	Rent payments	Refer to process summaries	Payment records	External tenant

5.5.3 Systems and Tools

System	Used for
MS Excel	<ul style="list-style-type: none">reviewing strategy spreadsheets
MS Outlook	<ul style="list-style-type: none">sending requests, reminders and approvals
SAP	<ul style="list-style-type: none">lease management
Arrears report	<ul style="list-style-type: none">run twice weekly to determine the tenants that are behind in their rent
PRIMA External Tenants report	<ul style="list-style-type: none">all details of the tenancy

6. Car park allocation

6.1 Allocating car park spaces

Stage	Description	Responsibility	Output issue to:
1	Business unit raises request in Maximo.	BU	Leasing
2	<ul style="list-style-type: none"> If a new licence is required and if the property owner is able to provide the space, Leasing negotiates new rent with the property owner. If the property owner is unable to provide a space, Leasing seeks alternative spaces in nearby buildings and invokes the Leasing Process to secure the space. 	Leasing	
3	The space is allocated to the requestor.	Leasing	
4	The Maximo request is updated and closed.	Leasing	BU
5	The lease record is updated in SAP.	Leasing	

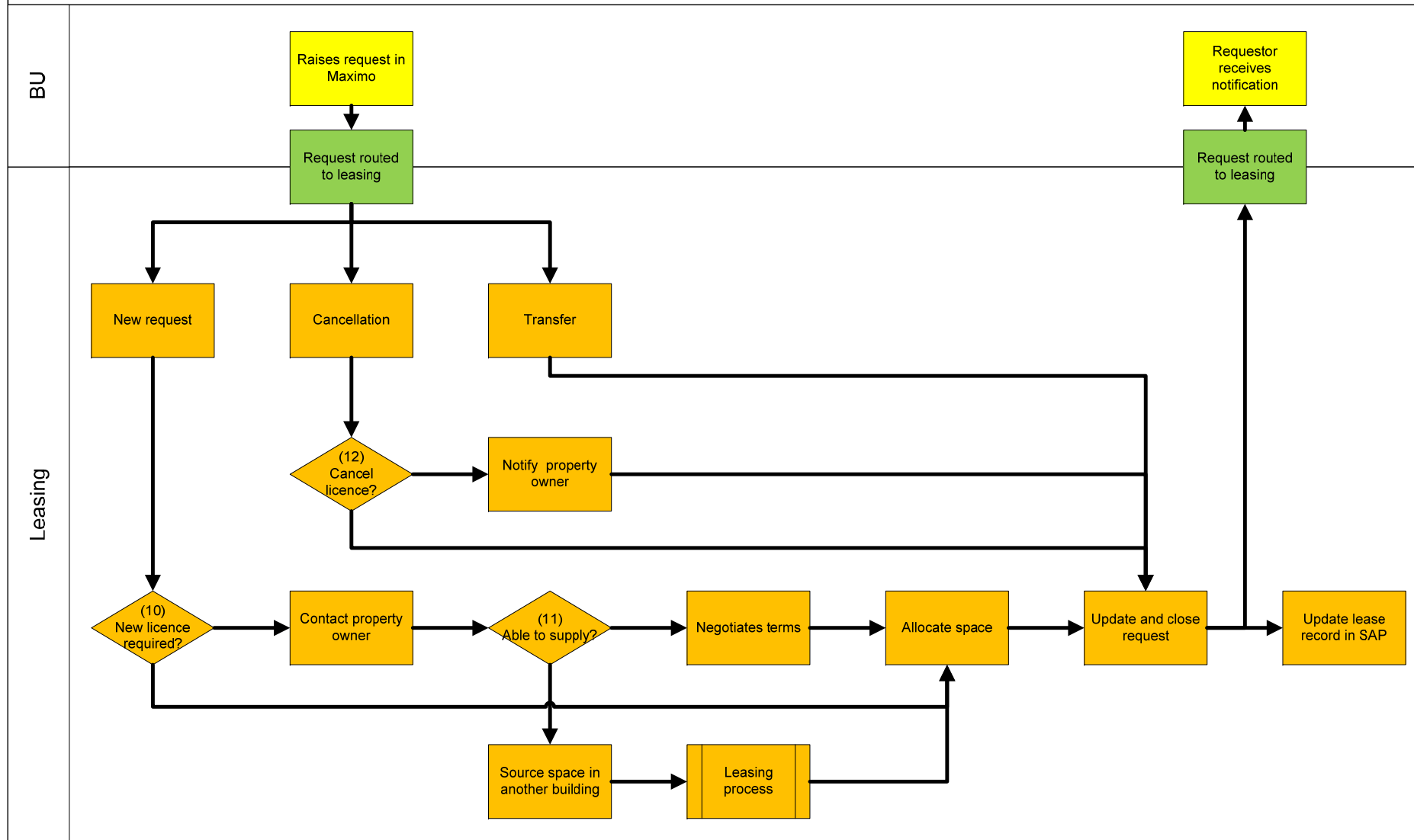
6.2 Cancelling car park spaces

Stage	Description	Responsibility	Output issue to:
1	Business unit raises request in Maximo.	BU	Leasing
2	If the licence is no longer required (e.g. it is temporary or month-to-month licence), the property owner is notified.	Leasing	Property owner
3	The Maximo request is updated and closed.	Leasing	BU
4	The lease record is updated in SAP.	Leasing	

6.3 Transferring car pack spaces

Stage	Description	Responsibility	Output issue to:
1	Business unit raises request in Maximo.	BU	Leasing
2	The space is allocated.	Leasing	
3	The Maximo request is updated and closed.	Leasing	BU
4	The lease record is updated in SAP.	Leasing	

Car park allocation



6.3.1 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						
10	New licence required?	<p>A fixed number of car park licences are issued as part of the lease. Additional licences may be available subject to increased rent payments.</p> <table><tr><th>If</th><th>Then</th></tr><tr><td>yes</td><td><ul style="list-style-type: none">negotiate a new rent amount with the property owner</td></tr><tr><td>no</td><td><ul style="list-style-type: none">allocate the space if available</td></tr></table>	If	Then	yes	<ul style="list-style-type: none">negotiate a new rent amount with the property owner	no	<ul style="list-style-type: none">allocate the space if available
If	Then							
yes	<ul style="list-style-type: none">negotiate a new rent amount with the property owner							
no	<ul style="list-style-type: none">allocate the space if available							
11	Able to supply	<p>The property owner may not be able to supply an additional space.</p> <table><tr><th>If</th><th>Then</th></tr><tr><td>yes</td><td><ul style="list-style-type: none">allocate the space</td></tr><tr><td>no</td><td><ul style="list-style-type: none">source a space from an alternative buildinginvoke the leasing process</td></tr></table>	If	Then	yes	<ul style="list-style-type: none">allocate the space	no	<ul style="list-style-type: none">source a space from an alternative buildinginvoke the leasing process
If	Then							
yes	<ul style="list-style-type: none">allocate the space							
no	<ul style="list-style-type: none">source a space from an alternative buildinginvoke the leasing process							
12	Cancel licence?	<p>If the licence is casual (month-to-month) it can be cancelled if not required.</p> <table><tr><th>If</th><th>Then</th></tr><tr><td>yes</td><td><ul style="list-style-type: none">notify the property owner to cancel the licenceupdate SAP</td></tr><tr><td>no</td><td><ul style="list-style-type: none">take no action</td></tr></table>	If	Then	yes	<ul style="list-style-type: none">notify the property owner to cancel the licenceupdate SAP	no	<ul style="list-style-type: none">take no action
If	Then							
yes	<ul style="list-style-type: none">notify the property owner to cancel the licenceupdate SAP							
no	<ul style="list-style-type: none">take no action							

6.4 Process Management

6.4.1 RASCI Matrix

Key:

R – Responsible

A – Approve

S – Support

C – Consult

I – Inform

Process	Leasing	BU	Property Owner
Allocating car park spaces	R	A	S
Cancelling car park spaces	R	A	S
Transferring car pack spaces	R	A	S

6.4.2 SIPOC

Suppliers	Inputs	Process	Outputs	Customers
Property owner	Requests	Refer to flowcharts	Notifications	Business Units

6.4.3 Systems and Tools

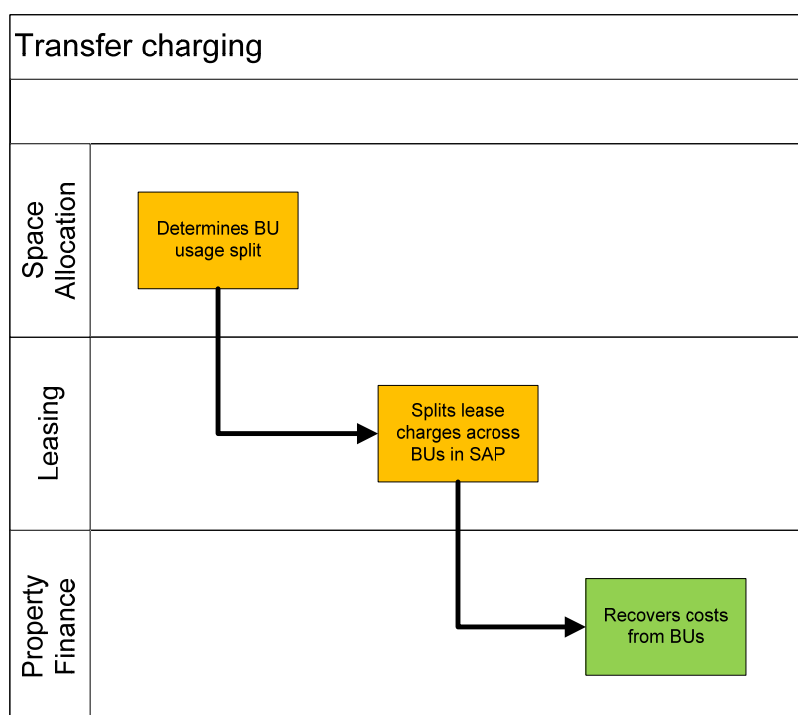
System	Used for
Maximo	<ul style="list-style-type: none"> request management
SAP	<ul style="list-style-type: none"> lease management

7. Transfer charging

Transfer charging is set up in SAP to ensure that all the outgoings for a leased property are recovered from the business units that occupy them. Transfer charging is updated as required, i.e. when there are moves and deletion etc.

7.1 Setting up transfer charging

Stage	Description	Responsibility	Output issue to:
1	Space Allocation notifies Leasing of the business unit occupying the building and the proportional split.	Space Allocation	Leasing
2	Leasing splits the cost of all lease charges (rent, utilities, cleaning etc.) proportionally across all the BUs occupying the premises. The total of the payments made to the property owner must equal the total of the costs recovered from the business units.	Leasing	Accounts



7.1.1 Business rules

There are no defined business rules for this process.

7.2 Process Management

7.2.1 RASCI Matrix

Key:

R – Responsible

A – Approve

S – Support

C – Consult

I – Inform

Process	Leasing	Space Allocation	Accounts
Setting up transfer charging	R	C	I
Maintaining up transfer charging	R	C	I

7.2.2 SIPOC

Suppliers	Inputs	Process	Outputs	Customers
Space Allocation	Notification	Refer to flowcharts	SAP updates	Accounts

7.2.3 Systems and Tools

System	Used for
Email	<ul style="list-style-type: none"> notification of allocation changes
SAP	<ul style="list-style-type: none"> lease management

8. Budget Preparation

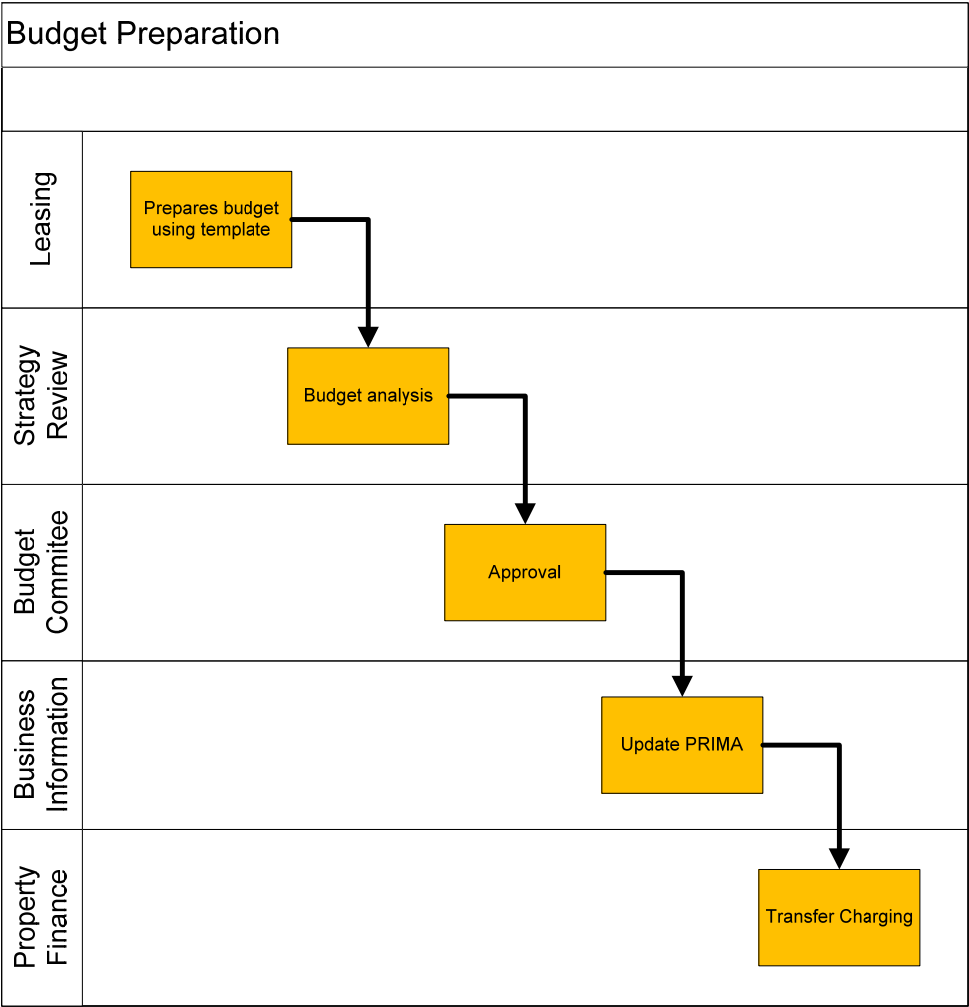
8.1 Preparing the annual budget

Budgets are prepared in December using the budget template spreadsheet.

Leasing prepares the budget for the next year using the template spreadsheet. Budget items include:

- all outgoing lease charges
- all rent received
- all non general contract charges

The draft budget is forwarded to Strategy Review.



8.2 Process Management

8.2.1 RASCI Matrix

Key:

R – Responsible

A – Approve

S – Support

C – Consult

I – Inform

Process	Leasing	Strategy Review
Preparing the annual budget	R	I

8.2.2 SIPOC

Suppliers	Inputs	Process	Outputs	Strategy Review
Accounts	Reports	Refer to flowcharts	Budget spreadsheet	Property Finance

8.2.3 Systems and Tools

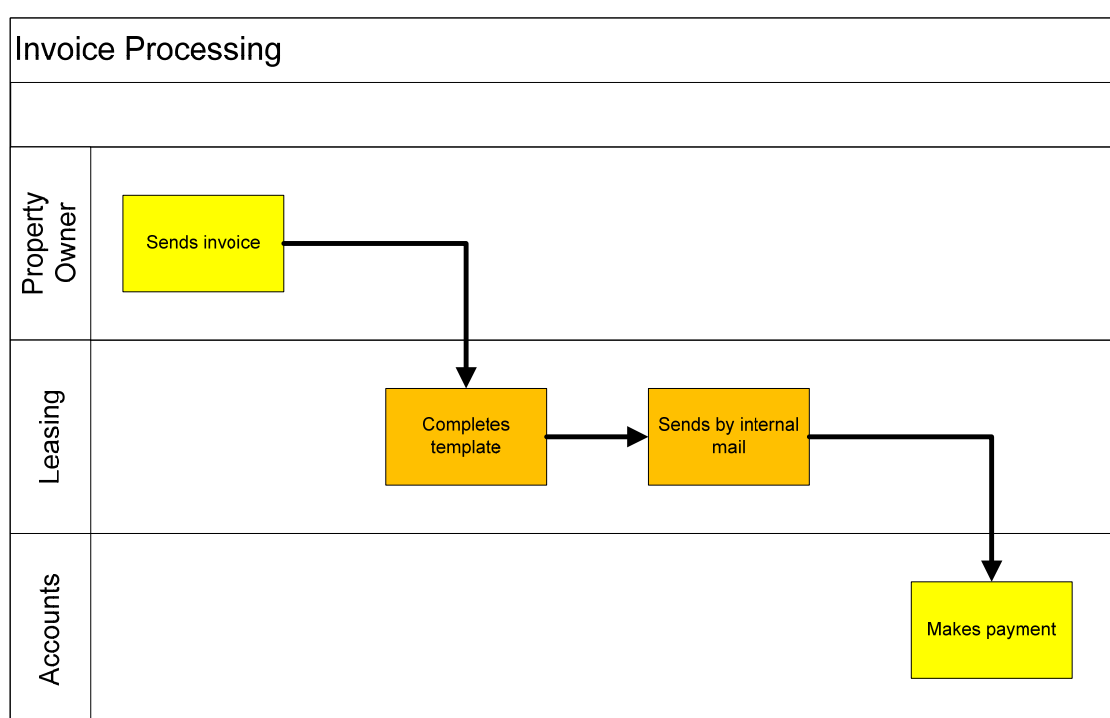
System	Used for
SAP	<ul style="list-style-type: none">financial reporting
MS Excel	<ul style="list-style-type: none">budget preparation
Email	<ul style="list-style-type: none">forwarding budget data

9. Miscellaneous Invoice Processing

Most outgoings regarding properties are covered by the lease and are paid by the property owner, however there may be miscellaneous invoices for items not covered.

9.1 Processing invoices

Stage	Description	Responsibility	Output issue to:
1	Invoices are listed on the invoices template.	Leasing	
2	The template is printed, invoices are attached and forward to Accounts via the internal mail.	Leasing	Accounts
3	Accounts make the payment.	Accounts	



9.2 Process Management

9.2.1 RASCI Matrix

Key:

R – Responsible

A – Approve

S – Support

C – Consult

I – Inform

Process	Leasing	Accounts
9.1 Processing invoices	R	R

9.2.2 SIPOC

Suppliers	Inputs	Process	Outputs	Customers
Property Owner	Invoices	Refer to flowcharts	Template	Accounts

9.2.3 Systems and Tools

System	Used for
MS Excel	<ul style="list-style-type: none">invoice template

10. Appendix

10.1 Delegated Authority to Commit Expenditure

	GM	EGM	GE
Capital Expenditure	\$2,500,000	\$10,000,000	Within board expenditure
Leases	Up to 5,000 m ² not exceeding \$5,000,000 annually	Up to 10,000 m ² not exceeding \$10,000,000 annually	Within board expenditure
Property sales	Sale value up to \$3,000,000	Sale value up to \$5,000,000	Sale value up to \$10,000,000
Property Acquisitions	Purchase value up to \$1,000,000	Purchase value up to \$2,000,000	Purchase value up to \$10,000,000

10.2 Managing Agent's Role

Following is summary of the task performed by the Bank's managing agent, presently Colliers International.

Colliers provide the following services to Group Property:

- lease administration
- invoice processing
- property management
- sourcing external tenants for Bank properties
- sourcing ATM sites
- acting as a go-between with property owners, external tenants and Group Property

Function	Tasks performed
External tenant management	<p>New tenants</p> <ul style="list-style-type: none"> • attendance at monthly meetings • sources, signs up tenants and finalises leases • sets up lease in SAP <ul style="list-style-type: none"> ○ lease start and end dates ○ name and contact details of tenant ○ rental start date ○ rent review basis • follows rent arrears • liaises with POC on maintenance issues <p>Lease terminations and expiries</p> <ul style="list-style-type: none"> • notifies CBA and requests action to take (whether to find new tenant or not) • negotiates exit terms • negotiates make goods (tenant or the Bank's contractor to undertake work required) • returns security deposit • terminates lease in SAP
ATM leasing	<p>New sites</p> <ul style="list-style-type: none"> • sources new sites • exercises options on exiting sites • manages legal documentation • negotiates relocations and removals • liaises with ATM cash suppliers (e.g. Chubb) • liaises with property owners regarding cash supplier access • refers call received from customers to POC or ATM Customer Support • sets up new sites in SAP • conducts yearly rent reviews • updates rent details in SAP <p>Quitting sites</p> <ul style="list-style-type: none"> • liaises with property owners and Group Property to negotiate exit terms including make good work required

Function	Tasks performed
Commercial and retail leasing	<ul style="list-style-type: none">• assists in sourcing sites• deals with renewals, options and commercial negotiations• assists with legal documentation• assists in finalising leasing deals• sets up leases in SAP (Group Property supplies the property number, Colliers sets up the RU, SU, GC terms and lease out details)• arranges owner approval for works• negotiates make good on exit• assists in rent reviews (mid-term and expiry)• negotiates owner inspections• sourcing car parking
Corrective Maintenance	<ul style="list-style-type: none">• negotiates with property owners on NOD issues on behalf of the POC• provides lease summaries and abstracts• sources contractors
General administration	<ul style="list-style-type: none">• processing of invoices processing, including utilities• reimburse landlords for rates, utilities etc• completes the SAP upload spreadsheet and emails it to accounts• provides expenses breakdowns as required
Residential properties	<ul style="list-style-type: none">• sources housing for bank staff• works with local agent agents to find tenant for Bank properties (e.g. flats above branches)• liaises with local agents on property management issues• manages the residential portfolio