

---

**YEAR IN REVIEW**

**2013**

▷ **A TRUSTED PARTNER.  
SUSTAINING AND SERVING  
YOUR COMMUNITY**



**CITYWIDE**

# CITYWIDE SERVICE COVERAGE MAP



## OUR SERVICE AREAS

-  INFRASTRUCTURE
-  ENVIRONMENTAL
-  OPEN SPACE

## CONTENTS

Citywide Coverage Map	3
Performance Highlights	4
Open Space Division	6
Infrastructure Division	8
Environmental Division	10
Northern Region	12
Our Workplace	14
Our Environment	15
Our Community	16
Director Profiles	17
Corporate Governance	18
Our Future	19

### APPLYING INNOVATION, ENVIRONMENTAL FORESIGHT AND A SENSE OF PURPOSE, CITYWIDE STRIVES TO IMPROVE CITY LANDSCAPES AND THE LIVES OF URBAN COMMUNITIES.

Citywide is the trusted custodian to many of Australia's iconic landmarks.

Nationally we administer over 2,500 parks and reserves, more than one and a half million trees, in excess of 4,000km of roads, and are responsible for community waste and street cleansing services that enhance public health.

Our contribution to shaping and maintaining critical community assets ensures millions of Australians

are able to experience a better standard of living through well maintained civic assets.

A trusted partner in Australia's growth and development, Citywide has a strong reputation for service innovation and the quality of work performed.

*We shape sustainable landscapes.*



# PERFORMANCE HIGHLIGHTS

Citywide performed strongly throughout the 2012-13 financial year, expanding operations across all three divisions. Underpinning this performance has been the company's important, long-term municipal contracts and strong relationships with local government. The company negotiated the extension of a number of Victorian based contracts that have been under Citywide management for many years, including the Hobsons Bay City Council roads and drainage maintenance contract, the City of Melbourne waste management contract and the City of Kingston open space maintenance contract.

Citywide's regional Victoria operations expanded its reach with the acquisition of Ballarat-based road stabilisation company AWD Earthmoving and the establishment of a second stabilisation crew out of the Echuca depot. The Northern operations also broadened its service offerings to include civil construction and landscaping, in addition to its open space services.

Further enhancing its position of providing environmentally sustainable asphalt to Melbourne, Citywide's asphalt plant underwent a multi-million dollar upgrade. Now capable of producing high grade recycled asphalt, the plant is strategically poised to respond to the needs of road authorities, private enterprise, and government, producing asphalt products whose environmental credentials are unparalleled.

Citywide's Open Space staff in Canberra received high praise when His Royal Highness Prince Charles and his wife Camilla, the Duchess of Cornwall, attended a ceremony held in the Parliamentary Triangle, an area for which Citywide is the Open Space Contractor. The National Capital Authorities Ken Gibson said Prince Charles praised the state of the land, saying it was a "tremendous job done by all". Ken replied by telling him it was a team effort and something that couldn't be done without the help of the Citywide crew.

Our social media presence has grown and has opened new avenues for the company to engage both clients and customers. In 2012/13 the Citywide social media community grew to over 3500 members, and the Citywide website attracted over 50,000 visits.

**29.67%**  
**% GROWTH**

IN NORTHERN  
REGION OPERATIONS

**13.2%**  
**REDUCTION IN CO2**

EMISSIONS

**1:3**

RATIO OF TENDERS  
SUCCESSFULLY WON  
TO SUBMISSIONS  
MADE

**1248**  
**STAFF MEMBER**

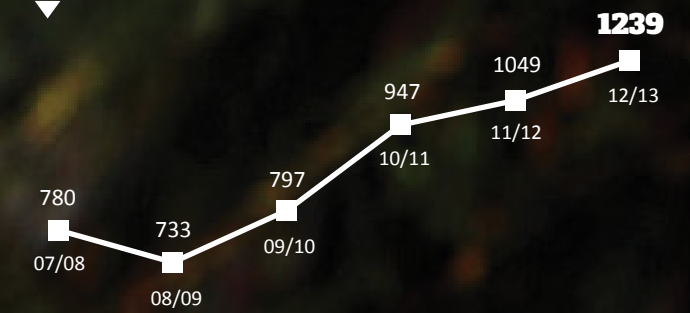
EMPLOYED

**16.2%**  
**REDUCTION IN**  
**ENERGY**  
USE

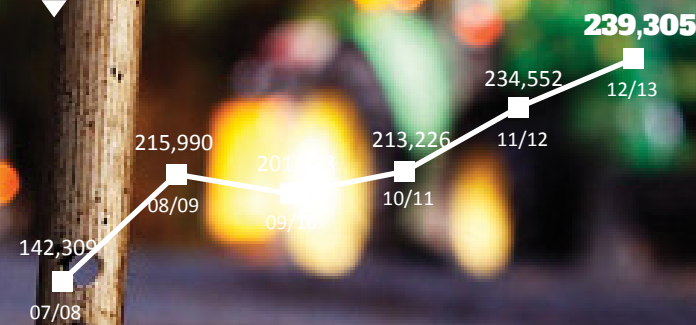
Total Revenue in \$,000



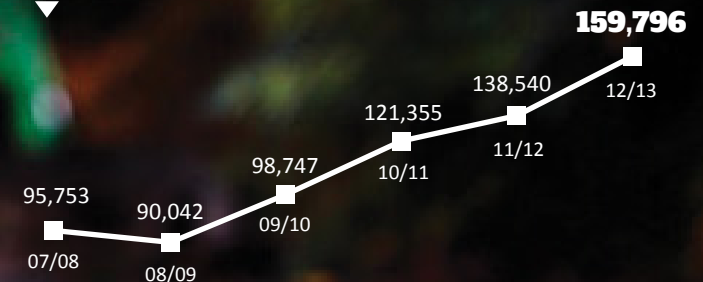
Number of direct employees



Revenue per employee



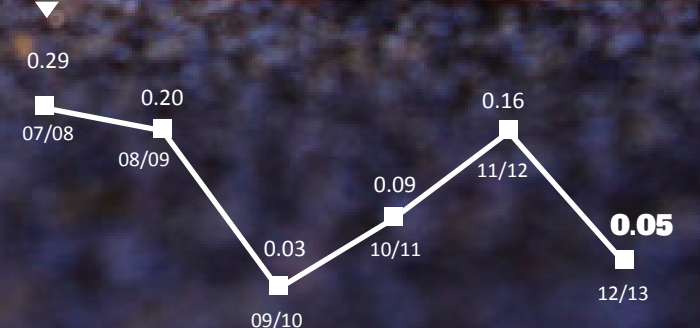
Total Assets in \$,000



Net Assets in \$,000



Debt to equity ratio







## OPEN SPACE DIVISION

THE SOUTHERN REGION'S OPEN SPACE DIVISION HIT THE GROUND RUNNING THIS YEAR, COMMENCING WITH FIVE PRESTIGIOUS NEW CONTRACTS IN BENDIGO, YARRA RANGES, MAROONDAH, MAN-NINGHAM AND MARIBYRNONG.

The division also established a state of the art depot in the City of Port Philip to better manage the Parks and Trees contract, in addition to negotiating extensions for the Kingston Trees Contract, the National Gallery of Victoria and the iconic Melbourne University parklands contracts.



**REDUCTION**  
IN LOST TIME INJURIES  
**3 TO 2**

This growth has been backed by strong investment in the recruitment and training of personnel. Thirty five new service roles were created and as part of an ongoing international campaign recruited an additional twenty four arborists from the UK. Fourteen staff were upskilled through extensive in-house arboriculture training and the number of apprentices within the division has grown to twenty four.



The divisions management was consolidated and re-located to new offices in North Melbourne to improve communication between business managers, operations and the rest of the company.

As part of a \$4 million capital investment initiative, a 'Lean program' was instigated to maximise customer value and return. The program eliminates waste along entire value streams, creating work flows that require less human effort, less capital and less time ultimately allowing the provision of services at far less cost, and with much fewer defects compared with traditional systems. The aim of the program is to respond to changing customer needs who seek high quality outcomes with low costs

**\$4**  
**MILLION**

CAPITAL INVESTMENT

and fast through-put times by changing the overall focus of contract management from vertical to horizontal integration.

Complimenting this new initiative has been Citywide's TRAX sset management and scheduling system, which will replace current paper based reporting, and enable scheduled work to be sent to a mobile phone device in the field. This will improve productivity, reduce administration, resulting in timely reporting by providing clients with real time information.

Despite increased competition and toughening economic conditions, the dedication, and hard work displayed by staff has not only ensured a successful year for the Open Space division but provided the groundwork for sustained growth into the future.



**17,000**  
TREES PLANTED

## IN FOCUS ▶ TOWNSVILLE

Highlighting the company's expansion into Queensland, in April 2012 Citywide commenced Open Space operations in Townsville. The contract is for five years including extensions, and covers an area that includes parks in South Townsville, Railway Estate, Hermit Park, Rosslea, Oonoonba, Fairfield Waters, Annandale, and North Shore, in addition to streetscapes on Charters Towers Road and Bowen Road. It is valued at over \$18 million over the life of the contract, and includes scope to secure additional significant variation works.

▶ **Citywide has employed 45 local Townsville residents to deliver the contract, including the Operations Manager Graham Bourke, who has been a local to Townsville for 21 years.**



Citywide employs 45 local Townsville residents to deliver the contract, including the Operations Manager Graham Bourke, who has been a local to Townsville for 21 years.

In addition to employing local residents, Citywide has invested over \$2 million on plant and equipment,

giving the local economy a significant boost.

The winning of this contract is testament to the confidence Townsville Council has in the quality of work that Citywide achieves in other regions throughout the Australian eastern sea board.

## IN FOCUS ▶ BAYSIDE NURSERY

2013 was a busy year for Citywide's Bayside Community Nursery, which was involved in a number of activities, including school programs seeking to engage students in site re-vegetation initiatives, and National Tree day, a dedicated tree planting session that attracted 80 volunteers and community members helping to plant 1500 trees.

The nursery was also involved in Arbor week and Weedbusters week, and ran a total of 229 working bees with 1187 volunteers. Throughout the year in addition to this, the nursery ran a number of volunteer sessions, which were attended by 986 volunteers.

▶ **The nursery, planted 20,000 indigenous tube stocks, 10,000 indigenous pots and over 1,000 indigenous trees.**

The Bushland crew, who work out of the nursery, planted 20,000 indigenous tube stocks back into the seven Heathland Reserves and along 17 kilometres of foreshore between Brighton and Beaumaris. The team also planted over 10,000 indigenous pots and over 1,000 indigenous trees.



**1.5**  
**MILLION**  
**TREES**  
UNDER CITYWIDE  
MANAGEMENT



## INFRASTRUCTURE DIVISION

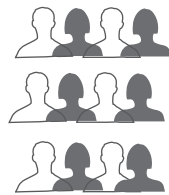
2012-13 HAS BEEN A YEAR OF STEADY GROWTH IN EMERGING AND STRATEGIC MARKETS FOR CITYWIDE'S INFRASTRUCTURE DIVISION.

The relationships our teams have formed with government and industry leaders has helped the division retain prestigious long-term contracts with a number of Victorian councils including the Hobsons Bay City Council, the City of Moonee Valley and the City of Melbourne, as well as secure a new contract with the City of Port Philip.

**8% GROWTH**  
ACROSS THE DIVISION

This increase in work has led to growth in personnel numbers, including the recruitment of graduate engineers, operations managers and administrators. To ensure Citywide staff possess the appropriate skills and capabilities needed to undertake complex civil projects, seven managers and team leaders attended a leadership training course to improve their leadership, management and personal development. The course focused on areas including strategy planning, goal

setting, self-management, problem solving, decision making, and communication, building relationships and leading team development. Citywide has already recognised the benefits to the organisation derived through ongoing staff training, and is committed to continue this into the future.



**12**  
NEW APPRENTICES

Growth in the division was particularly evident in Traffic and Events, which took possession of a new fleet of event vehicles and opened a second depot in Hallam Victoria. This followed another successful season for the team, who were involved in over sixty major Melbourne events, including the Spring Racing Carnival, AFL Football, the Moomba Festival, Anzac Day parade and White Night.

At Citywide we continue to strive to improve systems, processes and procedures, to better understand client needs and ensure industry best practice is achieved. 2012-13 therefore saw the continued rollout of RAMM, an Asset Management Solution to allow for the real time monitoring of infrastructure assets. RAMM will assist our delivery teams to better engage with clients whilst improving transparency, accountability, and the quality of works performed.



**600+**  
KMS OF ROAD  
PAVED THIS YEAR

Expanding on our active involvement within the civil industry, staff attended and presented at a number of industry forums and trade shows throughout 2012-13. This included six Municipal Works Officers Association Industry workshops, the 19th National Works and Engineering Conference, and the 9th Annual Australia Roads Summit.

Some notable achievements for the year included the completion of the largest programmed maintenance works project delivered to the City of Melbourne. This involved the construction of La Trobe Street bike lanes and major bluestone paving works on Collins, Elizabeth and Flinders Streets. The division also completed major capital works upgrades for Bayside Council and reconstructed the car park at Monash University's Clayton Campus, replacing pavement, lighting and drainage.



**392**  
FLEET VEHICLES  
(MUNICIPAL INFRASTRUCTURE)

## IN FOCUS

### ► HINDMARSH

As a testament to Citywide's hard work and dedication, the company was awarded its second contract from Hindmarsh Shire Council to repair roads affected by regional flooding in January 2011.

► **Worth in excess of \$10 million, the contract comes after Citywide completed repairs to around 120km of sealed road shoulders and 55km of gravel roads in the area last financial year**

Cartage routes to minimise damage to the local road network were developed, and environmental assessments were conducted prior to the works commencing. The project included gravel re-sheeting and culvert restoration to over 300km of damaged roadway. Although the works included a few challenges, Citywide was able to overcome these and completed the project within its designated time frame.

## IN FOCUS

### ► REGIONAL VICTORIA

2012-13 was a big year for the regional Infrastructure team, winning an extension to the East Gippsland roads contract for a further two years. The acquisition of AWD Earthmoving in July 2012 further enhanced and strengthened Citywide's road stabilisation capabilities and supported the division's continued expansion into regional Victoria. The regional team has grown to include sixty staff, and now operate in various locations throughout Victoria.

Proving the effectiveness and importance of investments in staff, a multi-million dollar slip repair works project in the picturesque Colac Otway Region was successfully delivered in trying environmental conditions on time and budget. The regional maintenance team also achieved a superhuman effort when they managed to open the Princes Highway in three days after over two hundred trees had come down during storms between Orbost and the NSW border. Other works completed included the repairs to the Jingallala Bridge and additional works to the heritage listed McKillops Timber Bridge in Victoria's Alpine region.

## IN FOCUS

### ► ASPHALT PLANT UPGRADE

In March 2013 a multi-million dollar redevelopment of Citywide's North Melbourne asphalt plant was completed, with many of Melbourne's industry and municipality leaders attending the opening.

The re-developed plant is now the most environmentally sustainable facility in Australia and produces some of the 'greenest' asphalt products in the Southern Hemisphere.

Incorporating low emissions technology and increased recycling capacity, Citywide's production of environmentally friendly asphalt results in less carbon being produced along the supply chain. The upgraded plant supplies a range of sustainable asphalt products to infrastructure projects Victoria-wide, helping governments achieve emission reduction targets without compromising on quality or consistency.

The redevelopment follows Citywide being the first to offer the Australian market Greenpave, which achieves a 30% reduction in fume emissions and a 30% reduction in greenhouse gases.

Thanks to substantial investments in lower emission asphalt and advanced processing technologies, Citywide has already delivered significant environmental benefits, saving Victoria the equivalent of over 400 tonnes of CO2 emissions annually.





## ENVIRONMENTAL

Contributing to Citywide's strong growth in 2012/13, the Environmental division secured several new Commercial Waste contracts. These range from high volume three year waste disposal contracts at the Dynon Rd Waste processing facility right to a three year contract with Kangan Institute managing the college's waste collection and disposal.

Citywide has a reputation for high quality and consistency in its waste and street cleansing services, as well as beneficial relationships with community stakeholders. These key differentiators have helped the division maintain a number of strategic long-term contracts that underpinned its performance.

2012-13 marked the six year anniversary of Melbourne's Queen Victoria Market contract and the seven year anniversary of the Melbourne based Manningham City Council contract. This financial year is also the seventeenth year of continuous service on the City of Moreland and City of Melbourne waste collection contracts. Looking to the future, these long-term contracts and strong customer relationships will remain a key focus for the Environmental division as it strives to build on new opportunities.

Throughout 2012/13 the Environmental division continued to invest in personnel, with all Business Unit Managers and Operation Managers taking part in a coaching program to enhance their personal leadership skills. Twelve supervisors also participated in a ten week supervisor training course.

To enable the division to expand its commercial operations, a number of purpose built waste management vehicles were purchased. The Street Cleansing Business also commenced a new 'dry hire' business and has already commenced hiring street sweepers to the Shire of Benalla and La Trobe Councils.



**200,000**  
**TONNES OF WASTE**

PROCESSED AT DYNON ROAD



**450**  
**FRONT LIFT BIN**  
CLIENTS IN MELBOURNE

## IN FOCUS

### ▶ QUEEN VICTORIA MARKET

Melbourne's Queen Victoria Market is a high profile tourist destination and local meeting place that attracts 10.5 million visitors a year. Citywide has been providing cleaning and waste management services to the site for six years and is proud of the strong relationship that has been developed with Queen Victoria Market management.

### ▶ Citywide have been providing cleaning services to the QVM for six years

Innovative waste management techniques such as the use of an on site recycling station, which reduced the time and space required to transport cardboard to the transfer station, has set the Citywide team apart as industry leaders. Our care, commitment to innovation and quality helped the Environmental division secure a two year extension to the markets waste management contract last financial year.



**16%**  
**GROWTH IN PAPER & CARDBOARD BUSINESS**  
IN THE PAST 12 MONTHS

## IN FOCUS

### ▶ MELBOURNE, MORELAND AND MANNINGHAM

The Cities of Melbourne, Moreland and Manningham's waste contracts are a testament to Citywide's focus on long-term client relationships. All of the contracts have been held by Citywide for many years and have continued to perform strongly despite increased market competition.

### ▶ Held for six years, with a one year extension, encompassing just under half of the municipality (over 32,000 homes)

The City of Moreland contract was rewon by Citywide in 2011 after seventeen years of consistent service delivery.

The contract is for eight years and encompasses just under half of the municipality (over 32,000 homes). Citywide will continue to provide high value service levels in accordance with the Council's 'best value' framework and the Moreland Waste and Litter Strategy.

Citywide's ongoing relationship with key clients reflects our sincere efforts to establish long-term partnerships based on transparency and mutual gain. These contracts are a credit to Citywide's staff and to our clients, who put their trust in us.

It is success stories like these that best illustrate the Company's outstanding 90% contract retention rate.



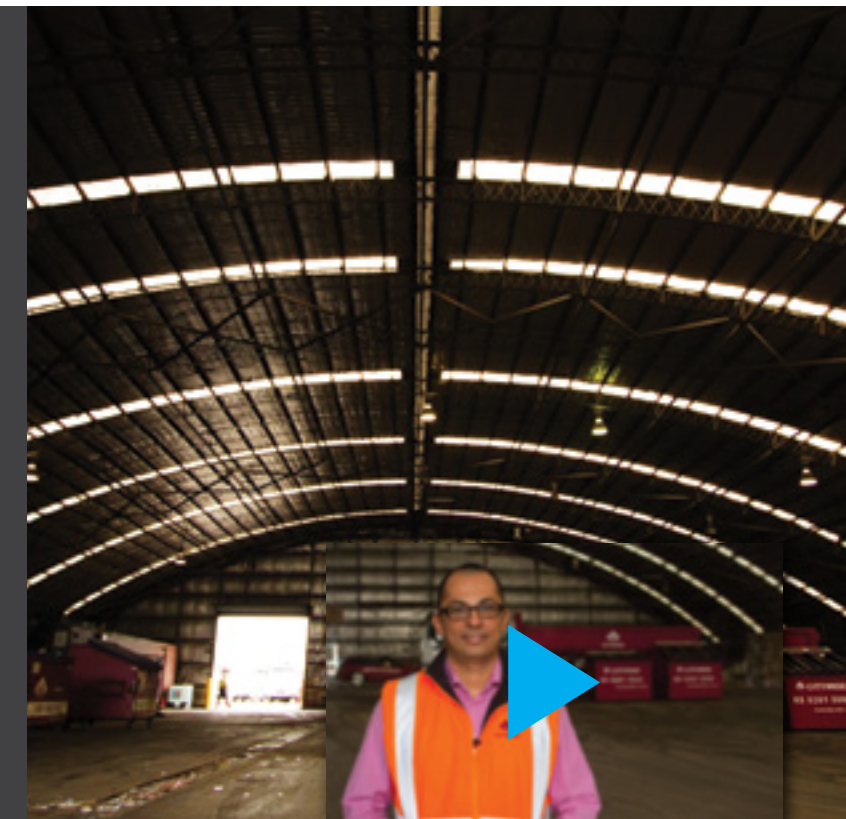
**20,000,000**  
**BLACK BALLOONS**  
PREVENTED FROM ENTERING THE ATMOSPHERE

## IN FOCUS

### ▶ DYNON ROAD TRANSFER STATION

Citywide's Dynon Rd Transfer Station is Victoria's largest waste processing facility and provides waste management services to various local government and commercial clients. The waste streams processed through the facility generally consist of municipal waste, commercial and industrial waste (putrescible waste), as well as multiple recycling streams such as paper and cardboard, steel and organics. It is of significant strategic importance to the Environmental division as the team expands its municipal and commercial waste businesses.

The transfer station has continued to grow in 2012-13 in a number of areas and waste volumes have risen to approximately 200,000 tonnes per annum. To support in commercial waste Citywide has introduced a seventh prime mover and trailer, and a fourth front lift truck in addition to setting up dedicated paper and cardboard runs in both the Front Life and Trade Waste contracts.



**WATCH THE VIDEO**





WATCH THE VIDEO

## NORTHERN REGION OVERVIEW

THE 2012-13 FINANCIAL YEAR HAS BEEN ONE OF STRONG GROWTH FOR THE NORTHERN REGION, WHICH EXPANDED ITS OPERATIONS TO INCLUDE CIVIL CONSTRUCTION AND LANDSCAPING, IN ADDITION TO ITS OPEN SPACE SERVICES.

The Region's in-house competencies and the reputation of Sterling Group, Citywide owned landscape and sportsfield maintenance provider, has helped secure long-term contracts and establish a strong brand presence in

# 1700 HECTARES

OF OPEN SPACE UNDER MANAGEMENT IN THE NORTHERN REGION

Sydney, Townsville and Canberra. Five contract extensions were negotiated, including a two year extension with the University of Western Sydney, a three year contract extension with the National Capital Authority in Canberra, and a one year extension with the City of Sydney's prestigious Living Colour floral display. Continuing to grow, the Northern region also secured various civil projects, new landscape projects in Sydney, and tree maintenance works across New South Wales and Canberra.

This expansion across the region prompted the re-development of the

Huntingwood offices into a Northern Regional Hub in May 2013.

The new offices enable the centralisation of services and allow for better communication between all operations managers.

► **Citywide aims to capitalise on its strong brand presence and recent growth to expand into the Central Coast, Brisbane and the Gold Coast.**

The company has also been heavily investing in staff and an extensive personnel program is currently being developed with the region's new People & Culture representatives. As the division continues to build its civil infrastructure and landscape construction capabilities whilst developing its existing operations, it is critical that new personnel be recruited to fill key service roles.

The region currently employs over 200 staff, however by the end of 2013 it is estimated this will dramatically increase.



## 225 STAFF

IN THE REGION

In response to market needs, 2012 witnessed the northern region's services offering broadening to include the delivery of civil services including infrastructure and landscaping to local government and roads authorities. Dedicated infrastructure staff including project managers, estima-

tors and engineers, were hired and housed across Citywide's two major Sydney depots in Zetland and Huntingwood.

Building on the strength and knowledge of the company's infrastructure services, the northern team recorded an early win servicing a road re-sheeting contract for Sydney's M4 motorway.

► **Over the coming years, the focus of our northern operations will be to continue to build on its strong client relationships, and to forge new opportunities delivering integrated services deep into New South Wales and Queensland.**

# 29.67% INCREASE IN SALES

FROM 2012 IN THE NORTHERN REGION

By the end of the financial year, the newly created team had successfully undertaken works on behalf of a number of clients delivering civil landscaping and infrastructure projects across the metropolitan area.

In the years to come, the region will continue to build on its strong client relationships and will represent one of the key growth areas for Citywide.

The region aims to capitalise on its strong brand presence and recent growth to expand into the Central Coast, Brisbane and the Gold Coast.



WATCH THE VIDEO

## IN FOCUS

### ► NATIONAL CAPITAL AUTHORITY CONTRACT

When it comes to providing open spaces services to an iconic and prestigious Australian landmark, Canberra's National Capital Authority is Citywide's 'Jewel in the Crown.' The NCA's territory spans approximately 120 hectares covering world renowned parklands and gardens including the Parliamentary Triangle, the National Rose Garden, the Commonwealth Gardens, Action Peninsula, King's Park and Old Parliament House.

Originally awarded the maintenance and management services contract in April 2010, Citywide's team has diligently worked to reinvigorate our capital's horticultural appeal, and provide a standard of service reflective of the site's significance. Encompassing a range of both native and exotic plants throughout the diverse parkland settings, the NCA's crowning glory is its 10,000 roses sprinkled throughout the 'Old Parliament House Rose Garden' and the 'National Rose Garden'. Working with the 'Friends of the Rose Garden' volunteer group, Citywide has been striving to nurture these historic gardens back to health and back to their former glory. Our teams have undertaken numerous initiatives to enhance the overall ambience of the gardens, including new planting programs, site maintenance, the restoration of seating pavilions, pergolas, pathways, gateways and the resurfacing of the tennis courts and bowling green.





## OUR WORKPLACE

Citywide's workforce has continued to expand and now numbers over 1200 employees. Our workplace profile has remained constant with a dominant male workforce in full-time employment and the majority of staff employed in the Open Space services.

In order to develop and retain the best people Citywide has commenced a number of new initiatives. Some of these include:

- ▶ **Leadership Development Plan:** A year long coaching program designed to enhance the personal effectiveness of leaders, both at an organisational and personal level.
- ▶ **Emerging Leaders Program:** This was introduced for twelve employees in management roles and involved one on one coaching to develop their core leadership values and provide them with tangible tools and resources to apply both in the workplace and their personal lives.
- ▶ **People Leadership Capability Model:** The implementation of required software (SONAR), which is an online performance management system.
- ▶ **Mature Workforce Strategy:** A program to facilitate transitions to retirement

In addition to these, we will be continuing our health and well-being program, which targets specific education and activities to support positive lifestyle choices as a way of pre-

venting chronic illnesses and injuries. We will also be distributing a cultural engagement survey to understand employee's views on the company's direction, working effectiveness, values, structure and other key citywide initiatives.

- ▶ **The health and well-being program targets specific education and activities to support positive lifestyle choices as a way of preventing chronic illnesses and injuries**

It has been a conflicting year for Citywide in terms of its safety performance. Our new measure of Safety with Injury Frequency Rate (SIFR) came in at 69.63 which is well below our target of 88. In order to continuously improve in our safety performance, Citywide will adopt a measure of Total Recordable Injury Frequency Rate (TRIFR) to provide a broader of scope of incidents in the future.

## CITYWIDE VALUES



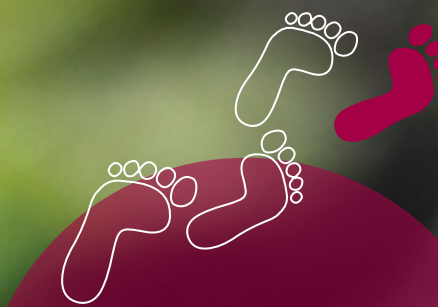
**WATCH THE VIDEO**

## OUR ENVIRONMENT

As a company that works closely with the environment, Citywide is committed to reducing its carbon footprint by measuring and recording emissions, energy use, water use and waste production and collection according to the National Greenhouse Energy Reporting Scheme.

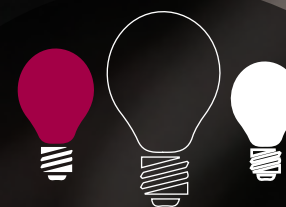
Sustainability is a company philosophy, and we continue to be an industry leader, employing water minimisation technologies in heritage listed gardens and investing in low emission vehicles, plant and asphalt products.

We also have a green purchasing policy in place, which ensures a green alternative is investigated when making all purchases.



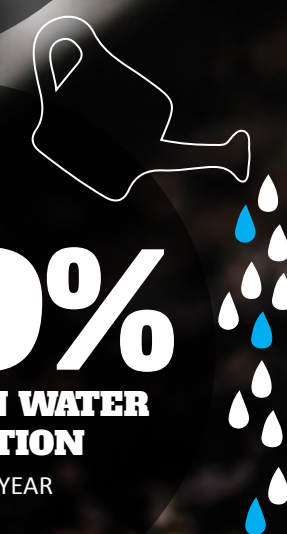
# 13.2%

**REDUCTION IN CO2 EMISSIONS**  
FROM PREVIOUS YEAR



# 16.2%

**REDUCTION IN ENERGY CONSUMPTION**  
FROM PREVIOUS YEAR



# 18.9%

**REDUCTION IN WATER CONSUMPTION**  
FROM PREVIOUS YEAR



## OUR COMMUNITY

CITYWIDE IS DEDICATED TO PLAYING AN IMPORTANT ROLE IN ENHANCING QUALITY OF LIFE, AS WELL AS SHAPING, CLEANING, REPAIRING AND MAINTAINING THE SPACES IN WHICH AUSTRALIAN COMMUNITIES INTERACT.

Each year the company supports a number of social programs and encourages the participation of Citywide employees in community life through sponsorships and flexible work arrangements.

Over the years, Citywide has developed a positive culture based on high outcomes delivered through dedicated levels of service. Our desire to deliver meaningful outcomes both to business and to community are at the heart of all our strategies.

Shaping sustainable landscapes is about providing local communities with the means and the tools to make a positive impact on their surrounding environment. As such, Citywide believes it has an important role to play in enhancing the quality of life for all.

Community engagement is an interactive process that provides an opportunity for community members to be involved in the development of ideas, concepts and/or proposals as part of the greater decision making processes.

### In 2012-13 Citywide sponsored 25 community organisations and initiatives across Australia including:

- ▶ North Brunswick Junior Football Club
- ▶ Annual Charity Golf day
- ▶ Rosebud Football and Netball Centre
- ▶ Helping Hand
- ▶ Daniel Valente Golf Day
- ▶ Relay for life
- ▶ The Age Run Melbourne
- ▶ Governor's Conservation Charity Gold Pro Am
- ▶ Live for \$2 per day
- ▶ Kiss Goodbye to MS
- ▶ Biggest Morning Tea

- ▶ Circus Quirks for Melbourne's Special Needs and Disadvantaged Children
- ▶ Family Life Open Garden Day
- ▶ Box Hill Hawks Player Sponsorship
- ▶ Le Page Primary School tree and shrub donation
- ▶ Spring Fling
- ▶ Malvern Primary School Spring Fair
- ▶ East Melbourne Community Jolimont Festival
- ▶ Sunshine Festival
- ▶ Chelsea Football Club
- ▶ Marlow Primary School Fete
- ▶ South Eastern Titans
- ▶ Angela Taylor Fun Run
- ▶ Arboriculture Australia
- ▶ Bendigo Cricket Club Player Sponsorship



**400+**  
VOLUNTEERS  
IN ACT & VIC

**25**

COMMUNITY ORGANISATIONS  
SPONSORED  
ACROSS AUSTRALIA



**800+**  
VOLUNTEER  
HOURS IN ACT & VIC



**MARK BIRRELL**  
Chairman

Mark has deep experience as a Company Director and lawyer. He is the Chairman of the Port of Melbourne Corporation and of Post-Super Pty Ltd. He also chairs the peak industry body, Infrastructure Partnerships Australia. Mark is a Fellow of the Australian Institute of Company Directors and, amongst his other roles, is Deputy President of the Victorian Employers Chamber of Commerce & Industry.



**HON. JOHN M BRUMBY**  
Director

John was Premier of Victoria from 2007 – 2010 after spending seven years as the State's Treasurer. He is currently the Chairman of the Motor Trades Association of Australia Superannuation Fund Pty Limited, a Director of Huawei Australia and a Vice-Chancellor's Professorial Fellow at both the University of Melbourne and Monash University.



**ANDREA WATERS**  
Director

Andrea is an experienced auditor, accountant and Non-Executive Director. She is a Fellow of the Institute of Chartered Accountants and a member of the Australian Institute of Company Directors. She is a former partner with KPMG, a Director of the Institute of Chartered Accountants in Australia and the Lord Mayors Charitable Foundation. She has previously been a Director of Cancer Council Victoria.



**JANICE VAN REYK**  
Director

Janice is a Non-Executive Director of Melbourne Water, Port of Melbourne and Northern Territory Environment Protection Authority. She is experienced in environmental and stakeholder issues on infrastructure projects and public policy in the water, energy, waste and transport sectors. She is a member of the Environment Institute of Australia and New Zealand and a Fellow of the Australian Institute of Company Directors.



**PRUE WILLFORD**  
Director

Prue has extensive experience in the financial services sector, including as CEO of The Australian and New Zealand Institute of Insurance and Finance, and senior leadership roles at National Australia Bank and State Trustees. She has a long history of community involvement and volunteering. A graduate of the Australian Institute of Company Directors, she has previously been the Deputy Chancellor of Victoria University.



**PETER LOWE**  
Director

Peter is a fellow of CPA Australia and member of the Australian Institute of Company Directors. He is currently a Director of United Energy Distribution Holdings Pty Ltd, Multinet Group Holdings Pty Ltd, Snowy Hydro Limited and Aurora Energy Pty Ltd. Peter has extensive senior management experience in all aspects of finance including Chief Financial Officer for both Australian and US public companies in the energy utility sector.



**KERRY OSBORNE**  
Managing Director

Kerry is Chairman of the New Zealand Victoria Business Group (NZVBG) and is a Fellow of the Australian Institute of Company Directors. He has held a number of senior positions in the construction and maintenance industries in both Australia and New Zealand including Chief Executive of Eastworks (a NZ based roads and municipal services company). He is also a member of the Planning and Development Committee at Melbourne's Shrine of Remembrance.

## DIRECTOR PROFILES





## CORPORATE GOVERNANCE

CITYWIDE'S BOARD IS COMMITTED TO A HIGH LEVEL OF CORPORATE GOVERNANCE AND FOSTERING A CULTURE THAT VALUES ETHICAL BEHAVIOUR, INTEGRITY AND RESPECT. GOOD CORPORATE GOVERNANCE IS THE HALL-MARK OF SUCCESSFUL COMPANIES – IT ADDS VALUE TO THE COMPANY THROUGH EFFICIENT OVERSIGHT AND RISK MANAGEMENT, WHILE ENCOURAGING INNOVATION AND ENTREPRENEURSHIP.

Citywide's Board recognise the need for excellence in corporate behaviour and accountability in order to fulfil its responsibilities to the Group's stakeholders who include its shareholders, customer, suppliers, employees, the community and the environment.

The Board has established a Code of Governance Practices to ensure it is well equipped to effectively and efficiently discharge its responsibilities. Amongst other things, the code covers the function, composition, nomination, performance and remuneration processes of its Directors together with the reporting obligations of the Group and requires the Chairman to review the individual performance of each of the Directors.

The Board consist of seven Directors, six independent non-executive Directors, including the Chairman, and an executive Managing Director. The Directors bring a balance of skill, expertise and diversity to assist the Group to meet its strategic objectives.

Non-executive Directors meet periodically, in line with better governance, without the Managing Director, or other management present. In accordance with the Company's Constitution, one third of the Directors must retire each year, however if eligible, may offer themselves for re-election.

The Board is actively involved setting the strategic direction of the Group, as well as reviewing the current performance on a monthly basis, with the overall vision to achieve increased growth.

As part of this process, the Board has three committees - Remuneration, Audit and Finance and Risk Sustainability.

These committees have their own written charter setting out the role, the responsibilities and the manner in which they operate. Each is comprised entirely of non-executive Directors who provide support to the full Board by giving a professional and skilled focus in each of the three areas. All matters determined by committees are submitted to the full Board for consideration.

The Managing Director is an ex officio attendee of all Board Committees. The Chief Financial Officer is an ex officio member of the Audit and Finance Committee and the Risk and Sustainability Committee. The Executive Group Manager People and Culture is an ex officio member of the Remuneration Committee.

The Board has agreed policies and procedures in the event that actual or potential conflicts arise between the interests of the directors and those of the Group.

Directors and Board Committee members have the right (in connection with their duties and responsibilities) to seek independent professional advice at the Company's expense. This is subject to the prior approval of the Chairman of the Board, which will not be unreasonably withheld.

As Governance is a major area of Board responsibility, the Board is also fully informed on issues relating to Strategy, the Environment, OH & S, Legal Compliance, Finance, Treasury, Corporate matters, and sets policy in these other areas of the business.

## OUR FUTURE

At Citywide, we have always set out to provide our customers with world-class services.

Across our three divisions, the Company administers over 140 open space, infrastructure and environmental contracts throughout Victoria, New South Wales, Queensland and the ACT.

Citywide's impressive performance is largely attributable to four key factors: effective integration of acquisitions into the business model, successful tendering for work in new markets, the determined pursuit of capital and variation works, and the ongoing management of overheads.

Underpinned by a dedicated workforce who is empowered to innovate, the company has enjoyed sustained double digit growth for over 12 years.

This has helped Citywide extend its reach beyond its original geographic boundaries.

**Today the company finds itself providing services that directly or indirectly touch the lives of over 10 million Australians.**

Who would have thought that an organisation with such humble beginnings would grow to become an industry leading force, driving innovation, and setting the standard in service levels and businesses practices?



### ► Investing in our people

It is through the dedication, skills and initiative of our people that Citywide has prospered and will continue to move ahead. Without the stewardship, commitment and talent of our people, Citywide simply could not have become the company it is today. We recognise the importance of identifying, training and developing our company's best people to take our business to new heights.

### ► Investing in customer relationships

We believe in long-term relationships. We understand the value of our customers and suppliers and are committed to open and transparent relationships that benefit all involved.

It's essential for our business to work closely with these key stakeholders to enable us to grow and prosper. It's for good reason that we aim to be the most customer-orientated services provider in the industry.

### ► Investing in innovation

Investing in innovation is a sound foundation for the future of Citywide and is critical to our success. As the market becomes increasingly competitive, we will continue to provide high quality services that achieve the operational and financial needs of our clients, are beneficial to the surrounding environment, and help distinguish Citywide as an industry leader.

### ► Investing in technology and capital equipment

As custodians to some of this country's most iconic assets, Citywide values quality equipment and technology. We are proud to be market leaders, and want to remain at the forefront of our industry. To do so, we invest heavily in plant and equipment when establishing operations in new markets, or to enhance our service offering throughout current contracts.





# CITYWIDE

**Registered Office**

Citywide Service Solutions Pty Ltd

ABN 94 066 960 085

Level 1, 150 Jolimont Road, East Melbourne 3002

p. 61 3 9261 5000

**New South Wales**

41 Huntingwood Drive, Huntingwood NSW 2148

p. 61 2 9662 9900

**Queensland**

381 Woolcock Street, Garbutt, QLD, 4814

p. 61 7 4771 7301

**After Hours Support** 1300 136 234

[www.citywide.com.au](http://www.citywide.com.au)

**f t in**