



Green Cross Australia

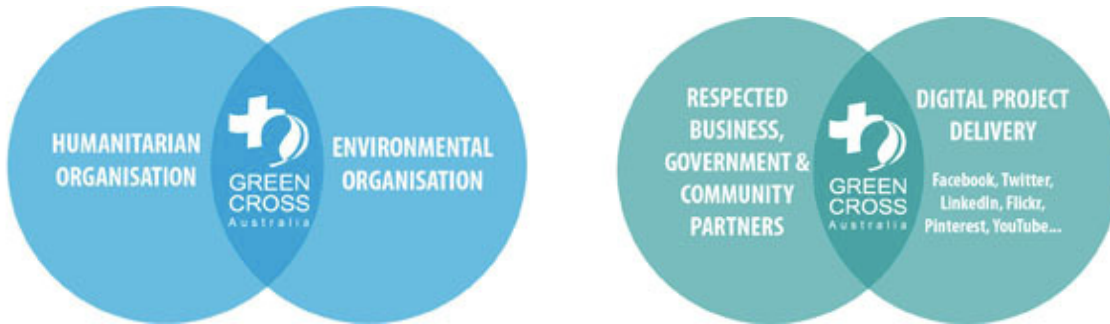
2016 Annual Report



ANNUAL REPORT FOR THE YEAR ENDED 31 DECEMBER 2016

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Green Cross Australia offers ideas, collaborative networks and digital platforms that build resilient communities.

We change mindsets by catalysing local risk awareness.

We change practices by encouraging self-reliance and convening collaborative adaptation responses.

We are Australia's most awarded digital non-profit

Our mantra is: Think + Act + Share = Change

Green Cross Australia works with respected business, research, community and government partners to cultivate resilience, environmental sustainability and wellbeing through digital networks and collaborative partnerships. We are not an advocacy group – rather we embrace collaboration to achieve impact.

Our aim is to shift values towards a secure and sustainable future.

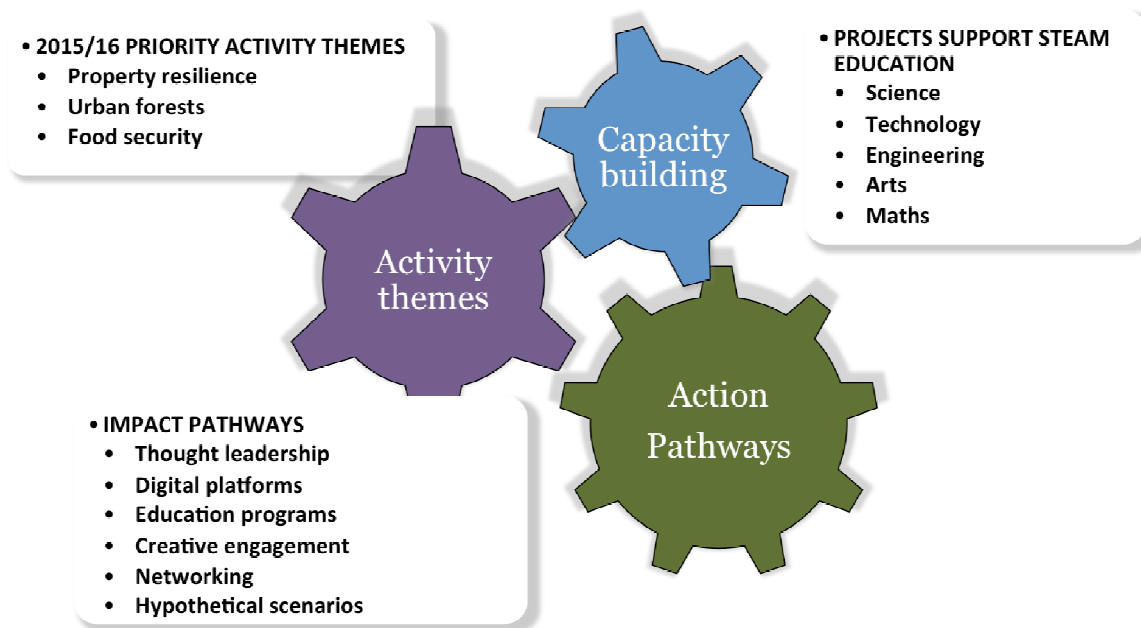
We are proud members of an international network with a distinctive history. In 1993 Mikhail Gorbachev founded Green Cross International in order to create a new approach to solving the world's most pressing environmental challenges by reconnecting humanity to the environment. Over 30 Green Cross offices around the world work towards this vision.

After Mikhail Gorbachev's inspiring participation in the 2007 Brisbane Festival, our Australian office was born with bi-partisan support from the Premier of Queensland and Lord Mayor of Brisbane. Since 2007, we have continually refined our core purpose of cultivating sustainability and resilience to build prosperity through a changing climate.

Green Cross Australia builds innovative digital projects that educate and empower the people to share our vision and to take positive action at home, in schools and businesses, and in the community. Our business, community and research partnerships draw together leaders and their organisations towards our vision of a more resilient Australia. We know we are making an impact because we track the on-the-ground activities of our network participants using cutting-edge digital mapping technologies.

CSIRO research shows that 81% of Australians believe that climate change is happening. While 47.3% of them consider it a result of human activity, 42.2% believe it's solely the result of natural temperature variability. Whatever our belief, Australians know we need to prepare for a very different 21st century.

Below we share our impact delivery model and priority areas of work.



OUR FUNDING MODEL

Green Cross Australia programs are funded by philanthropic, corporate and government grants, consulting services, and public donations.

Building modest seed funding from Brisbane City Council and the Queensland Government, we have raised over \$5.0 million since 2008. We have invested these resources in robust, scalable platforms and lasting partnerships that bring our programs to life in different places and sectors.

Following the decline in revenue in 2014, we transitioned to a nimble model with tight operating costs and contemporary project delivery capacity through outsourcing services. This model ensured that during the 2016 year the organisation had sufficient funds to continue to operate and have significant impact on our focus areas.

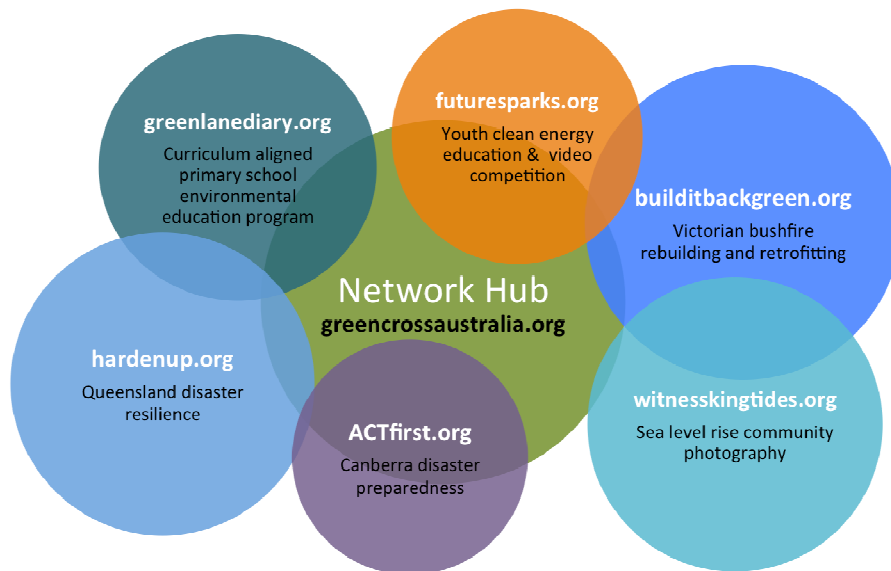
We remain committed to growing a leveraged business model. A number of highly regarded corporate, research and community volunteers supplement the voluntary contribution of our outstanding Board of Directors and Advisory Panel. We are grateful for the role they play in shaping our vision, strategy, relationships and projects.

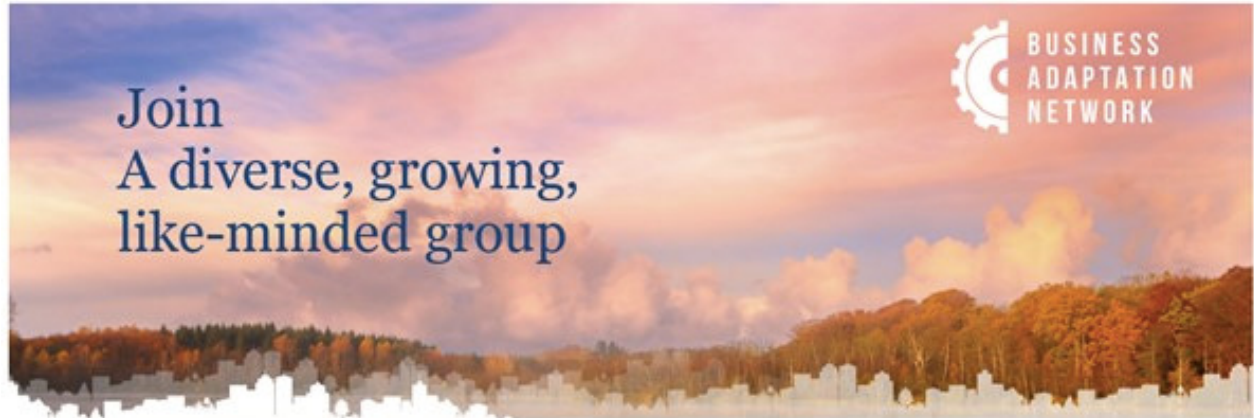
We continue to be grateful for the vote of confidence of members of Green Cross Australia's Business Adaptation Network (BAN), whose activities are reviewed below. BAN member fees are enabling our property resilience, urban forest and food security agendas to find traction in the corporate sector, which also enhances community prosperity.

PROJECTS

Our powerful digital network has reached over 570,000 people and continues to scale as new and existing audiences are empowered to adopt resilient practices. Thanks to the many hundreds of people who have offered photos, case studies, research findings and severe weather tips along the way! Your stories are part of our digital landscape and are empowering others to follow your lead.

Visit our websites to find out how you can contribute to a resilient Australia.





Business Adaptation Network – a community of resilience practice

Business Adaptation Network (BAN) as a place where best adaptation practice can be shared to mainstream responses and lift our nation's resilience to the impacts of climate change. BAN is Australia's only business climate change adaptation and resilience network.

Working with Green Cross Australia, BAN is a group of diverse, yet like-minded organisations united in their forward thinking when it comes to climate adaptation. It's all about practical, informed action. Climate change presents opportunities as well as challenges. Foresight is crucial.

During 2016, BAN continued to be active due to the tireless efforts of several of our directors. We now have over 20 members from diverse sectors who share a passion for sharing positive adaptation responses and learning from each other.

Business Adaptation Network activities in 2016 included:

NCCARF Research

During 2016 the National Climate Change Adaptation Research Facility released its much awaited coastal climate adaptation tool, "CoastAdapt". Green Cross Australia partnered with Griffith University to support development of business adaptation case studies that offer guidance about best practice adaptation. Several Business Adaptation Network members collaborated with the research team to ensure their climate resilience investments were profiled effectively to support scale-up of similar projects across Australia. The CoastAdapt tool is the Australian Government's principle response to supporting adaptation across our coasts where the risks of sea level rise and storm surge are intensifying. Green Cross Australia is a proud contributor to the initiative.

ANZ BAN workshop

In February Green Cross Australia worked with ANZ Bank to support the 'Your Resilience Questions Answered: Resilience and Investment Workshop'. Around 50 Business Adaptation Network and Investor Group on Climate Change, representatives of local councils, and other Sydney stakeholders gathered to explore funding models that support investment in climate resilience. Speakers included Cath Bremner, ANZ Global Head of Sustainable Finance Solutions, Bec Dawson, City of Sydney Chief Resilience Officer, and Dr Graham Sinden, Senior Manager of Climate Change and Sustainability Services for Ernst & Young. The workshop explored what adaptation funding needs in metropolitan Sydney, options for funding projects, and what gaps exist in bond standards.

Investor Group on Climate Change workshop

Green Cross Australia collaborated with the Investor Group on Climate Change to deliver the second IGCC adaptation finance workshop held in Australia in September 2016. The 'Climate adaptation finance: Path to Market' workshop was hosted in Melbourne by Australia Post and involved 60 stakeholders from the finance, local government, property and infrastructure sectors. The aim of this workshop was to create a path to market for catalytic climate adaptation projects, aligned to policy across all levels of government, and heighten investor and asset owner/manager focus on adaptation finance options. The workshop explored: government planning structures and responsibilities and the role of private sector adaptation finance; the role of the insurance industry in catalysing adaptation; climate-proofing new and existing infrastructure and property investments; exploring new adaptation investment opportunities and the need for innovative finance structures.

Legal Liability, Disclosure and Fiduciary Duty

At this Green Cross Australia Business Adaptation Network event, three industry experts presented a clear message that asset owners need to begin taking responsibility of adaptation. Asset managers need to understand how a changing climate will affect the viability of their assets and business profitability. They need to disclose this information to stakeholders and show how they are managing these risks to avoid future liability.

Emma Herd, CEO of the Investor Group on Climate Change, highlighted that it is increasingly necessary to show how companies are decarbonising their assets and managing the cost of adaptation. There are a growing number of investors seeking decarbonised products through low carbon related investments and values-based investments. Major investment houses, with over \$24 trillion under management, have already recognised this emerging risk and have signed an agreement to consider climate change in their investments.

Ms Herd recommends that when asset owners are considering investments, they should look through an 'adaptation lens'. She suggests using a 'two degrees stress test' to assess how your investments and organisation will continue to operate and profit when the temperature rises by 2 degrees. In this way she says, risks can be identified early and be properly managed.

Sarah Barker, Special Counsel at Minter Ellison, said, "Avoiding or being skeptical about climate change is no longer an excuse for inaction." Executives have a fiduciary duty to ensure these risks are managed. Ms Barker suggested that management and executives follow the four E's:

- Educate - understand the issues around climate change.
- Enquire - what does it mean to the organisation and management.
- Examine - examine the reports.
- Evaluate - critically evaluate the reports and take required action.

Mark Baker-Jones, Partner at Dibbs Barker, added that asset owners should consider liability risk. He clarified stating, "If you fail your fiduciary duties by not disclosing your risks, then you expose your organisation, and yourself personally, to compensation due to a third party loss or suffering".

Climate adaptation finance workshop: Path to market

Progressing catalytic investments in climate adaptation

Led by the Investor Group on Climate Change and supported by Green Cross Australia's Business Adaptation Network and kindly hosted by Australia Post in Melbourne. This workshop was also supported by Griffith University and the National Climate Change Adaptation Research Facility.

Climate adaptation finance is an emerging investment area within the growing climate finance market, but is not yet mainstreamed in the Australian investment market. Estimates of global investment for adaptation range between US\$20-25 billion a year, leaving a US\$60-100 billion per annum investment gap. Adaptation investment in Australia is as yet slow and unquantifiable, due to its undefined nature. Some large scale iconic investments are showing the way (for example Barangaroo and the Brisbane Airport).

As part of the workstream of the Adaptation Working Group, IGCC, in conjunction with Green Cross Australia's Business Adaptation network, convened a major multi stakeholder workshop on Climate Adaptation Finance. The workshop drew together 60 key individuals from the investment and banking sectors, insurance, climate science, consultants, academia, industry associations, telecommunications, water utilities, Department of Defence, and representatives from the three levels of government.

The intent of the workshop was to explore mechanisms for innovative climate finance structures for real world catalytic climate adaptation projects, heighten investor focus on adaptation finance and develop a set of priority policy engagement areas for IGCC. A report detailing insights from the workshop and adaptation investment opportunities will be released in early 2017.

More here: <http://www.greencrossaustralia.org/our-work/climate-adaptation/business-adaptation-network.aspx>

Primary School Students embark on 2015/16 Green Lane Diary program

The Green Lane Diary is a web-based resource inspiring primary school children to take every day environmental actions to make a difference. Any school was able to access an electronic version of the diary and scrapbook and complete it at any stage of the 2015/16 year. We are grateful for the participation of teachers and students who took up the challenge to complete the diary in this new format and sent their completed diaries to us.

Because we received no funding support for this fantastic project, resources were developed with significant in-kind support from our core web development partner Zeroseven's lead designer – we are grateful!



AWARDS

Green Cross Australia programs have won the following awards and recognition:

- 2014 National Sea Change Task Force “Australian Coastal Awards” Highly Commended – Community Engagement www.witnesskingtides.org
- 2013 National Climate Change Adaptation Research Facility (NCCARF) “Community Champion Award” www.hardenup.org
- 2013 - NCCARF project funded by the Australian Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education - “[Climate Change Adaptation – Good Practice Case Study](#)”
- 2012 Interactive Media Council (New York) “Outstanding Achievement Award” Environment category: www.hardenup.org
- 2012 Interactive Media Council (New York) “Outstanding Achievement Award” Environment category: www.witnesskingtides.org
- 2012 Banksia Award Finalist, Education Category, Green Lane Diary www.greenlanediary.org
- 2011 Runner Up, Special Edition of the Year, Publishers Australia Excellence Awards, Green Lane Diary www.greenlanediary.org
- 2010 Interactive Media Council (New York) “Best in Class Award” Environment category: www.builditbackgreen.org
- 2010 Australian Web Awards (Sydney) “Best Education Website”: www.greenlanediary.org
- 2010 Interactive Media Council (New York) “Outstanding Achievement Award” Kids/Charity categories: www.greenlanediary.org
- 2009 Interactive Media Council (New York) “Outstanding Achievement Award” Community category: www.extremeweatherheroes.org

FUTURE DEVELOPMENTS

The key objective of the 2017 year is to refresh and expand the Board membership to reflect changes to both existing Directors commitments and enable new Directors to come on board.

Concurrently, the Board has been continuing to analyse and assess the scope and focus of the next stage of Green Cross Australia activities. This process has been informed by the pro-bono inputs from a number of key individuals in the Australian urban industry.

DIRECTORS' REPORT

Your directors present their Annual Report on the financial statements of Green Cross Australia for the year ended 31 December 2016.

PRINCIPAL ACTIVITIES

Green Cross Australia is a non-profit organisation dedicated to empowering a resilient Australia, inspired by our founder Mikhail Gorbachev and his longstanding commitment to environmental conflict resolution and sustainable development.



OBJECTIVES AND STRATEGIES

The Company's long term objectives are to empower students, households and businesses to become resilient to natural disasters and the gradual impacts of our changing climate including sea level rise, temperature and rainfall trends. Our programs encourage self-resilience, sustainable practices and community spirit to build local resilience.

Our short term objective is to scale up each of our online platforms and related events programs to maximise the leverage and impact achieved through significant fixed cost website investments. We aim for excellence. We have won 9 major awards for our programs since 2009, and our programs have reached over 570,000 Australians.

Green Cross Australia's core strategy is to employ a networked partnership model boosted by strong digital communications to achieve behaviour change and investments in resilient communities and infrastructure. We work partner with the research community, businesses, community partners and all levels of government to achieve our aims. Through large-scale partnerships we offer interactive online educational resources that inspire the community to take practical responses that cultivate climate resilience. We measure of our impact by tracking community/business responses to our inspiring programs.

Each of our websites creates a program of on-the-ground events around it, working with our partners. These events include community workshops, school based activities, presentations at conferences, working with developers to build a culture of resilience for new residents, local film nights, corporate volunteering programs, and "Hypothetical" style events where local government, business and community leaders come together to address shared risks. We also consult to local governments on imaginative ways to engage their communities on climate adaptation and disaster resilience.

The Business Adaption Network (BAN) is Australia's only business climate change adaptation and resilience network. We offer member organisations a rare opportunity - for networking; for information; for support; for keeping in the loop. Working with Green Cross Australia, BAN is a growing group of diverse, yet like-minded organisations united in their forward thinking when it comes to climate adaptation. Green Cross Australia has a history of bringing together businesses from different sectors in creative projects. Together our mantra is Think + Act + Share = Change. It's all about practical, informed action. Climate change presents opportunities as well as challenges. Foresight is crucial. And that's exactly why BAN exists.

DIRECTORS' REPORT (Cont)

We operate a nimble and resilient funding model under the leadership of a dynamic Board of Directors who share the organisation's values and purpose. This model enables outsourced project delivery with minimal recurring operating costs.

OPERATING RESULTS

Net result from the company's activities for the year ended 31 December 2016 was a deficit of \$19,960 (deficit of \$18,139 in 2015).

REVIEW OF OPERATIONS AND FINANCIAL POSITION

The Company has evolved its business model since it was founded in 2007, through the Global Financial Crisis and more recently in response to changing government sentiment about climate change which reflects available funding to support its innovative community engagement programs. We continue to be ready to shift gears again if the political climate shifts back to proactive action on climate change.

Early days

During 2007 the Company developed its corporate governance and strategic focus while hiring its first staff members. All of its seed funding was provided by the Queensland State Government and Brisbane City Council in a bi-partisan initiative following Mikhail Gorbachev's inspiring visit to Brisbane in 2006 as a key guest of the Brisbane Festival. Of the \$635,918 in 2007 income, \$334,875 was retained for future development.

The Company obtained deductible gift recipient status on 19 June 2008. During 2008 and 2009, the Company focussed on building a brand around a strategic framework and innovative activities in Australia in order to build a strong future public fundraising base. During 2008 and 2009, the company focussed its initial fundraising initiatives in the philanthropic, research, and government sectors, as well as raising public funds through its Virgin Blue Velocity Rewards partnership.

Surviving through the GFC

2009 was a challenging fundraising year for GCA as a young brand confronting the impacts of the Global Financial Crisis with limited working capital. Rather than pursuing short term revenue raising strategies we maintained our focus on strategic objectives. Our revenue declined significantly, and we generated a net deficit of \$273,980.

Digital model scales

During 2010 this strategic focus paid off with revenue growth of 82% year-on-year. A surplus of \$65,757 enabled us to begin rebuilding our reserves after the 2009 deficit. 2011 was also a growth year; GCA delivered a 17.7% revenue increase while rebuilding our reserves.

DIRECTORS' REPORT (Cont)

During 2012 revenue increased to \$1,290,949 and we generated a modest surplus of \$48,879 towards rebuilding our reserves. In 2012 Green Cross Australia received \$838,000 in grant funding from the Natural Disaster Resilience Program, representing 65% of our annual revenue. The platforms and core resources developed with this funding will continue to scale into future years, nurturing Australia's social capital and disaster resilience.

Exploring venture based funding models

In 2013 we forged a strategic commitment to broaden our revenue streams. This included an intent to develop ventures that advance our purpose while generating recurring revenue that is neither grant nor charitable donation dependent.

Considerable staff and board engagement was involved in developing initial stages of the "Every Rooftop" and "Business Adaptation Network" and this contributed to our 2013 deficit. We were satisfied that 20% of our revenue in 2013 was raised from these two ventures, noting the Every Rooftop ultimately failed.

A more resilient delivery model

2014 was a challenging year, with delayed and reduced grant programs in our core climate adaptation, environmental education and disaster resilience program areas. Revenue declined to \$310,723 and we incurred a deficit of \$77,572.

In response to continued financial pressure experienced by Green Cross Australia and so many other not-for-profit organisations, Green Cross Australia shifted from having a staffed office to supporting a network of delivery partners and consultants, with capacity to deliver on projects through outsourced and insourced consultants as needed. We are grateful for the voluntary contribution of so many researchers, university and primary school students, community groups, and expert corporate and professionals who support all of our projects. By ensuring that the model was suitably capitalised when the change was made and by carefully managing our modest operating costs, we have ensured that Green Cross Australia remains cash flow positive and aims for modest profitability into the future.

We are delighted that our platforms retain their relevance and public traction.

We are pleased that the Business Adaptation Network continues to scale with our new delivery model, reflecting a mainstreaming of climate change responses in the Australian business community and growing traction regarding the role of business in cultivating resilience.

During 2016, the company incurred expenditure on the following activities:

- **ACT First** was launched in 2013 and since then the number of users visiting the site has continued to increase, with 36,685 pages viewed during 2016. 2016 expenditure consisting of website depreciation for ACT First was \$7,390 (\$12,415 in 2015, \$36,805 in 2014 and \$217,514 in 2013). See www.actfirst.org.au.
- **Harden Up** continued to track well in 2016 with educational content accessed by 14,609 users over the year. Our investment of \$7,266 this year (\$11,833 in 2015, \$27,073 in 2014, \$47,984 in 2013, \$858,100 in 2012, \$348,013 in 2011) consists of depreciation charges of www.hardenup.org.

DIRECTORS' REPORT (Cont)

- **Witness King Tides** website maintenance expenditure was \$9,883 this year (\$1,660 in 2015, \$10,374 in 2014, \$45,081 in 2013, \$66,137 in 2012, \$43,450 in 2011). We received a contribution to this project of \$1,000 which covered the current year costs. Visit www.witnesskingtides.org.
- Working in conjunction with the Queensland Government, Green Cross Australia developed and promoted the South East **Queensland Climate Adaptation Strategy**. Expenditure incurred in 2016 was \$10,145 (\$21,462 in 2015, \$17,866 in 2014).
- **Green Lane Diary** was delivered entirely in digital format at www.greenlanediary.org with expenditure of \$522 (\$1,115 in 2015, \$7,775 in 2014, \$36,791 in 2013, \$66,913 in 2012, \$110,485 in 2011, \$146,722 in 2010 and \$43,818 in 2009).
- **Future Sparks** allowed for program materials to be used by our Green Lane Diary participating schools with minimal expenditure on website depreciation of \$1,538 (\$2,563 in 2015, \$4,271 in 2014, \$7,148 in 2013, \$174,769 in 2012, \$10,351 in 2011). 18,612 pages of clean energy educational online resources at www.futuresparks.org.au were used during 2016, reflecting strong youth interest in renewable energy technologies.
- **Build it Back Green** continued to shine in 2016 with over 43,212 users accessing 52,803 pages of content. We incurred expenses of \$1,439 consisting of website depreciation costs related to www.builditbackgreen.org. (Expenditure was \$2,399 in 2015, \$7,330 in 2014, \$11,810 in 2013, \$15,998 in 2012, \$104,459 in 2011, \$126,550 in 2010 and \$237,033 in 2009).
- **Business Adaptation Network (BAN)** expenditure in 2016 was \$7,649 (\$4,618 in 2015, \$39,312 in 2014, \$65,084 in 2013), including program development and outreach costs and support for BAN events.
- **NCCARF** research project expenditure in 2016 to support business case development was \$9,000.
- Investment in web communications outside of project areas outlined above was \$7,970 (\$9,938 in 2015, \$10,339 in 2014, \$8,024 in 2013, \$7,981 in 2012, \$19,825 in 2011, \$15,385 in 2010 and \$32,552 in 2009).
- Partnership Development expenditure was \$0 in 2016 (\$0 in 2015, \$25,510 in 2014, \$6,414 in 2013, \$32,103 in 2011, \$34,182 in 2010 and \$35,877 in 2009).
- Fundraising expenditure was \$1,079 in 2016 (\$1,059 in 2015, \$19,907 in 2014, \$9,311 in 2013, \$2,288 in 2012, \$88,525 in 2011, \$192,592 in 2010 and \$89,146 in 2009).
- Board and other governance costs were \$0 (\$100 in 2015, \$3,414 in 2014, \$793 in 2013, \$10,888 in 2012, \$8,169 in 2011, \$2,751 in 2010 and \$21,997 in 2009).
- Administration expenditure was \$7,896, remaining low primarily due to our new streamlined business model (\$11,365 in 2015, \$9,542 in 2014, \$17,985 in 2013, \$12,242 in 2012, \$24,641 in 2011, \$69,587 in 2010 and \$82,275 in 2009).

As a result of the 2016 operating deficit of \$19,960, member's funds decreased from \$117,121 in 2015 to \$97,161.

DIRECTORS' REPORT (Cont)

FINANCIAL POSITION

As at 31 December 2016, the company's balance sheet shows total assets of \$102,294 (including cash assets of \$71,708), total liabilities of \$5,133 and net assets of \$97,161. In 2016, the company incurred a deficit of \$19,960, compared to a deficit of \$18,139 in 2015. The more nimble and resilient contract based delivery model has allowed the company to continue to remain viable during 2016 and beyond.

The company continues to operate in a difficult trading environment, influenced by changing grant programs and a competitive charity marketplace.

KEY PERFORMANCE MEASURES

The company measures its own performance through the use of both quantitative and qualitative benchmarks. The benchmarks are used by the directors to assess the financial sustainability of the company and whether the company's short-term and long-term objectives are being achieved.

Key Performance Indicators monitored by the Green Cross Australia Board include:

- Quality and scale of partnerships
- Scale up of programs
- Acquittal success for grants
- National reach of programs and websites
- Outperformance of grant KPIs
- Revenue growth

Green Cross Australia has tracked well against its goals, growing scale, impact and traction, despite being a small organisation with limited working capital.

	2016	2015
Quality and scale of partnerships	Business Adaption Network partnerships continued to grow and develop through a series of events with strong participation by members.	Our relationship with the new Queensland Government has developed strongly through our work on the Queensland Government Climate Adaption Strategy. Business Adaption Network partnerships continued to grow and develop through a series of events with strong participation by members. Three new members joined in 2015.

DIRECTORS' REPORT (Cont)

	2016	2015
Scale up of programs	Websites reached audience of over 680,000 by end of 2016.	Websites reached audience of almost 580,000 by end of 2015.
Acquittal success for grants	All grants successfully acquitted.	All grants successfully acquitted.
National reach of programs and websites	Our digital reach for the year included all States and Territories in Australia through various events and platforms.	Our reach for the year included all States and Territories in Australia through various programs and platforms.
Revenue growth	Revenue remained low, however cost management continues to ensure ongoing viability.	Revenue remained low, however cost management continues to ensure ongoing viability.
Profitability and % of expenses spent on administration (benchmark – 5%)	Deficit of \$19,960 incurred reflecting continued pressure on community funding and changing attitudes towards support for climate change community engagement funding. 13% spent on administration costs (mainly due to the cost of meeting statutory requirements).	Deficit of \$18,139 incurred reflecting continued pressure on community funding and changing attitudes towards support for climate change community engagement funding. 14% spent on administration costs (partly due to change to model described above).
Current ratio showing ability to meet short-term obligations.	14.17	7.64

DIRECTORS' REPORT (Cont)

DIRECTORS

The directors of Green Cross Australia in office at any time during or since the end of the year are:

Mark Gibbs



Dr Gibbs was appointed to the Board on 22 September 2014.

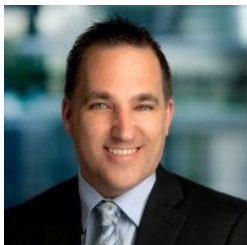
Dr Gibbs is a Technical Director based in the Brisbane office of AECOM; a global provider of integrated professional technical and management support services for transportation agencies, energy and water systems utilities, and managers of the built and natural environment. Dr Gibbs' specialist expertise is in coastal development and management, with particular skills in quantitative environmental and infrastructure risk assessment.

Dr Gibbs is an adjunct Associate Professor in the School of Mathematics and Physics at the University of Queensland, and an Editor of the ICES Journal of Marine Science, published by Oxford University Press. Mark is an alumni of Melbourne University, UNSW, the Australian Maritime College/University of Tasmania and has spent sabbaticals at the University of California and MIT/Woods Hole Oceanographic Institution.

Prior to joining AECOM, Dr Gibbs was the Deputy Chief of the CSIRO Division of Marine and Atmospheric Research and the Deputy Director of the Australian Government Climate Research Centre based in the Bureau of Meteorology. Dr Gibbs has a strong personal interest in understanding what resilience means for coastal communities and implementing resilience programs that is well-aligned to the mission and approach of Green Cross Australia.

Special Responsibilities – Dr Gibbs was appointed as the Deputy Chair of Green Cross Australia on 27 May 2015, and was appointed as the Chairman from 20 April 2016.

Jeremy Mansfield



Mr Mansfield was appointed to the Board on 22 September 2014.

Mr Mansfield has held the Sustainability Manager role in Lend Lease for 7 years and has 22 years' experience in the construction industry with significant knowledge and experience in sustainability as well as project and construction management roles in the design, planning and delivery of major building and infrastructure projects.

DIRECTORS' REPORT (Cont)

Mr Mansfield is passionate about disaster resilience, innovation and positive change. With a vast depth of experience in sustainability through design, construction and project management disciplines, he has contributed greatly to the development of Green Cross Australia. In the last 4 years as a Green Cross volunteer, Mr Mansfield has focused support on online GCA programs to advance sustainable development of Australia's built environment and promote natural disaster resilience. In 2013 Jeremy also led a panel on a 7 city tour of Australia & NZ sponsored by CIBSE called 'Adapt and Survive - from hindsight to foresight'.

An alumni of Social Leadership Australia, Queensland Leadership Program 2011/2012, Mr Mansfield is a well-respected sustainability professional with a vast network across government, business and civil society.

Rebecca Edmonds



Ms Edmonds was appointed to the Board on 3 December 2014.

Ms Edmonds has a strong background in high level project and administrative support to CEOs both in the private and public sectors giving her extensive experience in stakeholder liaison and building relationships in the community.

Now located in the Mary Valley, Ms Edmonds and her husband are developing a café, commercial kitchen and workshop space with a commitment to food security, and continuing to build upon the regions resilience to climate variation and growing population through regenerative agriculture.

Ms Edmonds has also worked in event management and marketing and has done extensive volunteer work with vulnerable people in Brisbane. Her passion lies where humanitarian and environmental efforts meet to build a bright future for our communities and as such has qualifications in Community Development, and is currently undertaking a degree in Sustainable Agriculture.

Special Responsibilities – Ms Edmonds was appointed as a member of the Audit and Finance Committee on 27 May 2015.

DIRECTORS' REPORT (Cont)

Craig James



Dr James was appointed to the Board on 4 March 2015. He is the Research Program Director for Adaptive Social and Economic Systems in the CSIRO Land and Water.

Dr James was the Theme Leader for Ecosystem and Species Management in the CSIRO Climate Adaptation Flagship from February 2011 to June 2014. He led the development of strategy for research teams dealing with terrestrial and marine ecosystems and aspects of adaptation from genomics to global models and climate adaptation decision making based on rigorous biophysical, economic and social understandings.

Dr James now leads CSIRO's capability in social and economic sciences which is deployed to understand human behaviours and socio-political systems in the energy, mining, agriculture, health, environment, and public policy sectors of Australia and many other parts of the world.

Dr James has maintained a strong commitment to voluntary service in the science community throughout his career.

The Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

FORMER DIRECTORS

Our Board reflects our future outlook, and we wish to thank outgoing Directors.

- Mr Tony Pfeiffer is the Acting Executive General Manager, Retail for Ergon Energy. He has more than 30 years of experience in electricity utility industries. Mr Pfeiffer was appointed to the Board on 8 May 2012 and served as the Chairman of Green Cross Australia from 21 July 2014. Mr Pfeiffer resigned as director on 20 April 2016.
- Mr Adam Davis is an Associate Director, Sustainability and Resilience at AECOM, where he is responsible for assisting clients build resilience and to manage AECOM's engagement with The Rockefeller Foundation and the City of Sydney as part of the 100 Resilient Cities program. Mr Davis was appointed to the Board on 3 December 2014 and resigned as director on 13 May 2016.
- Ms Sarah Kinsela was appointed to the Board on 22 September 2014. Ms Kinsela was formerly the General Manager, Sustainability at Lendlease, and she led Business Transformation across the Property business of Lendlease, spearheading a new business in digital disruption. Ms Kinsela resigned as director on 15 January 2017.

DIRECTORS' REPORT (Cont)

REMUNERATION OF DIRECTORS

Directors hold honorary positions and receive no remuneration from the company or any related party. Directors are reimbursed for any expenses they incur in their capacity as directors of the company in the conduct of the business of the company.

MEETINGS ATTENDED BY DIRECTORS

During the financial year, each director attended the following number of meetings of the company's directors:

DIRECTORS' MEETINGS

<u>Director</u>	<u>Number of directors meetings eligible to attend</u>	<u>Number of directors meetings attended</u>
Mr Pfeiffer	2	2
Dr Gibbs	5	5
Mr Mansfield	5	5
Ms Kinsela	5	2
Mr Davis	2	2
Ms Edmonds	5	3
Dr James	5	4

COMPANY SECRETARY

Linda Dreghorn



Ms Dreghorn was appointed as Company Secretary on registration of the company on 9 May 2007.

Ms Dreghorn is also currently a Director and Company Secretary for DVConnect Limited and a Policy Manager at Arts Queensland. Her previous roles include Company Secretary and Legal Counsel for Major Brisbane Festivals Pty Ltd, General Manager of Brisbane Festival 2006, Secretary of the Queensland Law Society Inc, Co-ordinator of Due Diligence for SunWater's acquisition of major water infrastructure, and Lecturer of Law at the Queensland University of Technology.

Ms Dreghorn has a Bachelor of Arts and a Bachelor of Law from the University of Queensland and a graduate diploma in company secretarial studies, and she has practiced as a solicitor in Queensland for over 20 years.

DIRECTORS' REPORT (Cont)

NON-AUDIT SERVICES

The auditors did not provide non-audit services to the company during the year.

All non-audit services are reviewed and approved by the Board prior to commencement to ensure they do not adversely affect the integrity and objectivity of the auditor or the general principles regarding the auditor independence.

AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration as required under section 307C of the *Corporations Act 2001* follows this Directors' Report.



Signed in accordance with a resolution of the Board of Directors.

.....
Director


.....
Director

Date: 28/3/2017

Auditor's Independence Declaration

To the Responsible Entities of Green Cross Australia

In accordance with the requirements of section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012*, as lead auditor for the review of Green Cross Australia for the year ended 31 December 2016, I declare that, to the best of my knowledge and belief, there have been:

- a) No contraventions of the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the review; and
- b) No contraventions of any applicable code of professional conduct in relation to the review.

Nexia Brisbane Audit Pty Ltd

Nexia Brisbane Audit Pty Ltd

Robertson.

A M Robertson
Director

Level 28, 10 Eagle Street,
Brisbane, QLD, 4000

Date: 28 March 2017

GREEN CROSS AUSTRALIA

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2016**

	Note	2016 \$	2015 \$
Revenue	2	42,917	62,389
Project costs	3	(54,981)	(69,163)
Administration expenses	3	<u>(7,896)</u>	<u>(11,365)</u>
Current year deficit before income tax		(19,960)	(18,139)
Income tax expense	1	<u>-</u>	<u>-</u>
Net current year deficit attributable to members of the entity		<u><u>(19,960)</u></u>	<u><u>(18,139)</u></u>
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss		-	-
Items that may be reclassified to profit or loss when specific conditions are met		<u>-</u>	<u>-</u>
Total other comprehensive income for the year		<u><u>-</u></u>	<u><u>-</u></u>
Total comprehensive income for the year, attributable to members of the entity		<u><u>(19,960)</u></u>	<u><u>(18,139)</u></u>

The accompanying notes form part of these financial statements

GREEN CROSS AUSTRALIA**STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2016**

	Note	2016 \$	2015 \$
ASSETS			
CURRENT ASSETS			
Cash on hand	4	71,708	74,550
Accounts receivable and other debtors	5	-	2,750
Other current assets	8	1,012	586
TOTAL CURRENT ASSETS		72,720	77,886
NON-CURRENT ASSETS			
Property, plant and equipment	6	2,537	4,370
Intangibles	7	27,037	45,062
TOTAL NON-CURRENT ASSETS		29,574	49,432
TOTAL ASSETS		102,294	127,318
LIABILITIES			
CURRENT LIABILITIES			
Accounts payable and other payables	9	5,133	10,197
TOTAL CURRENT LIABILITIES		5,133	10,197
NON-CURRENT LIABILITIES			
TOTAL NON-CURRENT LIABILITIES		-	-
TOTAL LIABILITIES		5,133	10,197
NET ASSETS		97,161	117,121
EQUITY			
Retained surplus	13	97,161	117,121
TOTAL EQUITY		97,161	117,121

The accompanying notes form part of these financial statements

GREEN CROSS AUSTRALIA

**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2016**

	Retained Surplus	Total Equity
	\$	\$
2015		
Balance at beginning of year	<u>135,260</u>	<u>135,260</u>
Deficit for the year attributable to members of the entity	(18,139)	(18,139)
Other comprehensive income for the year	<u>-</u>	<u>-</u>
Total comprehensive income attributable to members of the entity	<u>(18,139)</u>	<u>(18,139)</u>
Balance at 31 December 2015	<u><u>117,121</u></u>	<u><u>117,121</u></u>
2016		
Balance at beginning of year	<u>117,121</u>	<u>117,121</u>
Deficit for the year attributable to members of the entity	(19,960)	(19,960)
Other comprehensive income for the year	<u>-</u>	<u>-</u>
Total comprehensive income attributable to members of the entity	<u>(19,960)</u>	<u>(19,960)</u>
Balance at 31 December 2016	<u><u>97,161</u></u>	<u><u>97,161</u></u>

The accompanying notes form part of these financial statements

GREEN CROSS AUSTRALIA

**STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 DECEMBER 2016**

	Note	2016 \$	2015 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from contributions and partnerships		48,740	90,394
Payments to suppliers and employees		(52,155)	(51,700)
Interest received		573	542
Other income		-	20
Net cash provided by/(used in) operating activities	10	<u>(2,842)</u>	<u>39,256</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Net cash used in investing activities		<u>-</u>	<u>-</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Net cash used in financing activities		<u>-</u>	<u>-</u>
NET INCREASE/(DECREASE) IN CASH HELD			
Cash at the beginning of the year		<u>74,550</u>	<u>35,302</u>
Cash at the end of the year	4	<u>71,708</u>	<u>74,550</u>

The accompanying notes form part of these financial statements

GREEN CROSS AUSTRALIA

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements are for Green Cross Australia as an individual entity, incorporated and domiciled in Australia. Green Cross Australia is a company limited by guarantee.

Basis of Preparation

These general purpose financial statements that have been prepared in accordance with the Australian Charities and Not-for-profits Commission act 2012 and Australian Accounting Standards and Interpretations of the Australian Accounting Standards Board. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

The financial statements were authorised for issue by the directors of the company as at the date of the directors' declaration.

Accounting Policies

- **Accounts Payable and Other Payables**

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the company during the reporting period which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

- **Accounts Receivable and Other Debtors**

Accounts receivable and other debtors include amounts due from members as well as amounts receivable from customers for goods sold in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Accounts receivable are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

- **Plant and Equipment**

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of plant and equipment is greater than the estimated recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount and impairment losses are recognised either in profit or loss. A formal assessment of recoverable amount is made when impairment indicators are present.

Plant and equipment that have been contributed at no cost or for nominal cost are recognised at the fair value of the asset at the date it is acquired.

Depreciation

The depreciable amount of plant and equipment is depreciated on a diminishing value basis over their useful lives to the entity commencing from the time the asset is held ready for use.

GREEN CROSS AUSTRALIA

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

- **Plant and Equipment (continued)**

The depreciation rates used for each class of assets are:

Class of Fixed Asset	Depreciation Rate
Plant and equipment	15% - 37.5%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the assets carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposal are determined by comparing proceeds with the carrying amount. These gains or losses are included in the profit or loss in the period in which they arise.

- **Intangibles – Website and Database costs**

Website & database development costs are recorded at cost. These costs are carried at cost less any accumulated amortisation and impairment losses. The estimated useful life of these costs will be 2.5 years and these costs will be assessed annually for impairment.

- **Intangibles – Software**

Software is recorded at cost. It has a finite life and is carried at cost less accumulated amortisation and any impairment losses. Software has an estimated useful life of between one and three years. It is assessed annually for impairment.

- **Provisions**

Provisions are recognised when the entity has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

- **Income Tax**

The company does not pay income tax as it has been given income tax exempt charity status by the Australian Taxation Office ("ATO"). This exemption has been confirmed by the ATO. The company holds deductible gift recipient status.

- **Cash on Hand**

Cash on hand includes cash on hand and at call deposits with banks other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the statement of financial position.

- **Fair Value of Assets and Liabilities**

The company does not measure any of its assets and liabilities at fair value on either a recurring or non-recurring basis.

GREEN CROSS AUSTRALIA

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

- **Revenue**

Non-reciprocal grant revenue is recognised in profit or loss when the entity obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Donations are recognised as revenue when received.

In-kind Contributions - Services donated to the company are included at the fair value to the company where this can be quantified and a third party is bearing the cost

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers.

All revenue is stated net of the amount of goods and services tax (GST).

- **Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented in the statement of cashflows on a gross basis. The GST components of cash flows arising from investing or financing activities, which are recoverable from or payable to the ATO, are presented as operating cash flows included in receipts from customers or payments to suppliers.

GREEN CROSS AUSTRALIA

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

- **Financial Instruments**

Initial Recognition and Measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the company commits itself to either the purchase or sale of the asset (ie trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transaction costs, except where the instrument is classified 'at fair value through profit or loss', in which case transaction costs are expensed to profit or loss immediately.

Classification and Subsequent Measurement

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest rate method, or cost.

Amortised cost is calculated as the amount at which the financial asset or financial liability is measured at initial recognition less principal repayments and any reduction for impairment, and adjusted for any cumulative amortisation of the difference between that initial amount and the maturity amount calculated using the effective interest method.

The *effective interest method* is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying amount with a consequential recognition of an income or expense item in profit or loss.

i. Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Loans and receivables are included in current assets, except for those which are not expected to mature within 12 months after reporting date. (All other loans and receivables are classified as non-current assets). Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

ii. Financial liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised.

Impairment

At the end of each reporting period, the company assesses whether there is objective evidence that a financial asset has been impaired. A financial asset or a group of financial assets will be deemed to be impaired if, and only if, there is objective evidence of impairment as a result of the occurrence of one or more events (a "loss event"), which has an impact on the estimated future cash flows of the financial asset(s).

GREEN CROSS AUSTRALIA

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

- **Financial Instruments (continued)**

- *Impairment (continued)*

- In the case of financial assets carried at amortised cost, loss events may include indications that the debtors, or a group of debtors, are experiencing significant financial difficulty, default or delinquency in interest or principal payments, indications that they will enter into bankruptcy or other financial reorganisation and changes in arrears or economic conditions that correlate with defaults.

- For financial assets carried at amortised cost (including loans and receivables), a separate allowance account is used to reduce the carrying amount of financial assets impaired by credit losses. After having undertaken all possible measures of recovery, if the management establishes that the carrying amount cannot be recovered by any means, at that point the writing off amounts are charged to the allowance account or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance accounts.

- When the terms of financial assets that would otherwise have been past due or impaired have been renegotiated, the company recognises the impairment for such financial assets by taking into account the original terms as if the terms have not been renegotiated so that the loss events that have occurred are duly considered.

- *Derecognition*

- Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expired. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

- **Comparative Figures**

- Where required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation of the current financial year. When an entity applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements, a statement of financial position as at the beginning of the earliest comparative period must be disclosed.

- **Impairment**

- At the end of each reporting period, the entity assesses whether there is any indication that an asset may be impaired. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss.

- Where it is not possible to estimate the recoverable amount of an individual asset, the entity estimates the recoverable amount of the cash-generating unit to which the asset belongs.

- **Critical Accounting Estimates and Judgments**

- The directors evaluate estimates and judgments incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the company.

GREEN CROSS AUSTRALIA

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

- **Critical Accounting Estimates and Judgments (continued)**

Key estimates – Impairment

The company assesses impairment at each reporting date by evaluating conditions specific to the company that may lead to impairment of assets. Where an impairment trigger exists, the recoverable amount of the asset is determined. Value-in-use calculations performed in assessing recoverable amounts incorporate a number of key estimates.

Key judgments

The directors have made no key judgments during the year ended 31 December 2016.

- **Future Funding**

As at 31 December 2016, the company's balance sheet shows total assets of \$102,294 (including cash assets of \$71,708), total liabilities of \$5,133 and net assets of \$97,161. In 2016, the company incurred a deficit of \$19,960, compared to a deficit of \$18,139 in 2015.

With changing government priorities and funding programs, the Company has recognised the need to change its business model to remain financially viable going forward. Green Cross Australia's previous model was to build large scale, content rich websites to support behaviour changing and environmental education programs. We won multiple awards for the impact achieved by the digital network created since 2009. By layering in partnership based collaborative activities on the ground supported by our digital resources, our impact broadened.

However after losses due to reduced or delayed grant opportunities and more competition for limited remaining funds, during 2014 we decided to shift towards a more nimble and flexible delivery model in order to maintain our future financial viability. In mid 2014 Green Cross Australia shifted from having a staffed office to supporting a network of delivery partners and consultants, with capacity to deliver on projects through outsourced and insourced consultants as needed.

By ensuring that the model was suitably capitalised when the change was made and by carefully managing our modest operating costs and recurring donations going forward, we have ensured that Green Cross Australia remains cash flow positive and retains modest profitability into the future.

The Board of Directors of Green Cross Australia believes this contemporary model is robust and resilient to future changes in our funding climate. In 2016 we continued to deliver projects through our nimble model as a highly adaptive and innovative solution to the funding challenges faced in recent years.

- **New Accounting Standards for Application in Future Periods**

The AASB has issued a number of new and amended Accounting Standards that have mandatory application dates for future reporting periods, some of which are relevant to the company. The company has decided not to early adopt any of the new and amended pronouncements. The company's assessment of the new and amended pronouncements that are relevant to the company but applicable in future reporting periods is set out below:

- AASB 9: Financial Instruments and associated Amending Standards (applicable to annual reporting periods beginning on or after 1 January 2018).

The Standard will be applicable retrospectively and includes revised requirements for the classification and measurement of financial instruments, revised recognition and derecognition requirements for financial instruments.

The company does not expect the adoption of AASB 9 to have a material impact on the company's financial statements.

GREEN CROSS AUSTRALIA

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

	2016 \$	2015 \$
NOTE 2: REVENUE		
Revenue		
Contributions received		
Corporate Partnerships	4,560	7,251
Donations		
Public Donations	1,320	8,645
Project income	36,464	45,931
Other Revenue		
Other income	-	20
Interest received	573	542
Total revenue and other income	<u>42,917</u>	<u>62,389</u>
NOTE 3: NET CURRENT YEAR DEFICIT		
Expenses:		
Included in project and administration costs are the following:		
Amortisation of intangibles	18,025	30,042
Depreciation of plant and equipment	1,833	2,761
Employee benefits expense	-	2,272
Project costs comprises:		
Green Lane Diary	522	1,115
Future Sparks	1,538	2,563
Build it Back Green	1,439	2,399
Web Communications	7,970	9,938
HardenUp	7,266	11,833
Witness King Tides	983	1,660
Act First	7,390	12,415
Business Adaptation Network	7,649	4,618
NCCARF Griffith University	9,000	-
Whatever the Weather (QCAS)	10,145	21,462
Fundraising	1,079	1,060
Board and Governance (including Directors and Officers Insurance)	-	100
	<u>54,981</u>	<u>69,163</u>
Administration costs comprises:		
General office and operating expenses	7,896	11,365
Total expenses	<u>62,877</u>	<u>80,528</u>

GREEN CROSS AUSTRALIA

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

	2016 \$	2015 \$
NOTE 4: CASH ON HAND		
Cash at bank	<u>71,708</u>	<u>74,550</u>
Reconciliation of cash		
Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to items in the Statement of Financial Position as follows:		
Cash on hand	<u>71,708</u>	<u>74,550</u>

NOTE 5: ACCOUNTS RECEIVABLE AND OTHER DEBTORS

Current

Trade receivables	<u>-</u>	<u>2,750</u>
	<u>-</u>	<u>2,750</u>

Accounts receivable and other debtors are non-interest bearing and generally on 30 day terms. A provision for impairment is recognised when there is objective evidence that an individual receivable is impaired.

There are no balances within accounts receivable and other debtors that are impaired. It is expected these balances will be received when due.

The company does not have any material credit risk exposure to any single receivable or group of receivables.

NOTE 6: PROPERTY, PLANT AND EQUIPMENT

Non-current

Plant and equipment - at cost	59,581	59,581
Less accumulated depreciation	<u>(57,044)</u>	<u>(55,211)</u>
	<u>2,537</u>	<u>4,370</u>
Total property, plant and equipment (a)	<u>2,537</u>	<u>4,370</u>

(a) Movements in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

Balance at beginning of the financial year	4,370	7,131
Depreciation expense	<u>(1,833)</u>	<u>(2,761)</u>
Balance at end of the financial year	<u>2,537</u>	<u>4,370</u>

GREEN CROSS AUSTRALIA

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

	2016 \$	2015 \$
NOTE 7: INTANGIBLES		
Website and database	277,691	277,691
Less accumulated amortisation	<u>(250,654)</u>	<u>(232,629)</u>
	<u>27,037</u>	45,062
Total intangibles (a)	<u>27,037</u>	<u>45,062</u>

(a) Movements in the carrying amounts for each class of intangible property between the beginning and the end of the current financial year:

Balance at beginning of the financial year	45,062	75,104
Amortisation expense	<u>(18,025)</u>	<u>(30,042)</u>
Balance at end of the financial year	<u>27,037</u>	<u>45,062</u>

NOTE 8: OTHER ASSETS

Current

Prepayments	<u>1,012</u>	586
	<u>1,012</u>	<u>586</u>

NOTE 9: ACCOUNTS PAYABLE AND OTHER PAYABLES

Current

Unsecured

Trade and other payables	<u>5,133</u>	10,197
See note 15	<u>5,133</u>	<u>10,197</u>

The average credit period on accounts payable is 30 days. No interest is payable on outstanding payables during this period. There are no payables outstanding longer than this period.

GREEN CROSS AUSTRALIA

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

	2016	2015
	\$	\$
NOTE 10: CASH FLOW INFORMATION		
Reconciliation of Cash Flow From Operations with current year deficit		
Operating deficit after income tax	(19,960)	(18,139)
Non-cash flows in operating profit:		
Depreciation and amortisation	19,858	32,803
Changes in assets and liabilities:		
(Increase)/decrease in accounts receivable and other debtors	2,750	17,972
(Increase)/decrease in other assets	(426)	(16)
Increase/(decrease) in accounts payable and other payables	(5,064)	6,636
Cash flows from operations	<u>(2,842)</u>	<u>39,256</u>

NOTE 11: AUDITORS' REMUNERATION

Remuneration of the auditor of the company for:

Auditing or reviewing the financial report	3,800	3,600
Audit of grant acquittals for various projects	-	-
	<u>3,800</u>	<u>3,600</u>

NOTE 12: KEY MANAGEMENT PERSONNEL

During the 2014 year the company shifted to maintaining a support network of delivery partners and consultants. As part of this restructure, the company no longer maintains any employees. Some members of key management personnel have had their services retained by way of acting in the capacity as a consultant.

NOTE 13: MEMBERS' GUARANTEE

The liability of the members of the company is limited. Should the company be wound up while that person is a member, or within one year after they cease to be a member, each member shall contribute an amount not exceeding \$50, for the following purposes:

- for the payment of debts and liabilities of the company that were incurred before they ceased to be a member;
- for the payment of the costs, charges and expenses of winding up; and
- for the adjustment of the rights of the contributories themselves.

GREEN CROSS AUSTRALIA

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

NOTE 13: MEMBERS' GUARANTEE (Continued)

At 31 December 2016 the number of members was as follows:

	2016	2015
Ordinary (non-voting)	10	10
Community (non-voting)	1	1
Director and Foundation (voting)	5	7
Foundation (voting)	96	93
	<u>112</u>	<u>111</u>

NOTE 14: CAPITAL MANAGEMENT

The company's capital comprises its retained earnings, and external borrowings if any, supported by financial assets. The company's policy is to balance these sources of capital to meet its operating requirements and ensure that the company can continue as a going concern.

There are no externally imposed capital requirements. There have been no changes in the strategy adopted by management to control the capital of the company since last year.

NOTE 15: FINANCIAL RISK MANAGEMENT

The company's financial instruments consist mainly of deposits with banks, accounts receivable and payable. The totals for each category of financial instruments measured in accordance with AASB139 as detailed in the accounting policies to these financial statements, are as follows:

	Note	2016 \$	2015 \$
Financial Assets			
Cash on hand	4	71,708	74,550
Accounts receivable and other debtors	5	-	2,750
Total Financial Assets		<u>71,708</u>	<u>77,300</u>
Financial Liabilities			
Financial liabilities at amortised cost	9	5,133	10,197
Total Financial Liabilities		<u>5,133</u>	<u>10,197</u>

(a) Financial Risk Management Policies

The board along with senior executives of the company meet on a regular basis to analyse financial risk exposure and to evaluate treasury management strategies in the context of the most recent economic conditions and forecasts.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016

NOTE 15: FINANCIAL RISK MANAGEMENT (continued)

(a) Financial Risk Management Policies (continued)

The board's overall risk management strategy seeks to assist the company in meeting its financial targets, whilst minimising potential adverse effects on financial performance.

Risk management policies are approved and reviewed by the Board on a regular basis. These include credit risk policies and future cash flow requirements.

Specific Financial Risk Exposures and Management

The main risks the company is exposed to through its financial instruments are interest rate risk, liquidity risk and credit risk. There have been no substantive changes in the types of risks the company is exposed to, how these risks arise, or the board's objectives, policies and processes for managing or measuring the risks from the previous years.

Credit risk

Credit risk is the risk of financial loss to the company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the company's receivables from customers and term deposits at banks. The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date to recognised financial assets, is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the statement of financial position and notes to the financial statements.

The company does not have any material credit risk exposure to any single receivable or group of receivables.

Market Risk - Interest rate risk

Exposure to interest rate risk arises on financial assets and financial liabilities recognised at the end of the reporting period whereby a future change in interest rates will affect future cashflows. The company is also exposed to earnings volatility on floating rate instruments. The financial instruments that expose the company to interest rate risk are limited to cash on hand.

Liquidity risk

Liquidity risk is the risk that the company will not be able to meet its financial obligations as they fall due. The company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the company's reputation.

The company manages liquidity risk by monitoring forecast cash flows in relation to its operational, investing and financing activities, managing credit risk related to financial assets and only investing surplus cash with major financial institutions.

GREEN CROSS AUSTRALIA

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016

NOTE 15: FINANCIAL RISK MANAGEMENT (continued)

(b) Financial Instrument Composition and Maturity Analysis

The table below reflects the undiscounted contractual settlement terms for financial instruments of a fixed period of maturity, as well as management's expectations of the settlement period for all other financial instruments. As such, the amounts may not reconcile to the statement of financial position.

	Within 1 Year		1 - 5 Years		Total	
	2016	2015	2016	2015	2016	2015
	\$	\$	\$	\$	\$	\$
Financial Assets - cash flows realisable:						
Cash	71,708	74,550	-	-	71,708	74,550
Trade and other receivables	-	2,750	-	-	-	2,750
Total anticipated inflows	<u>71,708</u>	<u>77,300</u>	<u>-</u>	<u>-</u>	<u>71,708</u>	<u>77,300</u>
Financial Liabilities due for payment:						
Trade and other payables	5,133	10,197	-	-	5,133	10,197
Total expected outflows	<u>5,133</u>	<u>10,197</u>	<u>-</u>	<u>-</u>	<u>5,133</u>	<u>10,197</u>
Net inflow on financial instruments	<u>66,575</u>	<u>67,103</u>	<u>-</u>	<u>-</u>	<u>66,575</u>	<u>67,103</u>

(c) Net Fair Value

The net fair value of the company's financial assets and liabilities approximate their carrying value due to the short term nature of all these items (level 2 fair value hierarchy, observable inputs, income approach - amortised cost).

(d) Sensitivity Analysis

Interest rate risk

The company has performed a sensitivity analysis relating to its exposure to interest rate risk at balance date. This sensitivity analysis demonstrates the effect on the current year results and equity which could result from a change in this risk.

At 31 December 2016, the effect on profit and equity as a result of a 1% up/down change in the interest rate on financial instruments with a variable rate, with all other variables remaining constant, would be as follows \$731 down/up (2015: \$549 down/up).

There have been no changes in any of the assumptions used to prepare the above sensitivity analysis from the prior year.

GREEN CROSS AUSTRALIA

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2016**

NOTE 16: RELATED PARTY TRANSACTIONS

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

Directors & key management personnel:

The directors and key management personnel, or their related entities, may transact with the company within a normal member, customer or supplier relationship on terms and conditions no more favourable than those with which it is reasonable to expect the company would have adopted if dealing with an entity at arm's length. There have been no such transactions in 2016.

NOTE 17: COMPANY DETAILS

The registered office and principal place of business of the company is:

Green Cross Australia
Level 28, 10 Eagle Street
Brisbane QLD 4000

DIRECTORS' DECLARATION

The directors of the company declare that:

1. The financial statements and notes as set out on pages 20 to 37 are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
 - a) comply with Australian Accounting Standards applicable to the company; and
 - b) give a true and fair view of the registered entity's financial position as at 31 December 2016 and of its performance for the year ended on that date.
2. In the directors' opinion there are reasonable grounds to believe that the registered entity will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013.



.....
Director



.....
Director

Date:

28/3/2017

INDEPENDENT AUDITOR'S REVIEW REPORT TO THE MEMBERS OF GREEN CROSS AUSTRALIA

Report on the Annual Financial Report

We have reviewed the accompanying financial report of Green Cross Australia ("the company"), which comprises the statement of financial position as at 31 December 2016, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

Directors' Responsibility for the Annual Financial Report

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards (including Australian Accounting Interpretations) and the *Australian Charities and Not-for-profits Commission Act 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express a conclusion on the financial report based on our review. We conducted our review in accordance with Auditing Standard on Review Engagements ASRE 2415: *Review of a Financial Report: Company Limited by Guarantee or an Entity Reporting under ACNC Act or Other Applicable Legislation or Regulation*, in order to state whether, on the basis of the procedures described, we have become aware of any matter that makes us believe that the financial report is not in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* including: giving a true and fair view of the company's financial position at 31 December 2016 and its performance for the year ended on that date; and complying with Australian Accounting Standards and the *Australian Charities and Not-for-profits Commission Regulation 2013*. ASRE 2415 requires that we comply with the ethical requirements relevant to the review of the financial report.

A review of the financial report consists of making enquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Australian Auditing Standards and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

**INDEPENDENT AUDITOR'S REVIEW REPORT TO THE MEMBERS OF GREEN CROSS AUSTRALIA
(CONTINUED)***Independence*

In conducting our review, we have complied with the independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012*. We confirm that the independence declaration required by the *Australian Charities and Not-for-profits Commission Act 2012*, provided to the directors of the company, as attached to the director's report, has not changed as at the date of this auditor's review report.

Conclusion

Based on our review, which is not an audit, we have not become aware of any matter that makes us believe that the financial report of Green Cross Australia is not in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* including;

- (i) giving a true and fair view of the company's financial position as at 31 December 2016 and of its financial performance for the year ended on that date; and
- (ii) complying with Australian Accounting Standards and the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Emphasis of Matter – Continued Operations and Future Funding

Without qualification to our conclusion, we draw attention to Note 1 relating to uncertainty as to the ability of the company to continue its operations without continued financial support. Directors are confident the funding initiatives as outlined in Note 1 will be successful.

Nexia Brisbane Audit Pty Ltd

Nexia Brisbane Audit Pty Ltd

Robertson.

A M Robertson
Director

Level 28, 10 Eagle Street,
Brisbane, QLD, 4000

Date: 28 March 2017