



# Food & Agribusiness Network



2022

# Annual Report



### 3. REPORTS

Chair's Report  
CEO's Report

### 5. ORGANISATIONAL OVERVIEW

About FAN  
New Model Rollout

### 7. ORGANISATIONAL STRUCTURE

Board & Team

### 8. ACTIVITIES AND PERFORMANCE

2021 -2022 Highlights  
Meet the Makers 2022

### 10. FINANCIAL REPORT

### 11. SPONSORS & PARTNERS

NOTE:

Figures contained in this document as at end of FY 2022

FAN proudly acknowledges the Traditional Custodians of the land on which we live and work and recognise their continuing connection to land, water and community.

We wish to pay respect to local Indigenous Elders past, present and emerging and recognise the strength, resilience and capacity of all Aboriginal and Torres Strait Islander people.

# REPORTS

## Chair's Report

### Jacqui Price, FAN Chair

The priority for 2021/22 was investing in and operationalising the new Hub & Spoke model designed to enable FAN to be more responsive to members.

The Head Office team worked closely with the new Membership Coordinators to lay strong foundations in each regional cluster with our members and key partners.

Never were these relationships and support more important than during the challenges experienced by our members due to flooding and COVID in early 2022.

In yet another year like no other, FAN members showed courage, creativity, and resilience. It was fantastic to see many of our members go on to shine at our annual Meet the Makers event in May.

FAN's branding was refreshed for the first time this year to give the organisation and its regions a renewed and unified vitality. Congratulations to Nicole on delivering a bold visual identity that works across different regions, projects, programs and events, while still staying true to FAN's core values.

On behalf of the Board, I would like to warmly thank our outstanding and dedicated CEO, Emma Greenhatch, who has led FAN with excellence throughout another tricky year in FY2022.

I would also like to sincerely thank my fellow Board Directors for their support and acknowledge several changes in the composition of the Board this year.

I'd like to thank Paul Fisher and Sean McGowan for their valuable contributions during their terms, and welcome new Directors, Megan Brabant, Brent Deller and Tracy Henderson to the Board. We appreciate the new skills and renewed energy brought to the table by the rotation of Board members.

It has been an honour to lead FAN this year. Thank you to our committed team, and to our members, sponsors and partners for their continued support. Together, we are driving success for our industry through the power of collaboration.



**MEET THE MAKERS**  Food & Agribusiness Network  
**TASTE | CONNECT | BUY | SUPPORT**



# REPORTS

## CEO's Report

### Emma Greenhatch, FAN CEO

The rollout of FAN's new hub and spoke business model saw the organisation transition from the start up to scale up phase in 2022. New partnerships were established with Sunshine Coast Council, Moreton Bay Regional Council and Noosa Council, and Mim McWilliam and Amy Watson were recruited into Membership Coordinator roles in Noosa and Gympie respectively.

It was pleasing to see membership increase by 20%, demonstrating the importance of having Membership Coordinators actively engaging across all FAN's regions, and creating opportunities for members to connect, collaborate and grow.

Growth brings new challenges and learnings, and it became apparent early in the FY that there were insufficient resources in Head Office to support the effective implementation of the new model. Due to FAN's significant cash reserves coming into the FY, the Board approved a recommendation to create two new roles – a Business Development & Grants Manager and Administration Coordinator. Rowena Cann and Anna Carrick were appointed into these positions respectively.

In February and March 2022, South East Queensland experienced its worst flooding event on record. Across FAN's regions Gympie was the most heavily impacted, recording its highest floodwaters in a century. Once again, FAN's planned activities had to be cancelled or postponed, as the team worked hard to support members through another crisis. This included engaging with affected members, connecting them with financial and wellbeing support, and mobilising members to help during the recovery phase.

I'd like to acknowledge the team's significant effort during this period, demonstrating their ability to keep rising to the next challenge, and the important role that FAN plays for its members, stakeholders and regions.

COVID also continued to impact FAN's ability to run in-person events and deliver on grant and partnership commitments.



A lucky break was being able to hold the Meet the Makers trade show in May. This highly anticipated FAN event saw a record 97 exhibitors and 500 attendees, and it was fantastic to see 40 new industry members join to participate in the event. I'd like to congratulate Nicole for evolving Meet the Makers into a hallmark annual event for our members, industry and regions, and for her leadership in delivering it to an exceptionally high standard.

We celebrated two announcements of Federal Government funding for the Turbine Collaborative Food & Beverage Manufacturing precinct. At the time of this report, an initial \$8.78m has been committed, with the potential for a further \$33.4m. With a vision to create an Australian blueprint for collaborative manufacturing to help SMEs to scale, this project is truly transformative and demonstrates FAN's leadership within the region and beyond.

This year, Tanya and Amy left FAN to pursue new opportunities. We're grateful for their valuable contribution in laying strong foundations for FAN's future, and ensuring that we continue to put our members at the heart of everything we do.

Periods of significant organisational change are often tumultuous. I'd like to thank our passionate and hard-working FAN team for living our purpose and values everyday, and FAN's Board for the extra effort required to support the organisation to continue to deliver on our vision of a growing and resilient food and agribusiness industry.

FAN is a collaborative ecosystem that empowers its members and industry to grow.

Established by the industry for the industry in 2015, FAN is a not-for-profit food industry cluster that aims to grow the industry by creating an ecosystem that supports collaboration, accelerates innovation and drives trade locally and globally.

FAN has more than 350 members from across the food value chain in the Gympie, Noosa, Sunshine Coast and Moreton Bay regions, and is recognised nationally and internationally as a leading Australian cluster organisation.

Members include input suppliers, growers, manufacturers, foodservice, retailers, service providers and stakeholders such as government and research organisations.

FAN's success to-date has been driven by facilitating opportunities for members to connect, build capability, increase knowledge and grow their profile.

FAN is creating a culture of collaboration where there is a high level of trust that underpins members feeling supported.

This, in turn, leads to a strong 'give back' ethos and a dynamic and engaged cluster.

Backed by a strong community of supporters and partners including Regional Councils, Regional Development Australia, Queensland Government and the Australian Government, FAN's members are leading the way in showing how responding to challenges and opportunities together, accelerates growth and creates a stronger and more resilient industry.

**OUR  
PURPOSE**  
Collectively  
drive the  
success of our  
members



**OUR  
VISION**  
A growing and  
resilient food and  
agribusiness  
industry



FAN's new operating model was formed on a shared vision for a growing and resilient food and agribusiness industry, driven through a triple helix approach of engagement and alignment between industry, government and research.

Dedicated FAN clusters in each region enable a level of focus and specialisation that was not possible under FAN's previous Greater Sunshine Coast remit, delivering more opportunities for FAN's members and regions to connect, collaborate and grow.

The Regional Cluster model provides and delivers:

- Dedicated Membership Coordinators who liaise with, represent, profile and seek opportunities for their members
- Partnerships with the Regional Councils
- Collaborative Regional Action Plans with representation from industry, government and research (triple helix)
- Dedicated comms channels

This model is funded by the Regional Cluster's membership fees, along with partnerships including the Regional Councils. The model has been designed to enable the organisation to scale, underpinning FAN's future sustainability.

The key objectives of the new model include:

- Deeper and broader engagement with members, providing greater insights and understanding of the industry's needs
- Deeper and broader engagement with stakeholders, profiling, leveraging and adding value to their related activities
- Increased program of activities and initiatives that are aligned to the industry's priorities and needs in the region
- Increased profiling of the capabilities of each region's food and agribusiness industry – locally, nationally and internationally





FAN is governed by a board whose role is to represent industry members and to ensure that all operations are in adherence to both the Corporations Act (2001) and the FAN Constitution.

The board is also responsible for determining FAN's strategic direction and providing general oversight of FAN's operations. This includes the establishment of policies and procedures, financial management practices and ensuring that FAN remains solvent. Seven volunteer directors make up the board. Four of these are Elected Directors and three are Appointed Directors, as per the Constitution.

Elected for a two-year term at the Annual General Meeting, an Elected Director must be a FAN Industry Member, whose role it is to represent the industry as a whole. Appointed Directors also serve a two-year term and are 'appointed' by the Elected Directors following each AGM. These directors generally bring specific skills to ensure that governance and oversight duties can be appropriately carried out by the FAN Board. All Directors may re-nominate at the end of their term.

FAN's Directors generously give their time and expertise to ensure FAN is able to provide consistently high levels of service and opportunities for its members.



Jacqui Price  
Chair



Megan Brabant  
Director



David Cohen  
Director



Brent Deller  
Director



Mick Hay  
Director



Tracy Henderson  
Director



Mark Peters  
Director

## FAN BOARD



Emma Greenhatch  
CEO



Nicole McNaughton  
Communication  
Manager



Anna Carrick  
Administration  
Coordinator



Jacki Hinchey  
Moreton Bay  
Member Coordinator



Mim McWilliam  
Noosa  
Member Coordinator



Rebecca Gillingham  
Member Admin  
Coordinator



Amy Watson  
Gympie  
Member Coordinator  
(to May 2022)



Tanya Arnold  
Sunshine Coast  
Member Coordinator  
(to June 2022)



Rowena Cann  
Grants & Business  
Development Manager

## FAN TEAM



# 2022 Highlights



351 MEMBERS



5,000+ MEMBER EMPLOYEES



1,500 ATTENDEES AT EVENTS



510 PARTICIPANTS IN FAN'S PROGRAMS & SERVICES



70 NET PROMOTER SCORE



99% RECOMMENDATION FROM EXHIBITORS



43.5% OPEN RATE ON EDMS



800+ CONNECTIONS



13,000 AUDIENCE FAN COMMS CHANNELS



45,000 AVERAGE REACH ON FAN SOCIALS



# MEET THE MAKERS

## 2022 HIGHLIGHTS

97

EXHIBITORS

500+

RETAILERS, DISTRIBUTORS, ACCOMMODATION PROVIDERS, RESTAURANTS, CAFES, MEDIA, FAN MEMBERS AND INDUSTRY STAKEHOLDERS

95%

EXHIBITORS WOULD ATTEND NEXT YEAR

99%

EXHIBITORS RATED IT 8 OR MORE OUT OF 10 COMPARED TO OTHER TRADE SHOWS

95%

BUYERS RATED IT 4 OR MORE OUT OF 5 RE EVENT EXPERIENCE

100%

BUYERS DISCOVERED NEW PRODUCTS

96%

ATTENDEES RATED IT 4 OR MORE OUT OF 5 RE EVENT EXPERIENCE

500k

400K TOTAL REACH THROUGH SOCIAL CHANNELS  
10K INTERACTIONS

855

NEW LEADS/CONNECTIONS MADE AT EVENT BY SURVEYED EXHIBITORS

FAN invested heavily in the implementation of the new hub and spoke model in the 2021-22 financial year, employing Membership Coordinators in each region, a Business Development & Grants Manager, and an Administration Coordinator. These labour costs contributed significantly to the additional expenditure in FY22 vs FY21.

Revenue was down 6% vs prior year due to the ongoing challenging trading environment brought about by COVID and the impact of flooding on our regions. In addition, unlike the 2020-21 financial year, FAN did not receive any Government Covid Stimulus and only received a residual FIAL grant payment of \$50,000 compared with \$300,000 the previous year. The decreased revenue was offset by careful and detailed management of expenses.

FAN carried a high level of prepayments into FY22, which have been expended. There have been no material post financial year-end transactions that have impacted solvency at the date of this annual report.

<b>PROFIT AND LOSS SUMMARY</b>	<b>FY 2022</b>	<b>FY 2021</b>
Revenue	597,028	633,475
Other Income (Government COVID Stimulus)	Nil	130,379
<b>Total Income</b>	<b>597,028</b>	<b>763,854</b>
<b>Total Expenditure</b>	<b>754,718</b>	<b>655,856</b>
Current Year Surplus <Deficit> Before Income Tax	<157,690>	107,998
<b>Net Current Year Surplus &lt;Deficit&gt; After Income Tax</b>	<b>&lt;157,690&gt;</b>	<b>107,998</b>
<b>BALANCE SHEET SUMMARY</b>		
<b>Assets</b>		
Cash & Cash Equivalents	152,107	402,463
Total Receivables and Pre Payments	36,005	117,750
<b>Total Current Assets</b>	<b>188,112</b>	<b>525,597</b>
Non-Current Assets		
Plant and Equipment, Vehicles	12,618	11,738
<b>Total Non-Current Assets</b>	<b>12,618</b>	<b>11,738</b>
<b>Total Assets</b>	<b>200,730</b>	<b>537,335</b>
<b>Liabilities</b>		
Current Liabilities		
Trade and Other Payables	6,545	6,271
GST Payable	18,231	32,246
Revenue Received in Advance	84,750	255,500
Provision for Annual Leave	23,073	17,498
<b>Total Current Liabilities</b>	<b>132,599</b>	<b>311,514</b>
Net Assets	68,131	225,821
<b>Equity</b>		
Current Year Earnings <Deficit>	<157,690>	107,998
Retained Earnings	225,821	117,823
<b>Total Equity</b>	<b>68,131</b>	<b>225,821</b>

# 2021 - 2022 SPONSORS & PARTNERS

## WITH THANKS....

FAN's partners and sponsors are integral to both delivering opportunities for members and also to the organisation's sustainability. In the 2021-22 financial year, FAN received a total of \$112,000 from sponsors and partners for events, programs and overall sponsorship. FAN welcomes sponsorship from both industry and stakeholders, and for larger sponsorships has bespoke agreements that align to the sponsor's and FAN's objectives and member needs. FAN also plays a leadership role in bringing together key stakeholders to develop programs and initiatives that benefit FAN members and the growth and resilience of the food and agribusiness industry.

