



Food & Agribusiness Network



2023

Annual Report



3. REPORTS

Chair's Report
CEO's Report

5. ORGANISATIONAL OVERVIEW

About FAN

7. ORGANISATIONAL STRUCTURE

Board & Team

8. ACTIVITIES AND PERFORMANCE

2022 -2023 Highlights
Regional Action Plan
Report
Meet the Makers 2022

10. FINANCIAL REPORT

11. SPONSORS & PARTNERS



NOTE:

Figures contained in this document as at end of FY 2023

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

2022/23 was a challenging year for FAN and many of its members. High inflation and rising interest rates, higher cost of living, and the tight labour market all delivered unforeseen headwinds and brought about significant change.

As a result of these conditions, FAN evolved how we share knowledge, cultivate capabilities and innovation, grow and extend connections, and advance the profile of our members, industry and regions.

We continued to deliver programs and services that engage, connect and extend our members, including Monthly Member Meet Ups and our flagship Meet the Makers trade show. We engaged deeply with our members to develop regional action plans in each of our four regions to ensure we work together on what matters to our members. However, we also increased our focus on building a strong innovation ecosystem and embedding a business model that demonstrates value and sustainability.

Financial sustainability of industry clusters is an ongoing challenge, and one that is felt keenly by FAN and many other cluster organisations. On behalf of the Board, I'd like to express gratitude to our long term committed sponsors and our funding partners including our Regional Councils, Regional Development Australia, Advance Queensland and FIAL for continuing to back FAN's vision.

After playing a key leadership role in FAN for nearly 7 years, CEO Emma Greenhatch left the organisation in December 2022. The Board thanks Emma for her passion and outstanding commitment to FAN. We are thrilled that Nicole McNaughton has successfully stepped up into the role of CEO and is proving just as adept at driving opportunities for our organisation, members and industry.



I would also like to sincerely thank my fellow Board Directors for their support this year. Thanks to Mick Hay, Brent Deller and David Cohen for their valuable contributions during their terms, and welcome to new Directors Jeanette Jifkins and more recently David Hoath and Glin Bayley. The new skills and renewed energy the rotation of Directors brings to the Board is greatly appreciated and positions the organisation well for the future.

And that future is looking exciting and bright in 2024! We are delighted to be delivering food and agritourism initiatives under Project Crafted, finalizing establishment of a research partnership to help build capability with our smaller members, and working with the newly appointed CEO of the Turbine food and beverage manufacturing precinct to build a collaborative ecosystem that will assist our members businesses to scale.

It has been an honour to lead FAN these past three years. Thank you to our committed team, and to our members, sponsors and partners for their continued support. I have enjoyed my time at the helm and am confident Nicole along with our new chair David Hoath and refreshed Board will take the organisation and our industry to new heights.

Jacqui Price, FAN Chair

REPORTS

CEO's Report

In late 2022 we farewelled Rowena Cann and Emma Greenhatch. The team will be eternally grateful for Emma's contribution and dedication to shaping FAN into what it is today.

2023 started with the securing of the Department of Agriculture Fisheries Flexible Agritourism Grant, based on a collaborative approach in submitting a region wide grant application. The funding has allowed for the roll-out of Project CRAFTED which has been developed in partnership with Visit Sunshine Coast and in collaboration with our long term and valued regional partners including Sunshine Coast Council, Noosa Council, Moreton Bay Council, Gympie Council, Tourism Noosa and Moreton Bay Region Industry and Tourism.

This Project also leverages work undertaken as part of funding from Advance Queensland Regional Futures Collaborative Project Fund – and will deliver on key priorities identified in FAN's Regional Action Planning Process undertaken in late 2022. With support from our members and key stakeholders, we're in the process of delivering 11 out of the 17 actions identified in this wider process.

In early 2023 the FAN Board and our team undertook an interim review of FAN's strategy. The review's purpose was to ensure FAN's vision, strategy and activities still resonated with members – post two years of COVID and flood impacts. It was reassuring to see that FAN has delivered on a number of key strategies and that our activities still align to the organisation's current strategic vision.

It was pleasing to see membership increase to 374 members demonstrating the importance of having Membership Coordinators actively engaging across all FAN's regions, and creating opportunities for members to connect, collaborate and grow.

In May we held our 5th Annual Meet the Makers event. The smaller exhibitor numbers reflected the challenges for small artisan businesses operating in the current economic climate. While exhibitor numbers were slightly down, the event generated a significant number of valuable connections for our members, including international distribution opportunities for a couple of members.

We were pleased to also receive confirmation of funding from Advance Queensland's Accelerating Female Founders Grant – to support the rollout of Grow National in 2024. Grow National builds on the success of the Grow Coastal Program – that FAN was instrumental in delivering in 2017-2019.

We also celebrated the confirmation of funding for the Turbine Collaborative Food & Beverage Manufacturing precinct – post the review of all grant submissions after the change of Federal Government. We look forward to working collaborative with the newly appointed Turbine CEO Andrew Eves-Brown on bringing this long held vision to life.



While celebrating our successes, it is important to acknowledge the challenges we faced. The year brought unexpected hurdles, from the ongoing impacts of market dynamics and general challenges of scaling up. These challenges tested our agility and adaptability, and I am proud to say that we met them head-on.

I would also like to express my appreciation to our valued board members for their guidance, input and support throughout the year. Their wisdom and strategic insights have been invaluable as we navigated the journey from start up to scale up.

I'd also like to extend my warm thanks to our members for your continued trust and engagement. Your feedback and involvement have been instrumental in shaping our FAN's why - and growth and direction.

I'd like to acknowledge the team's support during the CEO transition period. Your dedication, hard work, and resilience have been the driving force behind our achievements. Whether it was navigating remote work, finding new ways to engage with our members, or addressing unforeseen challenges, you have consistently risen to the occasion. Our success is a direct result of your commitment to excellence.

In particular, I'd like to thank Rebecca for her personal support and amazing can-do attitude while we managed the organisation with a reduced staff capacity.

Finally I'd like to thank Jacqui Price, for her dedication and truly above and beyond contribution to FAN over the past 7 years. Through Jacqui's steerage - FAN's Board has become a model of 'contemporary governance' and we are well positioned to evolve. I'm both truly privileged and humbled to work alongside Jacqui - in shaping and growing what is truly a FANTastic organisation.

Nicole McNaughton, FAN CEO

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

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

Today FAN has more than 370 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, retailers, foodservice operators and affiliated services.

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 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.

Current



Jacqui Price
Chair



Megan Brabant
Director



Tracy Henderson
Director



Mark Peters
Director



Jeanette Jifkins
Director



David Hoath
Director



Glin Bayley
Director

Retired



Brent Deller
Director



Mick Hay
Director

FAN BOARD

[READ MORE ABOUT THE TEAM HERE](#)

Current



Nicole McNaughton
CEO



Anna Carrick
Administration
Coordinator



Jacki Hinchey
Moreton Bay
Member Coordinator



Rebecca Gillingham
Member Admin
Coordinator

Past



Emma Greenhatch
CEO



Rowena Cann
Grants & Business
Development Manager



Mim McWilliam
Noosa
Member Coordinator

FAN TEAM



2023 Highlights



374
MEMBERS



5,000+
MEMBER
EMPLOYEES



1,800
ATTENDEES
AT EVENTS



1026
PARTICIPANTS IN FAN'S
PROGRAMS & SERVICES



83%
NET
PROMOTER SCORE



100%
BUYERS DISCOVERED
NEW PRODUCTS



44%
OPEN RATE
ON EDMS



1000+
CONNECTIONS



17,000
AUDIENCE
FAN COMMS
CHANNELS



47,000
AVERAGE REACH
ON FAN SOCIALS



All Regional Action Plans endorsed



11 out of 17 projects (as identified as key priorities in Regional Action Plans) underway



80% or above attendance at the Regional Action Group meetings



19 events held in each of the 4 regions

- 7 Sunshine Coast | 5 Noosa
- 4 Moreton Bay | 3 Gympie
- 765 participants at the events



Draft impact measurement framework developed



MEET THE MAKERS

2023 HIGHLIGHTS

71

EXHIBITORS

400

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

87%

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

100%

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

100%

BUYERS DISCOVERED NEW PRODUCTS

90%

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

600k

600K TOTAL REACH THROUGH SOCIAL CHANNELS
10K INTERACTIONS

710

NEW LEADS/CONNECTIONS MADE AT EVENT BY SURVEYED EXHIBITORS

After the impacts of COVID and floods on the 2021-2022 Financial Year, a degree of financial sustainability returned to the organization in the 2022-2023 Financial Year.

Delays in the execution of the Turbine Precinct and therefore streams of income due to FAN (budgeted \$100,000) – were experienced due to change in Federal Government and the associated delay in the overall project.

The resignation of FAN's CEO and Business Development Manager in the latter half of 2022 meant a saving of \$86,257 in wages and salaries. The decision to not appoint new staff pending confirmation of Turbine funding mitigated an overall budget deficit that would have resulted from the delay.

Further stringent budgeting and cost savings implemented by the Interim CEO resulted in FAN achieving a surplus of \$10,872.

PROFIT AND LOSS SUMMARY	FY2023	FY2022
Revenue	948,492	595,577
Total Income	951,251	597,029
Total Expenditure	942,412	754,719
Current Year Surplus (Deficit) Before Income Tax	8,838	(157,690)
Net Current Year Surplus (Deficit) After Income Tax	8,838	(157,690)

BALANCE SHEET SUMMARY	FY2023	FY2022
Assets		
Cash & Cash Equivalents	175,617	152,107
Total Receivables and Pre Payments	192,972	36,005
Total Current Assets	192,972	188,112
Non Current Assets	8,930	12,618
Plant and Equipment, Vehicles	8,929	12,618
Liabilities		
Current Liabilities		
Trade and other Payables	41,286	6,545
GST Payable	39,026	18,231
Revenue Received in Advance	200,000	84,750
Provision for Annual Leave	20,237	23,073
Total Current Liabilities	300,549	132,599
Net Assets	76,970	68,131
Equity		
Current Year Earnings (Deficit)	8,838	(157,630)
Retained Earnings	68,131	225,821
Total Equity	76,970	68,131

2022 - 2023 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 2022-23 financial year, FAN received a total of \$121,050 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.



Proudly supported by:



Department of
Agriculture and Fisheries



Department of
Employment, Small
Business and Training



Department of
Regional Development,
Manufacturing and Water



Our Why

What our members say about us



Knowledge is power, collaboration is key and data is a great business asset and FAN excels in these areas.



FAN listen to their members and attendees were very receptive to the messages presented.

Great group, well organised, very passionate people.



You're doing amazing work for the greater good of us all.

I was impressed with the range of speakers and (FAN) ensured that the topics covered were specific and relevant. And the crew from FAN was just so encouraging. I will be signing up as a new member.

Great networking community, great assistance for Industry.



It is a great way to network with like-minded people from diverse areas of business.

FAN is great for building knowledge and connections.

FAN have been FANtastic! Every event we have been to has taught us something new and the co-coordinators have been nothing but supportive and helpful at every step.