



Food &
Agribusiness
Network

Sunshine Coast
Noosa
Gympie
Moreton Bay

Annual Report 2021



Run by the
Industry.
For the
Industry.

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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

As FAN entered its sixth year, it was a privilege to become FAN's third ever Chair and to lead the team through a significant period of change. While the FAN team was busy supporting our members to respond to COVID-19 and adapting to new ways of operating and working together, there was also a need to review the future of FAN due to Food Innovation Australia Ltd's (FIAL) three-year cluster programme funding that ended on 30 June 2021.

The FAN team and Board undertook a comprehensive strategic planning process, consulting with members and key stakeholders. This resulted in the transition to a new operating model designed to enable FAN to further develop its ecosystem and be more responsive to members challenges and opportunities. This Hub & Spoke model saw FAN establish regional clusters in the regions in which it currently operates and formalise important partnerships with Regional Councils.

The 2020-21 year was a challenging time for many of our members, albeit one that demonstrated our industry's inherent innovative culture and resilience. While Covid-19 continued to impact FAN's core revenue streams, thanks to the support of key partners, Covid-19 government assistance and prudent financial management, FAN was able to improve its financial position this year.

On behalf of the Board, I'd like to take this opportunity to express gratitude to FIAL for continuing to back FAN's vision and their contributions to accelerating growth in our region.

I would 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 Andrew Eves-Brown, Lauren Brisbane, and Craig Agnew for their valuable contributions, and welcome Mick Hay and Mark Peters to the Board. We appreciate the increased diversity and renewed energy that rotating Board members brings to the organisation.

I would also like to thank our members, sponsors and partners for their continued engagement and enthusiasm for growing our food and agribusiness industry in the four regions in which FAN currently operates. Together, we are achieving great outcomes for our industry, regions and members through the power of collaboration.

Finally, thanks to FAN's dynamic and committed team and CEO, Emma Greenhatch, for her leadership, passion and vision. 2022 is looking very bright.

Jacqui Price
FAN Chair



REPORTS

CEO's Report

2021 has been a defining year for FAN and many of our members, as we continued to respond to the challenges and new opportunities arising from the global pandemic. Reduced core revenue streams, combined with FIAL's funding ending on 30 June 2021, necessitated a review of FAN's future direction and how we continue to deliver on our vision of a growing and resilient food and agribusiness industry. Loudly and clearly we heard from our members, partners and stakeholders that FAN's value proposition lies in our ability to make connections, build capability, profile our members and industry, and foster collaboration.

A new Hub & Spoke model was adopted to enable FAN to continue to support and build our ecosystem, and to deliver new opportunities for FAN's members. Importantly, this model has been designed to increase opportunities and collaboration across our regions, with regionally-based Membership Coordinators working closely together on joint initiatives and continuously sharing insights and connections.

We welcomed Jacki Hinchey and Tanya Arnold as our inaugural Moreton Bay and Sunshine Coast Membership Coordinators and are grateful for their efforts in helping us to establish the new model. We thanked and said goodbye to Sam McKerrow and Adele Laughton for their service to FAN and our members. Thank you to Nicole and Rebecca for their dedication and continued belief that anything is possible.

FAN's annual marquee event, Meet the Makers, was met with huge anticipation after being cancelled in 2019.

Held in a hangar at Sunshine Coast Airport, it attracted 75 exhibitors and 500 guests including buyers, media and the business community. In addition to the incredible produce and food and beverage products from across our four regions, also on display was what's possible when you create community – from members introducing buyers to each other, to new friendships and collaborations.

In April, FAN together with the Queensland Drinks Accelerator, led a collaborative funding submission under the Australian Government's Modern Manufacturing Initiative to establish Australia's first, purpose-built collaborative food and beverage manufacturing precinct at Sunshine Coast Airport. Supported by many of FAN's partners including RDA Sunshine Coast, Sunshine Coast Council, USC and TAFE, the outcome of the submission is expected later in 2021 and, if successful, will deliver a wide range of benefits to FAN's members.

Over the past 12 months, FAN has had to look within to set the business up for future success. Thank you to our members, sponsors and partners for supporting us through this; we are ready to embark on this exciting new chapter and remain steadfastly committed to our purpose and to making a positive impact for our members and industry. Special thanks to FIAL for backing us to become a leading Australian food and agribusiness industry cluster. And to FAN's Board of Directors, thank you for your commitment to FAN and the considerable time you volunteer.

Emma Greenhatch
FAN CEO



ORGANISATIONAL OVERVIEW

ABOUT FAN

The Food and Agribusiness Network (FAN) is a not-for-profit industry-led cluster that fosters a dynamic and supportive ecosystem for its members and facilitates growth opportunities for the Greater Sunshine Coast region's food and agribusiness industry, currently encompassing the Sunshine Coast, Noosa, Gympie and Moreton Bay.

Launched in December 2015, FAN was founded by local industry leaders in collaboration with other stakeholders including Sunshine Coast Council and the University of the Sunshine Coast, to provide businesses across the food and agribusiness value chain the opportunity to 'connect, collaborate and grow'. Membership of FAN has grown to over 300 members and includes farmers, manufacturers, wholesalers, retailers, hospitality and service providers.

By adopting an industry-led approach and partnering with key stakeholders, FAN empowers members to share their knowledge, experience and resources; communicate challenges and opportunities; and actively contribute to creating innovative solutions. The team also advocates for and raises the profile of its members across the region and beyond. The cluster's culture of collaboration is underpinned by strong relationships and trust, leading to members feeling less isolated and knowing who to turn to during times of need. This, in turn, leads to a strong 'give back' ethos and a dynamic and engaged membership who directly contribute to the success of the regions in which FAN operates.

FAN'S FUTURE

In 2020 FAN undertook an extensive strategic planning process that involved comprehensive consultation with its members. Through this, FAN validated that its value proposition is founded on deep engagement, with both members and stakeholders. It is this deep engagement that enables FAN to build a collaborative ecosystem and deliver activities and initiatives for members that deliver genuine outcomes and impact.

FAN'S IMPACT

Today, FAN has a national and global reputation as a leading Australian cluster organisation and is regularly invited to present on how the cluster model can accelerate growth and innovation and create more resilient industries and regions.

The benefits of the cluster model both during and beyond times of crisis have been clearly evident throughout the COVID-19 pandemic, with FAN members leveraging their connections and trusted relationships to find solutions. These included working together to access new market channels; sharing information on new ways of operating; and supporting wellbeing through access to a community of 'like-minded' businesses.

FAN, together with key partners and stakeholders, collectively drives the success of its members and the industry through:

- Growing Networks
- Building Capability
- Increasing Knowledge
- Profiling Businesses

Examples of FAN's key activities include:

- Regular member meetups
- Member and industry insights
- Trade show facilitation and events (e.g. Meet the Makers)
- Domestic and export pathway programs
- Connections to resources, information and support
- Facilitating media opportunities for members

To support future growth and enable the organisation to deliver more member opportunities, FAN's Board endorsed a new Hub & Spoke operating model in which FAN will establish Regional Clusters in each region where it has a geographical footprint. Initially, this will be four Regional Clusters in the Sunshine Coast, Noosa, Gympie and Moreton Bay, with the potential to expand beyond these regions over time.

FAN's NEW OPERATING MODEL

FAN's new model is formed on the basis of 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.

The triple helix cluster model is embedded in the growth strategies of European economies, recognising the importance of creating an ecosystem that focuses on the collective and leveraging each other's resources and activities. FAN is excited to be evolving how it operates to maximise the benefits of the cluster model for its members, partners and regions.

Dedicated FAN clusters in each region will have a level of focus and specialisation that was not possible under FAN's previous Greater Sunshine Coast remit. In turn this will enable FAN, in partnership with key stakeholders, to deliver more opportunities for its members and regions.

Key components of the new model include:

- Dedicated Membership Coordinators in each region, who will liaise with, represent, profile and seek opportunities for their members
- Partnerships with the Regional Councils
- Shared Engagement Strategy between the Regional Clusters and other regional stakeholders
- Regional Advisory Groups, comprising representation from industry, government and research (triple helix)
- Industry-led Action Plans
- Cross-region action groups to promote broader collaboration
- Dedicated comms channels for Regional Clusters

This model is funded by the Regional Cluster's membership fees and sponsorship, along with partnerships with the Regional Councils and revenue generated from activities. The model has been designed to ensure that the Regional Clusters and Head Office are self-sustaining, underpinning FAN's future sustainability.

FAN's new operating model will deliver increased growth for the food & agribusiness industry through:

- 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

PURPOSE

Collectively drive the success of our members

VISION

A growing and resilient food and agribusiness industry



ORGANISATIONAL STRUCTURE

FAN'S BOARD

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
Acting Director



Sean McGowan
Director



Paul Fisher
Director

[READ MORE ABOUT THE BOARD HERE](#) 



Mick Hay
Director



David Cohen
Director



Mark Peters
Director

FAN'S TEAM



Nicole McNaughton
Communications &
Membership Manager

Rebecca Gillingham
Digital Co-Ordinator

Emma Greenhatch
CEO

Jacki Hinchey
Moreton Bay MC

Mim McWilliam
Noosa MC

Tanya Arnold
Sunshine Coast MC

Amy Watson
Gympie MC

[READ MORE ABOUT THE TEAM HERE](#) 

ACTIVITIES | 2020 - 2021 HIGHLIGHTS



289

Members

23

Sponsors and partners

41

Members participating in FAN facilitated opportunities

510

Participants in FAN's programs, services, seminars & information sessions

600+

Connections

700

Attendees at events

11,000+

Audience across FAN comms channels

Figures as at 30 June 2021

ACTIVITIES I MEET THE MAKERS 2021

SUMMARY

Meet the Makers 2021 has been viewed by both exhibitors and key stakeholders as a resounding success specifically in terms of:

- Creating brand and product awareness for participating FAN members
- Creating valuable commercial connections and new distribution / retail opportunities for FAN members
- Showcasing how key regional stakeholders and supporters work together to drive growth opportunities for the local food and agribusiness industry
- Showcasing the great diversity of food and beverage producers across FAN's regions

TESTIMONIALS

"For me this was an outstanding event. I was able to meet and talk with a variety of potential clients as well as catch up with a number of current clients. Probably the best event of its kind I have attended. Many thanks."

Paul Scott, Rallings Label Specialists.

"A terrific event - for the Makers, the buyers, and for our region. Excellent work yet again FAN!"

Jen Lawson, Successful Grants

"It was a fantastic event FAN put on. So many amazing innovative products and people doing incredible things. We will spread the word."

John from John Tidy Organics

"I recently attended a food and beverage trade show in Adelaide and it was nothing compared to Meet the Makers"

Interstate buyer

"Meet the Makers will probably be the best event held this year on the Sunshine Coast."

Ann Ross Hive Haven

"To the organisers of this wonderful event BRAVO congratulations on the best run event ever."

Jim and Doug ChilliCoffee

75

EXHIBITORS

500+

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

100%

EXHIBITORS WOULD ATTEND NEXT YEAR

98%

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

400k

400K TOTAL REACH THROUGH SOCIALS
10K INTERACTIONS

480

(MIN) NEW LEADS / CONNECTIONS
MADE AT EVENT BY SURVEYED EXHIBITORS



FINANCIAL REPORT

In the same way that the 2019-20 financial year was affected by the COVID pandemic, the 2020-21 financial year was similarly affected but in different areas of business operations. Event and sponsorship revenues were down, reflecting lockdowns and business uncertainty. Offsetting this revenue reduction, were several successful grant applications and additional COVID-19 Government support.

Special mention should be made of FIAL's support during the final year of Cluster Programme funding, and the additional funding of \$100,000 towards the development of FAN's new strategy and model. There was a contribution of \$68,000 and associated expenses of \$81,867 to progress the Collaborative Food & Beverage Manufacturing Precinct project, including a submission to the Australian Government's Modern Manufacturing Initiative Translation stream.

The largest operational expense is employment costs. Total employment costs including subcontractors decreased from \$392,228 in 2019-20 to \$345,164 in 2020-21, reflecting the Board's decision to cut costs where possible while still maintaining service standards to members. Other overheads remained stable and relatively low.

FAN's total profit of \$107,988 for the 2020-21 financial year and its healthy cash-at-bank of \$402,463, positions the organisation to invest in future initiatives that will deliver new member benefits.

The Revenue Received in Advance of \$255,500 deserves special mention, as this is one of the main causal factors in the substantial bank balance. It is due to revenue received in the 2020-21 financial year that applies to partnerships, sponsorship and grants in 2021-22, comprising:

- Sponsorships - \$26,000
- Council Partnerships - \$52,500
- Export Program Sponsorship - \$30,000
- Queensland Government Craft Brewing Program - \$15,000
- FIAL Cluster Programme & New Model Support - \$120,000
- AgriFutures Grant - \$12,000

There have been no material post financial year-end transactions that have impacted solvency at the date of this annual report.

PROFIT & LOSS SUMMARY	FY 2021	FY 2020
Revenue	633,475	592,321
Other Income (Government COVID Stimulus)	130,379	58,083
Total Income	763,854	650,405
Total Expenditure	655,856	593,787
Current Year Surplus Before Income Tax	107,998	56,618
Net Current Year Surplus After Income Tax	107,998	56,618
BALANCE SHEET SUMMARY	FY 2021	FY 2020
Assets		
Cash & Cash Equivalents	402,463	134,245
Trade and Other Receivables	123,134	99,731
Total Current Assets	525,597	233,976
Non-Current Assets		
Plant and Equipment, Vehicles	11,738	14,033
Total Non-Current Assets	11,738	14,033
Total Assets	537,335	248,009
Liabilities		
Current Liabilities		
Trade and Other Payables	6,271	15,298
GST Payable	32,246	18,408
Revenue received in advance	255,500	85,000
Provision for Annual Leave	17,498	11,479
Total Current Liabilities	311,514	130,186
Net Assets	225,821	117,823
Equity		
Current Year Earnings	107,998	56,618
Retained Earnings	117,823	61,205
Total Equity	225,821	117,823

2020 - 2021 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 2020-21 financial year, FAN received a total of \$95,500 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.

