

HINKLER

REGIONAL DEAL

IMPLEMENTATION PLAN

JANUARY 2020



Australian Government



Fraser Coast
REGIONAL COUNCIL



BUNDABERG
REGIONAL COUNCIL

◦ Foreword

Regional Deals are a part of the Australian Government's new place-based approach to regional development. They have been adapted from the highly successful City Deal model and bring together governments to maximise the comparative advantages of regional Australia through greater collaboration, alignment and coordination of regional investment priorities.

The Hinkler Regional Deal is the second pilot Regional Deal in Australia. It recognises the unique challenges and opportunities for the region, and the roles of various levels of government to maximise the region's potential. Deals place a spotlight on the local community – its needs, its opportunities. Since the announcement of the Hinkler Regional Deal, a range of great ideas have flowed from local businesses, community representatives, and from governments at all levels on ways to enhance the region's potential.

Implementing a range of commitments identified through the Hinkler Regional Deal process, as outlined in this Implementation Plan, will facilitate new opportunities for Bundaberg and Hervey Bay, spur economic development, and build community resilience and liveability for the long term.

We will champion the region's comparative advantages and work collaboratively to maximise the opportunities for the region now and into the future.



Michael McCormack

The Hon Michael McCormack MP

Deputy Prime Minister
Minister for Infrastructure,
Transport and Regional
Development



Nola Marino

The Hon Nola Marino MP
Assistant Minister for
Regional Development
and Territories



George Seymour

Councillor George Seymour
Mayor of Fraser Coast
Regional Council

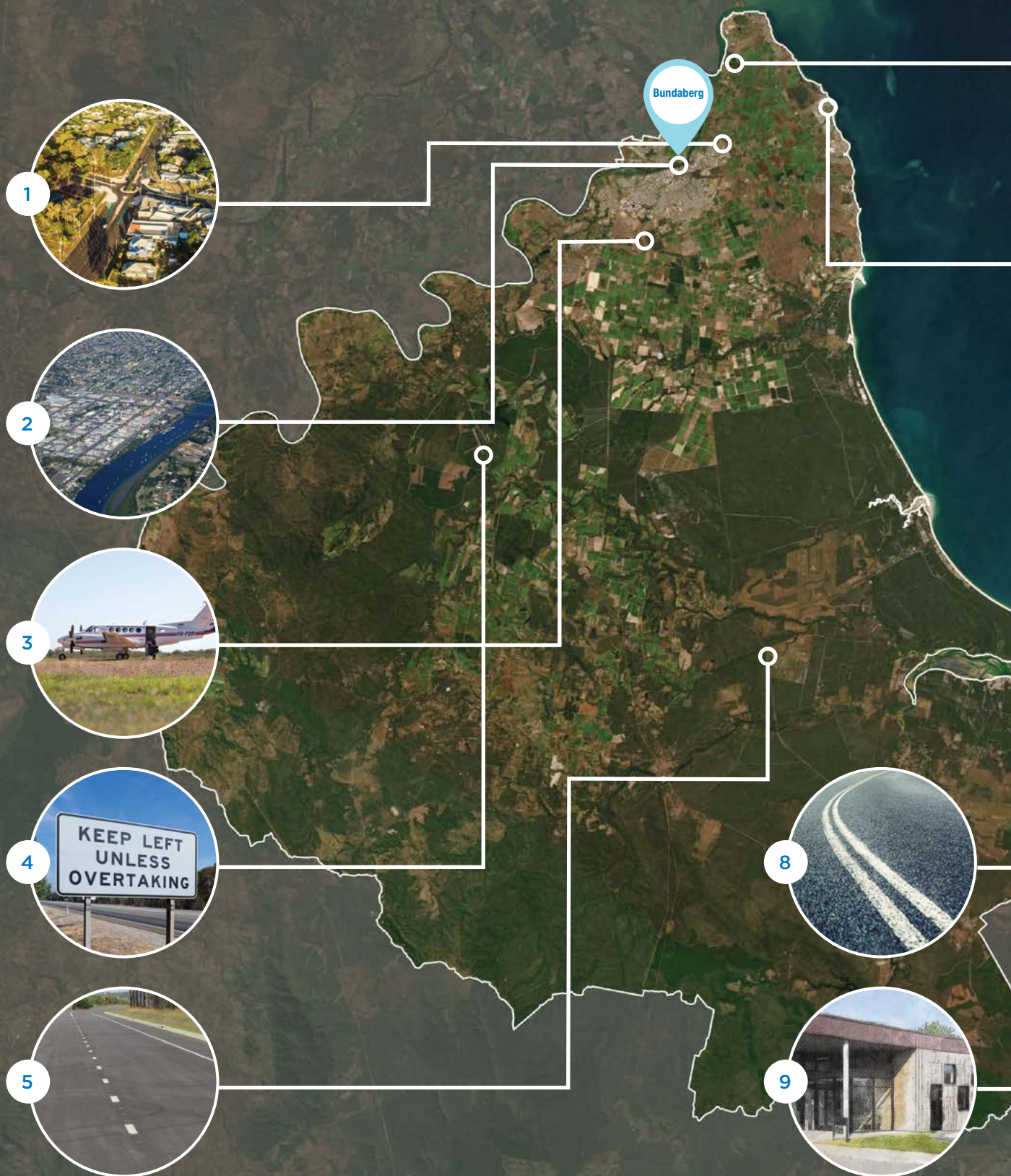


Jack Dempsey

Councillor Jack Dempsey
Mayor of Bundaberg
Regional Council



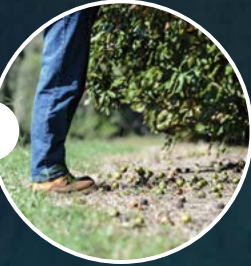
Commitments at a Glance



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- 2 De-maining of Quay Street
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Hervey Bay

◦ The Region

The Hinkler Regional Deal integrates the major centres of Bundaberg and Hervey Bay and their surrounds. It is an important part of Australia's economy, with iconic industries, amazing natural landscapes, a strong heritage and much untapped potential. While the region's economy has traditionally based itself on agriculture and mining, it has become a modern regional centre boasting a diverse economy including health services, manufacturing and tourism.

The region has seen strong population growth, focused on the major urban centres of Bundaberg and Hervey Bay. In 2018, over 150,000 people called the region¹ home, rising by 1.1 per cent annually over the last 10 years.

It has become a strong drawcard for retirement, driven by the idyllic, semi-rural lifestyle and warm climate. The region is also popular with families, with 23 per cent of people aged 19 or younger. These will be important drivers for the region into the future, providing immediate opportunities in education and training, and long-term demand for employment.

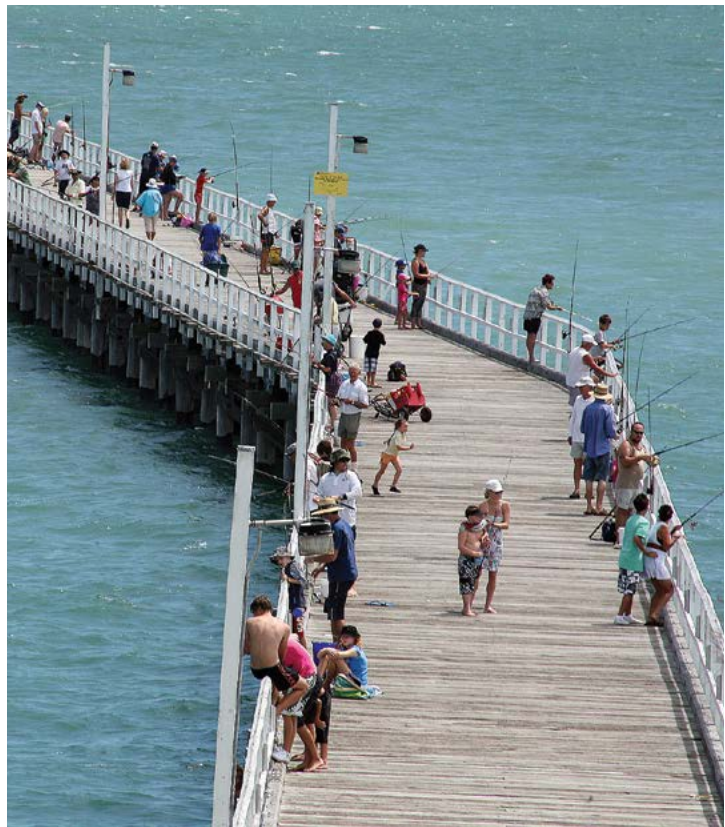
Only 44 per cent of residents are aged between 19 and 60. With this demographic split comes the challenge of training and retaining a skilled workforce and sustaining new jobs – affecting the region's ability to grow ahead of the curve. At the same time, a growing population provides opportunities for the region, leveraging its natural comparative advantages, building on its agricultural roots, world-class natural environment, and human capital.

The region is well placed to support business with over 9,000 businesses across the region centred on the construction, real estate, agriculture and financial service industries. However, since 2016, the number of health and social service, technical, manufacturing and support service businesses have increased, along with a small uptick in the mining sector.

Businesses in the region are largely local, with over 57 per cent of businesses operating as sole operators, and a further 28 per cent employing one to four people. At the same time, a number of major agricultural employers call the region home, providing yet another comparative advantage for the region and the economies of scale for long-term investment.

In June 2019, unemployment in the region averaged 7.2 per cent. Some parts of the region have previously seen unemployment peak at 19 per cent, although recent figures show this has since improved and with the commitments under the Hinkler Regional Deal, further improvement is anticipated.

Implementing commitments under the Hinkler Regional Deal will work to unlock the region's potential – and thus support local residents to live, work and play in their local community.



¹ Figures include Fraser Island and North Bundaberg that forms a part of statistical areas that sit partly within the boundary of the Hinkler Regional Deal.

Fast Facts



Population

150,361 people (2018)

1.1% annual growth anticipated to 2041

Demographics

Median Age: 46.7 (2018) compared to 37.3 in Queensland

Number of Families: 39,724 (2016 Census)

Indigenous population

4.1% (2016 Census)



Productivity and participation

Employment opportunities

Median weekly family income: \$59,750 per annum (2018)

Largest Industries: Health care and social assistance (18.5%), Retail trade (12.9%)

Unemployment

Unemployment: 7.2% (June 2019)

Agricultural output

\$1.46 Billion (Wide Bay SA4, 2018)



Economic activity and diversification

Number of businesses

9,178 (2018)

Building approvals

82 (12 months to October 2019)

Number and proportion of people with a vocational or higher education qualification

Hinkler, 32,000 people (2016 Census) or 47%

Trade through the Port of Bundaberg

548,278 Tonnes (2018/19)

27 Vessels (2018/19)



Liveability

Passenger movements through airports (Bundaberg and Hervey Bay)

317,669 (2018-19)

Volunteering

17.5% (2016 Census).

Pension recipients

Hinkler: 76.2 per 100 persons over 65

Aged care places

1,857 places (2019)

Road safety

319 incidents (2018)

◦ Our Vision

Our vision is that the Bundaberg and Hervey Bay areas and their surrounds will grow more vibrant and liveable with strong employment opportunities, facilitated through innovative and progressive thinking from the business sector and community to enhance the region's lifestyle advantages.

We will coordinate government, community and private sector investment around strategic economic priorities to deliver attractive destinations for people to live, work, visit and invest.

Our Objectives

To achieve our vision, commitments leverage the region's comparative advantages with a focus on:

Economic Development



- Invest in job creation
- Promote business growth
- Develop a skilled workforce

Resilience



- Enhance the resilience of the community and the environment

Liveability and Community



- Build strong and cohesive local communities
- Ensure the area is a destination of choice for generations to come





Implementing for the Region

To kick-start future opportunities for the region, funding has been committed through this Implementation Plan towards catalytic projects. This includes:

- Almost \$173 million committed by the Australian Government;
- Almost \$79 million committed by the Bundaberg and Fraser Coast Regional Councils; and
- Contributions and in-kind support committed by community and private sector delivery partners.

The Queensland Government has also separately committed \$9 million towards key regional transport projects as part of the 2019-20 Queensland Budget and \$2.5 million under the Bruce Highway Safety Package.

The projects focus on facilitating innovation and new industries to ensure that the region can capitalise on its comparative advantages, enhancing local communities with new facilities to live, work and play, and unlocking regional transport to maximise economic opportunities for the region.

The projects will also provide an important boost to the region, driving new jobs, supporting community resilience and building lifestyle and liveability opportunities. They will be delivered in partnership with a variety of government and non-government organisations, building the partnerships necessary for the region to capitalise on future opportunities for local businesses, employees and indigenous Australians.

Vision	Support the vibrancy and liveability of the Bundaberg and Hervey Bay region with strong employment opportunities, facilitated through innovative and progressive thinking from the business sector and community to enhance the region’s lifestyle advantages			
Objectives	<ul style="list-style-type: none">• Invest in job creation, promoting business growth and developing a skilled workforce• Enhance the resilience of the community and the environment• Build strong and cohesive local communities and ensure the area is a destination of choice for generations to come			
Initiatives		Economic Development	Resilience	Liveability and Community
Commitments	Facilitate innovation and new industries			
	Ag-Tech Facility Bargara	✓	✓	
	Royal Flying Doctor Service Flight, Medical and Simulation Training Facility	✓	✓	
	Enhancing Regional Tourism	✓	✓	✓
	Enhance local communities			
	Redevelopment of the Hervey Bay City Centre	✓	✓	✓
	De-maining of Quay Street	✓		✓
	Fraser Coast Hospice	✓		✓
	Unlock regional transport			
	Bargara Road / Princess Street Upgrade	✓		
	Bruce Highway / Buxton Road Intersection Upgrade	✓		
	Childers Road Overtaking Lanes	✓		
	Torbanlea Pialba Road Upgrade	✓	✓	
	Urraween to Boundary Road Extension	✓		
	Hervey Bay Airport Redevelopment	✓		✓
	Upgrades to the Port of Bundaberg	✓	✓	
Governance	Local partnerships across the region	✓	✓	✓



Facilitate Innovation and New Industries

To ensure the long-term economic development and resilience of the region, it must be positioned to take advantage of new market trends, businesses and emerging technologies. Taking advantage of the region's comparative advantages, such as a strong agricultural base and existing aviation hubs, are key to success. Building partnerships between governments, the community, universities and the private sector will also be important to ensuring that the opportunities developed deliver great outcomes for both the region and beyond.

Ag-Tech Facility Bargarra

The Australian Government is targeting Australia's agricultural sector nation-wide to be worth \$100 billion by 2030. 'Ag-tech', or agricultural technology, enables agricultural producers to achieve improved productivity through technology.

Australian Bureau of Statistics figures show that the Wide-Bay region produced \$1.46 billion in agricultural product in 2017-18 including fruit and nuts, livestock, vegetables and sugar. There is significant potential for entrepreneurs, researchers, and local businesses to collaborate on new technologies to improve both the region's and Australia's agricultural productivity.



A new 'Ag-tech' facility jointly operated by Central Queensland University and Bundaberg Regional Council will provide a dedicated space for the trialling and rollout of these new technologies. This will include opportunities for commercial businesses to partner with local farmers and researchers to enhance their products, as well as research and data gathering to improve farm productivity.

Action	Deliver a new agricultural technology ("Ag-Tech") facility Bargarra	
Contributions	Australian Government	\$5.00 million
	Bundaberg Regional Council	\$750,000 over the Deal period in land, building and in-kind staffing support
	Central Queensland University	Supporting contribution
Key Milestones	February 2020	Lease arrangements finalised
	April 2020	Business plan finalised
	Further milestones subject to business plan assessment.	
Delivery Lead	Led by Central Queensland University supported by the Bundaberg Regional Council and the Australian Government	
Governance	Represented by the Australian Government	

Royal Flying Doctor Service Flight, Medical and Simulation Training Facility

The Royal Flying Doctor Service plays an integral role in Australia, providing vital medical services around the country. Bundaberg is a key base in Queensland for the Royal Flying Doctor Service, facilitating transfers and aeromedical retrieval across the region and transporting patients to and from major care facilities under contract with Queensland Health.

Ensuring that crews are trained to the highest standards is an important aspect of the world-class service provided by the Royal Flying Doctor Service. Bundaberg is an ideal base for training, and provides an opportunity to build on joint investments towards their new aeromedical facility at Bundaberg Airport. The flight, medical and simulation training facility will also provide an opportunity to provide world-class education and training to a range of other groups, including both health and aviation disciplines, and co-locate other training and professional development opportunities for the region within the facility.

Action	Construction and fit out of a new flight, medical and simulation training facility	
Contributions	Australian Government	\$15.00 million
	Bundaberg Regional Council	In-kind support
	Royal Flying Doctor Service	Supporting contribution
Key Milestones	October 2019	Stakeholder workshop
	March 2020	Business plan developed
	Further milestones subject to business plan assessment	
Delivery Lead	Royal Flying Doctor Service in partnership with Central Queensland University, Bundaberg Regional Council and the Australian Government	
Governance	Represented by the Australian Government	



Enhancing Regional Tourism

Tourism Research Australia identified in 2018 that the Bundaberg and Fraser Coast tourism regions saw 2.7 million visitors who stayed nearly 5.9 million nights. In total, tourists spent \$754 million in the local economy, supporting approximately 1,600 businesses, and providing a vital source of employment and economic opportunity for the region.

It is important to support the sector as it develops unique opportunities for visitors from across Australia and overseas by identifying comparative advantages, removing barriers to growth and supporting businesses through effective hard and soft infrastructure.

The Australian Government will work with the Bundaberg and Fraser Coast Regional Councils, Regional Development Australia, local tourism bodies and tourism operators to identify challenges affecting the tourism industry as well as co-design and implement solutions to enhance tourism in the region.

Action	Collaborate, co-design, and implement enhancements to tourism in the region	
Contributions	Australian Government	\$0.25 million
Key Milestones	June 2020	Local consultation completed and next steps identified
Delivery Lead	Australian Government in partnership with the Bundaberg and Fraser Coast Regional Councils, local tourism bodies and tourism operators	
Governance	Represented by the Australian Government	





◦ Enhance Local Communities

Local communities are critical for the success of the region. They drive opportunities for local businesses and the region's economic development as well as supporting education, training and employment prospects for current and future generations. The local community also provides important opportunities to relax and enjoy the lifestyle advantages of the region. Whether it is youth, those working to develop the region's businesses, families, or those enjoying retirement, supporting the local community to build the facilities it needs to live, work and play assists the region to deliver great outcomes for all.



Redevelopment of the Hervey Bay City Centre

The development of a new city centre precinct will provide a new anchor point for Hervey Bay. To achieve this, a number of projects will be delivered, including:

- An expanded University of the Sunshine Coast, Hervey Bay Campus;
- A new council administration and disaster coordination centre;
- A new council library and theatre space, replacing the existing shared library facility; and
- The redevelopment of the road and pedestrian network within the precinct.

These projects will support a number of immediate construction jobs in the region, and over time, a revitalisation of the city centre as a focal point for daily life. The precinct will also facilitate a range of hospitality, retail and services opportunities that are expected to emerge. Opportunities to expand the precinct through partnering with the private sector to include a hotel and conference facilities as part of the Council administration offices are also being considered by the Fraser Coast Regional Council. Supported by the region's nearby health precinct, local community centres, discovery centre, and other community facilities, the new 'spine' of Hervey Bay will drive the region's future growth.

Action	<ul style="list-style-type: none"> • Project 1 – Transfer of existing shared library to enable an expanded University of the Sunshine Coast, Hervey Bay Campus • Project 2 – Design and construct a new council administration facility and disaster coordination centre as a joint venture with a private sector hotel developer • Project 3 – Design and construct a new council library and theatre space • Project 4 – Redevelop the road and pedestrian network within the precinct 	
Contributions	Australian Government	\$40.00 million
	Fraser Coast Regional Council	\$36.00 million including contributions of land and building
Key Milestones	May 2020	Council accommodation review completed
	June 2020	City Centre Masterplan updated
	December 2020	Facility design and tender, appoint joint venture partner, USC funding agreement agreed
	July 2021	USC, traffic management works, library and theatre commence construction
	March 2022	Administration building, disaster coordination centre and hotel commence construction
	June 2023	Redevelopment complete
Delivery Lead	Fraser Coast Regional Council in cooperation with the Australian Government	
Governance	Fraser Coast Regional Council	

De-maining of Quay Street

Quay Street is a major thoroughfare through the Bundaberg CBD, with over 18,000 vehicles travelling through this part of the city centre daily. The road, whilst an important freight route, divides the CBD from the Burnett River, limiting economic and liveability opportunities for the city.

The de-maining of Quay Street through appropriate bypass routes will enable the community to develop this area as a great space to work, play and do business in the region. In this regard, the Bundaberg Regional Council has additionally committed \$9.7 million to redevelop the precinct into the future.

Action	De-maining of Quay Street to remove significant traffic flow, improve access for cyclists, pedestrians and low speed vehicles and enable the future revitalisation of the Bundaberg CBD	
Road Contributions	Australian Government	\$32.00 million
	Bundaberg Regional Council	\$0.16 million (business case)
Future Redevelopment Contributions	Bundaberg Regional Council	\$9.70 million
Key Milestones	2019	Completion of Preliminary Business Case by Bundaberg Regional Council
	Further milestones will be determined in consultation with the Queensland Government and Bundaberg Regional Council	
Delivery Lead	Road De-Maining - Bundaberg Regional Council / Queensland Government	
	Future Redevelopment - Bundaberg Regional Council	
Governance	Bundaberg Regional Council	



Fraser Coast Hospice

The population of Hervey Bay and the surrounding Fraser Coast has grown significantly over recent years, with over 30 per cent of residents over the age of 60. With strong lifestyle factors for retirees, it is anticipated that a trend towards an ageing population in the region will increase, and also the need for facilities to cater to the needs of the local community and facilitate end of life care close to family and friends.

A new palliative care facility in Hervey Bay will deliver this.

Action	Establish a Hospice in Hervey Bay to provide 24-hour accommodation and professional care to terminally ill clients and bereavement support for families	
Contributions	Australian Government	\$7.00 million
	Fraser Coast Regional Council	Supporting contribution (valued at \$0.60 million)
Key Milestones	December 2019	Design commencement
	April 2020	Tender process completed
	July 2021	Facility opening
	From July 2021	Delivery of community services
Delivery Lead	Fraser Coast Hospice Association Inc	
Governance	Represented by the Australian Government	



◦ Unlock Regional Transport

Good transport connections are critical to ensuring that the region remains productive, resilient, and facilitates opportunities for the community. Tourism, trade, businesses and families all depend on good transport connectivity that enables access for goods and people both within the region, and to domestic and international markets. Transport connections must also be safe, accessible

and future-proofed, to ensure that the region can maximise its potential across a range of modes. A range of projects will support these objectives in the region, aligned with the Australian Government's priority objectives of better connecting our regions, improving safety on our roads, and meeting our national freight challenge.

Bargara Road / Princess Street Upgrade

Bargara Road / Princess Street is a major connector between Bundaberg and the coastal town of Bargara. Both centres operate as a shared economy and jointly provide lifestyle, employment, tourism and other opportunities. This road plays a key part in facilitating those connections.

In 2018, the road saw an average of over 11,000 vehicles per day, with some sections receiving nearly 17,000 vehicles per day.

Action	Upgrade targeted sections of Bargara Road / Princess Street between Bundaberg and Bargara	
Contributions	Australian Government	\$8.00 million
	Queensland Government	\$2.00 million
Key Milestones	Delivery schedule will be determined in consultation with the Queensland Government	
Delivery Lead	Queensland Government	
Governance	Represented by the Australian Government	

Bruce Highway / Buxton Road Intersection Upgrade

The joint \$1.01 billion Australian and Queensland Government Bruce Highway Safety Package looks to improve the overall safety of the highway. This project will upgrade the intersection between the Bruce Highway and Buxton Road as part of the safety package.

Action	Upgrade the intersection between the Bruce Highway and Buxton Road	
Contributions	Australian Government	\$10.00 million
	Queensland Government	\$2.50 million
Key Milestones	Delivery schedule will be determined in consultation with the Queensland Government	
Delivery Lead	Queensland Government	
Governance	Represented by the Australian Government	



Childers Road Overtaking Lanes

Childers Road acts as a key thoroughfare connecting the regional town of Childers with Bundaberg, the Burnett region with the coast, the North Coast Rail Line and the Port of Bundaberg, and is a critical link for the region's sugar industry.

This project will deliver a number of new overtaking lanes to enable safe passing of vehicles at targeted points along the highway between Bundaberg and Childers.

Action	Provide overtaking lanes at targeted points along Childers Road between Bundaberg and Childers	
Contributions	Australian Government	\$4.00 million
	Queensland Government	\$1.00 million
Key Milestones	Delivery schedule will be determined in consultation with the Queensland Government	
Delivery Lead	Queensland Government	
Governance	Represented by the Australian Government	

Torbanlea Pialba Road

Torbanlea Pialba Road connects Hervey Bay with the northern end of the Bruce Highway, the major highway through the region, and the town of Torbanlea with the major centre of Hervey Bay. The road is also subject to flooding during extreme weather, limiting access to the region in times of emergency.

This project will deliver targeted upgrades to the road to improve the region's accessibility.

Action	Upgrade of targeted sections of Torbanlea Pialba Road between Torbanlea and Hervey Bay	
Contributions	Australian Government	\$24.00 million
	Queensland Government	\$6.00 million
Key Milestones	Delivery schedule will be determined in consultation with the Queensland Government	
Delivery Lead	Queensland Government	
Governance	Represented by the Australian Government	

Urraween to Boundary Road Extension

Urraween and Boundary Roads in Hervey Bay provide a southern route around the Hervey Bay City Centre to facilitate access to the Hervey Bay airport and Urangan precinct. However, the route is disconnected between Main Street and Denmans Camp Road, with only local roads for traffic. This limits its utility for drivers and increases congestion on Boat Harbour Drive, the main arterial in Hervey Bay.

This project will bridge this missing link by constructing a 1.9 kilometre section of road between Urraween and Boundary Roads, along with associated intersection upgrades.

Action	Construct a road connecting Urraween Road and Boundary Road in Hervey Bay	
Contributions	Australian Government	\$7.70 million
	Fraser Coast Regional Council	\$14.00 million
Key Milestones	Delivery schedule will be determined in consultation with the Fraser Coast Regional Council	
Delivery Lead	Fraser Coast Regional Council	
Governance	Fraser Coast Regional Council	

Hervey Bay Airport Redevelopment

Aviation is a key enabler for the region. The Hervey Bay airport provides a key transport link in and out of the region and drives tourism opportunities. Services to both Brisbane and Sydney enable easy access to family and friends as well as tourist destinations such as world-class whale watching, Fraser Island and the Ex-HMAS Tobruk dive site.

Redeveloping the Hervey Bay airport will ensure that the region can further leverage its comparative advantage in aviation into the future.

Action	Deliver both stages of a two-stage redevelopment of the Hervey Bay Airport, including the improvement of all infrastructure for the main runway and taxiways and the construction of a specialised aviation and associated supply chain industry subdivision	
Contributions	Australian Government	\$9.19 million
	Fraser Coast Regional Council	\$17.47 million
Key Milestones	Completed	Design and tender documentation
	June 2020	Airport runway improvement works completed
Delivery Lead	Fraser Coast Regional Council	
Governance	Fraser Coast Regional Council	



Upgrades to the Port of Bundaberg

The Port of Bundaberg provides a gateway to the region for international trade, with significant untapped potential. The port sits outside the Great Barrier Reef Marine Park, has good road connections to the region, is close to the North Coast Rail Line, has significant room for expansion, and is surrounded by the Bundaberg State Development Area.

There is long-term potential for the port to be a key facility in the region, enabling it to further capitalise on its geographical, agricultural and other comparative advantages. At present, demand for the port's facilities are driven by sugar exports as well as developing growth in shipments of gypsum, silica sand, wood pellets and molasses. Despite this, the port today has the ability to grow with 27 vessels visiting the Port in 2018/19 – a utilisation rate reflective of a number of factors.

Current loading facilities for goods other than sugar are not as well developed, reliant on mobile conveyors, trucks and other portable equipment. For some potential port users, this may limit loading times and increase costs, making other ports such as Gladstone and Brisbane more attractive despite their longer travel times. This in turn disincentives new commercial users to underwrite major new infrastructure at the port.



A new bulk goods conveyor facility at the port enables it to appeal to a wider range of vessels, with improved loading and unloading times compared to current facilities.

In addition, undertaking a pre-feasibility study into potential long-term opportunities for a new outer harbour and connecting infrastructure to the port will help assess the market interest for new commercial users willing to underwrite new export facilities.

Action	Project 1 – Construct a new bulk goods conveyor facility at the Port of Bundaberg, subject to necessary approvals Project 2 – Conduct a pre-feasibility study into an outer harbour to investigate the potential to grow the capacity and capability of the port as a centre for trade and commerce	
Contributions	Australian Government	\$10.75 million (consisting of up to \$10 million for a new conveyor and up to \$0.75 million for a pre-feasibility study)
Key Milestones	March 2020	Agreement on project scopes negotiated with the Queensland Government
	Further milestones subject to negotiation with the Queensland Government	
Delivery Lead	Project 1 – Led by Gladstone Ports Corporation in collaboration with the Queensland Government Project 2 – Led by the Queensland Government	
Governance	Australian Government	



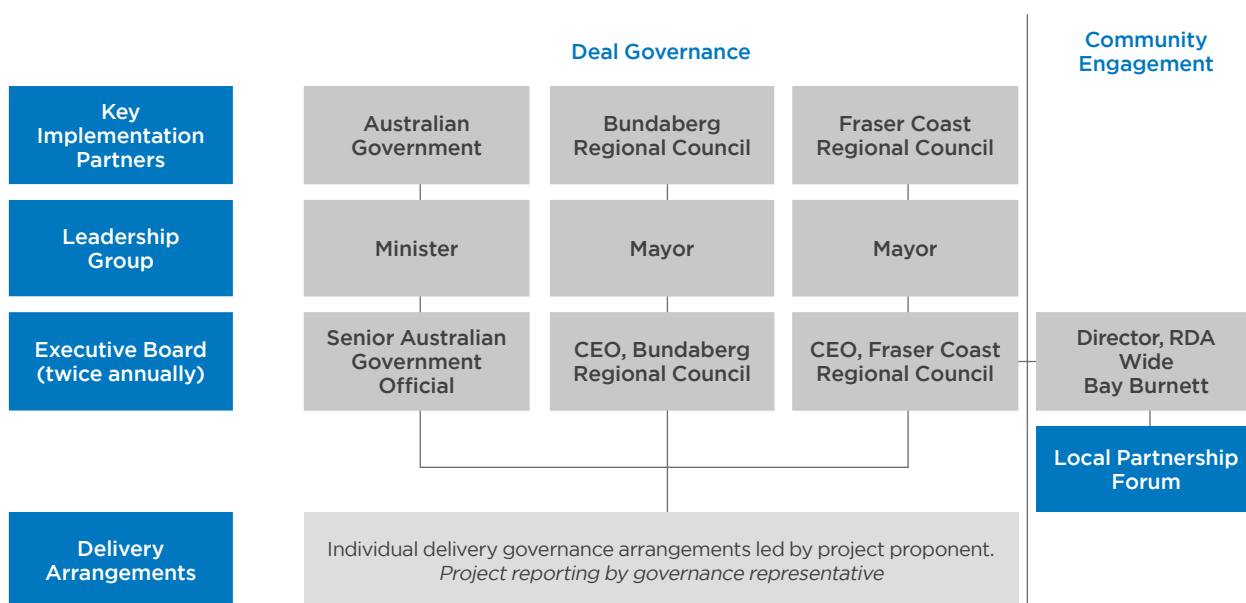
Governance and Ongoing Collaboration

Ongoing collaboration will be key to success, both to deliver on specific projects, and maximise this investment and unlock new opportunities for the region. The Australian Government will partner with the Bundaberg and Fraser Coast Regional Councils and the local community over the next five years to deliver for the region. An executive board will oversee the delivery of the long-term outcomes for the region, comprising senior officials from the Australian Government, Bundaberg and Fraser Coast Regional Councils, supported by ongoing community engagement led by Regional Development Australia Wide Bay Burnett. A local partnership forum made up of key business and community groups will be established and provide an ongoing community voice.

A leadership group will support implementation and provide strategic leadership. While the Queensland Government is not a signatory to the Hinkler Regional Deal, the Australian Government, Bundaberg Regional Council and Fraser Coast Regional Council welcome ongoing dialogue to ensure alignment between all three levels of government can be achieved.

Individual arrangements for each project will be developed with project proponents to ensure that projects deliver the maximum potential benefit for the region. The identified governance representative for each project will facilitate visibility to the executive board, including those led by external private sector delivery partners.

These arrangements are outlined below:



Supporting the Local Workforce

The Hinkler Regional Deal aims to maximise the share of jobs held by local people, including Indigenous Australians, on projects funded through the Deal.

Through collaboration between project proponents and Deal partners, we will establish indigenous, local employment and supplier-use targets aligned with national policy objectives. Targets for individual projects will be set, monitored and evaluated to maximise potential opportunities for the region.

—○ Measuring Success

In implementing the commitments, it is important that the impact for the region is measured and evaluated. The success of this Implementation Plan will therefore be measured at two levels:

- **Individual Projects** – has each project achieved its intended outcome?
- **Success of the Region** – has the region seen an uplift in economic development, resilience and liveability?

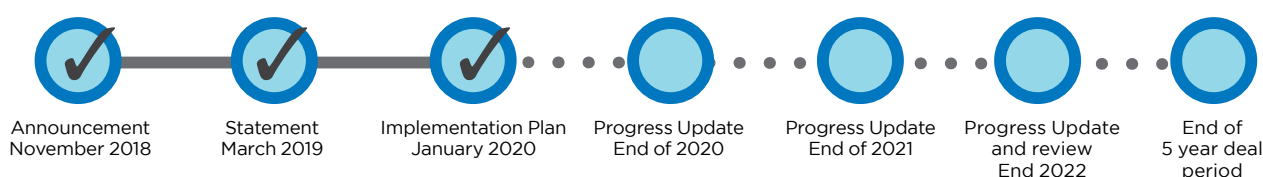
A high-level logic model (or theory of change) has been developed to sit alongside this Implementation Plan. This will be used to assess the progress and effectiveness of the commitments over the next 5 years.

Logic model

Context	Inputs	Outputs	Outcomes	Outcomes
Hinkler Region: Untapped comparative advantages and unrealised economic potential (agriculture, technology, aviation, tourism) limited by existing infrastructure, missing partnerships and low levels of diversification. Strong liveability within the region but a region with opportunities to grow and connect better with the needs and services required by the local community	<ul style="list-style-type: none"> • Investment from Australian Government, Councils and delivery partners • 5 year intensive focus on the region 	<ul style="list-style-type: none"> • Catalytic projects for the region • Ongoing governance and partnership arrangements between the Australian Government and Bundaberg and Fraser Coast Regional Councils • Annual progress update, monitoring and evaluation 	<ul style="list-style-type: none"> • Increased economic activity and diversification • Revitalised anchor points for the Bundaberg and Hervey Bay CBD's • Improved liveability for residents • Increased productivity and participation rates • Reduced unemployment • Population Growth • Strengthened local partnerships across the region • Improved road safety • Decreased travel times for people and goods including through increased trade through the Port of Bundaberg 	A prosperous region with a thriving local economy that provides opportunities for all, is resilient to economic and environmental change, and is built on cohesive local communities that ensure the area is a destination of choice for generations to come

Reporting Progress

A report on progress will be released publically on an annual basis. The first of these reports will be published by the end of 2020. A review of the commitments, and progress in the region, shall be undertaken after three years. This review will consider priorities and next steps and will report on progress against milestones and longer-term key performance metrics.



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Fast Facts

Population: ABS 3218.0 Regional Population
Growth, 2018

Population Growth: ABS 3218.0 Regional
Population Growth, various

Indigenous Population: Queensland Government
Statistician's Office, ABS, Census of Population
and Housing, 2016

Median Age: Queensland Government Statistician's
Office, ABS3235.0 Population by Age and Sex,
Regions of Australia

Number of Families: ABS, Census of Population and
Housing, 2016, General Community Profile – G25

Number of Businesses: ABS 8165.0 Counts of
Australian Businesses including Entries and Exits
Building Approvals: ABS8731.0, Building Approvals,
Australia, Various (12 months to 31 August 2019)

Number and proportion of people with a vocational
or higher education qualification: Bureau of
Infrastructure, Transport and Regional Economics,
ABS Census

Trade Through Port: Gladstone Ports Corporation,
Trade Statistics

Passenger Movements: Bureau of Infrastructure,
Transport and Regional Economics

Unemployment: Department of Employment, Skills,
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Agricultural Output: ABS7121.0 Agricultural
Commodities, Australia, 2017-18

Newstart Recipients: Department of Social Services,
Payment Demographic Data, June 2019

Largest Industries: Bureau of Infrastructure,
Transport and Regional Economics

Crime: Queensland Police Service – June 2019.

Volunteering: ABS, Census of Population and Housing,
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Pension Recipients: Department of Social Services,
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Aged Care Places: Department of Health

Road Safety: Department of Transport and Main
Roads (Qld) analysed by the Department of
Infrastructure, Transport, Cities and Regional
Development

Motor Vehicles per Household: ABS, Census of
Population and Housing