



SDG 16 Peace, Justice and Strong Institutions

Overview

In 2024 UQ contributed to SDG 16 with activities spanning governance, education, outreach, research and innovation. UQ's Research Roadmap recognises that as a leading public research university, UQ has a major role to play in working collaboratively at the state and national level to address complex challenges facing Australia. UQ also supports reconciliation as well as Australia's commitment to capacity-building across the Indo-Pacific.

Operationally, UQ ensures that decision-making includes a wide range of perspectives through a strong governance model with diverse representation on committees, and through the UQ Student Union (UQU), which plays a key role in student advocacy.

The University's collaborations with Indigenous communities, local councils, and civil society organisations shape many of UQ's research initiatives, supporting empowerment of people and communities. Government engagement is also critical, and UQ regularly provides expert advice, customised training and evidence-based technical and strategic input into shaping policy.

In teaching and learning, UQ offers legal education in criminal law, human rights and anti-corruption that includes hands-on experience in legal clinics, internships, and international programs, ensuring students are equipped to make a real-world difference to leading change, both locally and globally.

Progress made in 2024 towards SDG 16 is reported here with reference to the following domains and enablers from UQ's Strategic Plan 2022-2025:

- Learning and student experience
- Research and innovation
- Enriching our communities
- Our global profile
- Securing our future.

Related SDGs

- [SDG 3 Good health and wellbeing](#)
- [SDG 4 Quality education](#)
- [SDG 8 Decent work and economic growth](#)
- [SDG 13 Climate action](#)
- [SDG 14 Life below water](#)
- [SDG15 Life on land.](#)

Learning and student experience

UQ courses on law enforcement

UQ plays a vital role in advancing SDG 16 through its comprehensive legal education programs. UQ's [Bachelor of Laws \(Honours\)](#) and associated dual degrees are designed to develop graduates who are not only legally proficient but also ethically grounded and socially responsible.

Courses such as [LAWS1700: Foundations of Law](#), [LAWS2708: Criminal Law](#), [LAWS5124: Human Rights Law](#) and [LAWS3705: Public International Law](#) provide students with a deep understanding of legal systems, human rights, and the rule of law. These units explore the intersection of law with social justice, governance, and institutional integrity – core themes of SDG 16. Students critically examine issues such as access to justice, Indigenous legal perspectives, and the role of law in conflict resolution and peacebuilding.

UQ also offers specialised electives in areas such as Environmental Law, Anti-Corruption Law, and Human Rights Advocacy, enabling students to tailor their studies toward global justice and institutional reform. Practical learning is embedded through moot court competitions, legal clinics, and internships with courts, government agencies, and NGOs.

The [Pro Bono Centre](#), a flagship program of the UQ Law School, further reinforces this commitment by enabling students to contribute to real-world legal challenges faced by vulnerable communities. These experiences cultivate a strong sense of civic duty and prepare graduates to uphold justice and strengthen institutions in Australia and internationally. The Centre facilitates student and staff participation in pro bono legal activities, particularly public interest research and law reform. The Centre increases access to justice for the wider community through pro bono student contributions, while offering diverse pro bono opportunities to UQ students to provide them with a wide range of learning opportunities and inspire the community lawyers and volunteers of the future. The Pro Bono Centre also supplies skilled law students to legal professionals, barristers, Community Legal Centres, NGOs, and charities to help with pro bono or public interest matters. It creates legal information resources and holds events to support pro bono work.

UQ's Faculty of Humanities, Arts and Social Sciences postgraduate programs include the Master of Governance and Public Policy, with projects such as policy design and implementation, economic analysis, dynamics of governance, globalisation and international crisis management. This program equips students with a transferable skill set, allowing them to meaningfully address key policy issues and improve policy outcomes in both the public and private sectors. Students gain an in-depth understanding of the way governments operate as well as the major issues confronting society.

UQ's [Rotary Peace Centre](#) is part of a global program to advance research, teaching, practical training and knowledge on issues of international relations, conflict resolution and peace-building. It offers a tailored [Master of Peace and Conflict Studies](#), one of only 7 such programs worldwide. It is aimed at potential world and community leaders and designed to have a practical effect on peacebuilding and addressing international and regional conflicts. As part of the 18-month program, participants undertake a compulsory period of applied fieldwork experience, selecting an organisation operating in their area or region of interest.

Opportunities to engage with government and industry representatives

UQ aims to nourish intellectual vitality through inclusive access to debates, public lectures and cultural events. In 2024 seminar series and events provided opportunities for students and broader community members to meet practitioners and hear perspectives on current issues.

How we are achieving this

- various '[Meet the Practitioner](#)' sessions and other events hosted by UQ's School of Political Science and International Studies supporting opportunities to engage with government and industry representatives and discuss topical questions. These included representatives from the Department of Premier and Cabinet, Australian Public Service Commission, and Queensland Treasury Corporation. UQ Law also has a Practitioner in Residence program.
- [Current Legal Issues Seminar Series](#) is a collaboration between UQ's School of Law, the Bar Association of Queensland, and the Supreme Court Library Queensland. It seeks to bring together leading scholars, practitioners and members of the Judiciary in Queensland and from abroad, with a view to:
 - providing a forum for the critical analysis and discussion of current legal issues
 - bringing to bear upon those issues the different perspectives offered by leading academics, legal professionals and the judiciary
 - forging stronger links between academic and practising lawyers in Queensland.
- inviting current students to UQ [alumni and community events](#) which take place in-person and online throughout the year and often feature senior government officials and experienced industry practitioners.

Research and innovation

In 2024 UQ demonstrated a strong commitment to SDG 16 through diverse research initiatives that promoted justice, strengthened institutions, and supported inclusive governance. Two key themes are: access to justice and legal reform, and institutional trust and governance. Through its research, UQ aims to not only advance academic understanding of justice and governance but also ensure that research outcomes inform real-world policy and institutional reform.

How we are achieving this

Access to justice and legal reform

- The UQ Law School's [Pro Bono Centre](#) collaborates with the Queensland Prisoners' Legal Service on [The Deaths in Custody Project](#), established in 2016 as the first publicly available national database of deaths in custody. Staffed by law students, it continues to compile and publish data about deaths in prisons, police operations and other custodial environments around Australia each year. This is an important resource for researchers, coroners and members of the public and allows for comprehensive analysis of national trends and comparisons between jurisdictions as part of work that will address this problem.

- **The [UQ/Caxton Human Rights Case Law Project](#)** is an initiative of the UQ Law School and [Caxton Legal Centre Inc.](#) The project aims to ensure that practitioners, researchers, students and members of the public have easy access to all published cases that refer to the *Human Rights Act 2019 (Qld)*. The human rights focus of the UQ School of Law includes an ARC linkage project on human rights dispute resolution in Australia (2023-2025), with partners Australian Human Rights Commission, Victorian Equal Opportunity and Human Rights Commission, Queensland Human Rights Commission, Caxton Legal Centre, and Canberra Community Law.
- **Indigenous Futures Centre Law and Justice Theme.** Research in the Law and Justice Theme of the UQ-led [ARC Centre of Excellence for Indigenous Futures](#) (Indigenous Futures Centre) explores how the criminal justice system and other closed environments shape and perpetuate Indigenous educational, economic, health and wellbeing inequities. Areas include reducing Indigenous incarceration, child detention, out of home care, family violence and the impact of violence. Three projects in this theme are Indigenous Community Survivance, Indigenous Deaths and Survivance in Custody, and Indigenous Survivance and Correctional Services Programs.
- **[Asia-Pacific Centre for the Responsibility to Protect \(APR2P\)](#).** APR2P's mission is to deepen knowledge and advance policy on the Responsibility to Protect (R2P) principle and facilitate effective prevention and response mechanisms to mass atrocities within the Asia-Pacific region. In 2024 researchers published [Asia-Pacific Perspectives on Gender-Responsive Indicators for Atrocity Prevention May 2024](#) which makes recommendations on how to better integrate gender-sensitive information into early warning mechanisms and, more generally, adopt a gender responsive approach to atrocity prevention. Other activities focused on Myanmar, including an issue of the [Atrocity Crimes Risk Assessment Series](#) and two seminars: [Myanmar Spring Revolution](#), co-hosted by the Queensland Myanmar Youth Collective CRPH/NUG Support Group (Queensland) and APR2P; and [Resistance and resilience: In conversation with Her Excellency Daw Zin Mar Aung](#) (Union Minister of Foreign Affairs, National Unity Government of Myanmar).

APR2P also partners with the George Georges Scholarship Support Committee which provides an annual scholarship to support a UQ undergraduate student seeking to undertake a research project in an area relating to peace, nuclear disarmament, trade unionism, environmentalism, social justice, human rights, or other areas that reflect the values and goals of the late Senator George Georges.

Institutional trust and governance

- **The [Indigenous Business Hub](#)** is a unique collaboration between UQ academics and industry that strengthens the positive impact of Indigenous businesses in Australia by supporting meaningful and ethical Aboriginal and Torres Strait Islander engagement. The Hub aims to:
 - create a learning environment that provides pathways for empowering Aboriginal and Torres Strait Islander students, academic staff, industry and community to achieve positive outcomes
 - activate reconciliation and healing through meaningful Aboriginal and Torres Strait Islander cultural learning and Indigenous knowledge by staff and students

- authentically and ethically engage with Aboriginal and Torres Strait Islander organisations and communities through research, student engagement and industry partnerships.

Importantly, the Hub provides mentoring for non-Indigenous researchers and ensures that all research conducted with, by, and around Aboriginal and Torres Strait Islander peoples and issues is done so in a culturally appropriate and respectful way.

- Recognising the complexity of issues for businesses around failing to meet ambitious net-zero obligations, the UQ Business School established the [Net Zero Observatory \(NZO\)](#) in early 2024. The NZO aims to support industry action and community support for rapid decarbonisation which includes helping companies navigate the often conflicting and confusing decarbonisation requirements. In the [Business School's magazine Momentum](#), NZO released guidance on 'How businesses can avoid 'greenwashing' and create a meaningful net-zero plan in 5 practical steps'.
- UQ Business School's [Trust, Ethics and Governance Alliance](#) (TEGA) leverages world-leading research at the interface of trust, ethics, and corporate governance. TEGA brings together global experts and thought leaders to develop evidence-based insights that address complex and rapidly evolving challenges faced by industry, government, and not-for-profit organisations in managing ethics, stakeholder, and governance issues. In 2024 TEGA's main industry engagement event was focused on "The Ethics of Green Futures", led by Professor Thomas Maak. Other 2024 activities included a presentation to the Queensland Government AI Community of Practice on AI governance; a Living Lab Destination Climate Action planning workshop for 60 tourism destination managers across European regions; and 2 Climate Action webinar presentations and a keynote at the Bavel Travel Summit.
- The [Australian Institute for Business and Economics \(AIBE\)](#) is a co-lab for applied research, problem-solving and student development. Inspired by the complex challenges facing community, industry and government, the AIBE's approach is team-based: students, research fellows and senior academics work together, in collaboration with industry and government partners, to identify, frame and address live policy or business issues. The problem-solving approach involves using advanced research tools and techniques, methods and models to envision fair, promising and feasible futures. In 2024 the Australian Government [appointed the Director](#) of AIBE, [Professor Flavio Menezes](#), to the [Australian Competition Tribunal](#). Professor Menezes is also the Chair of the [Queensland Competition Authority](#).
- In 2024 **UQ Law School's Transnational and Organised Crime theme** activities included co-hosting a conference in Germany: '[The United Nations convention against transnational organized crime turns 25 – challenges, celebrations, and controversies](#)'. It gathered worldwide experts to discuss issues such as human trafficking, migrant smuggling and the future of international criminal law. An ongoing annual initiative of the theme is Transnational Organised Crime ([LAWS5231](#)), a joint Bachelor of Laws elective course offered annually at UQ in cooperation with the University of Vienna (Austria), the University of Zurich (Switzerland), the University of Cologne (Germany) and the University of Ferrara (Italy). The program involves an international network of emerging and established scholars working within a structured research and learning framework to produce high-quality research outcomes on a topic of current,

international concern. Under the overarching theme of transnational organised crime, a specific research topic of particular significance is chosen each year by the program co-ordinators and the program host rotates between the participating universities. The 2023-2024 program focused on Transnational organised cybercrime and sessions took place in Zurich.

- **Voter behaviour and polarisation: The role of social preferences (2022-2026)**. Led out of UQ's School of Economics, this ARC funded Discovery Project will improve understanding of factors that distort election representation and outcomes. This project aims to investigate how peer pressure and other social concerns affect voter participation, vote choice, and political polarisation. It will marry behavioural experimental economics with political economics and make use of complementary experimental methods that will allow for the study of carefully controlled elections, followed by a large-scale real-world test of the results. Expected outcomes include improved understanding of how social media and other social factors, and political institutions such as compulsory voting, distort election representation and outcomes. Major benefits include the ability to advise policies to reduce polarisation and improve political institutions to ensure they reflect true societal preferences.
- **Program evaluation services for the Fast Track Sentencing Pilot.** UQ's Institute for Social Science Research is conducting an independent evaluation of the Fast Track Sentencing Pilot, part of Queensland's youth justice system. By focusing on stakeholder perspectives – including time taken, number of young offenders and their mental health and wellbeing – findings from the evaluation will be integrated into the Queensland Youth Justice Strategy 2024-2028, supporting evidence-informed policy and program development.
- From 2024-2028, UQ is leading the **Australian Research Data Commons (ARDC) Social Science Infrastructure Network Project**, a major national initiative to improve the tools, training, and collaboration available to social scientists in Australia. By strengthening research infrastructure, Australia can better support experts who are working to create a fairer, healthier, and more sustainable society. Improving the discoverability, accessibility and usability of social science data, building capacity, and encouraging collaboration will benefit researchers and help them tackle important issues like inequality, health, and sustainability. The project will benefit university researchers, government analysts, data managers, and policy makers.

Enriching our communities

UQ is committed to being an innovation partner for the whole state – a sign of a desire to not only help solve community challenges, but also contribute to Queensland's economic development. UQ knows that its work is trusted, but to lead in entrepreneurship, knowledge exchange and commercialisation, UQ aims to be a more responsive and agile partner. The University is increasing its focus on working with industry, government, and community to become a partner of choice.

How we are achieving this

Platforms to discuss issues

As part of its service to the community, UQ aims to nourish intellectual vitality through inclusive access to debates, public lectures and cultural events. It provides a variety of forums for diverse stakeholders to discuss contemporary challenges and potential solutions.

- **UQ's School of Political Science and International Studies (POLSIS)** holds open forum events for stakeholders to discuss topical events and challenges. Topics covered during 2024 included:
 - [We need to talk about Russia. And China. And so much more](#) (9 October 2024): a discussion on current global conflicts and their impact on the world order and the rule of international law that has underpinned Australia's security, prosperity, and stability for the past seventy years.
 - [Crimes against humanity, gender and the responsibility to protect](#) (2 October 2024): APR2P and Justice and Accountability Network Australia (JANA) presented a discussion on the proposed international treaty on Crimes Against Humanity, the role such a treaty could play in atrocity prevention, and the link between accountability and the Responsibility to Protect. The event also explored gender in crimes against humanity, including sexual and gender-based violence in Iraq and Syria and gender apartheid in Afghanistan.
 - [Global Politics Discovery Day](#) (9 July 2024): secondary students from across South East Queensland were invited to the St Lucia campus to explore current issues around climate change, power and political secrets. Topics included: Pentagon and CIA influence on Hollywood, looking at newly declassified CIA and Pentagon documents firsthand; reflecting on legitimacy and power in world politics; and the politics of climate change, which introduced students to some of the key political and ethical challenges of responding effectively to climate change.
 - [Conceptualising Power: A conversation between Indigenous and non-Indigenous perspectives](#) (28 May 2024): acknowledging that conversations about expanding understandings of power are crucial to the political science discipline as it is called to engage with Indigenous peoples and perspectives, this panel discussion featured Typanga Evans (Rotary Peace Fellow), Adjunct Professor Mary Graham (Kombumerri, Adjunct Professor in POLSIS), Associate Professor Rya Walter, and Dr Heloise Weber, with moderation from Associate Professor Morgan Brigg.
 - [UQ Talks: unpacking the US election](#) hosted by UQ Alumni and Community Engagement (12 November 2024): as the UQ election results came in, this expert panel of researchers from POLSIS shared their predictions for the next 4 years and the potential impact for Australia.
- **UQ's Regional Roadshows** included strategic discussions and community meetings, led by the Vice-Chancellor and involving business owners, Traditional Owners, employers, local Council members, school principals, and other community members. These events took place across 15 locations and 9 Regional Development Areas in Queensland, including Cloncurry, Mount Isa, Rockhampton, Longreach, Toowoomba,

Gatton and Warwick. The regional roadshows provide an opportunity for strategic discussions with key community leaders to build new pathways for students to study at UQ. They are also an avenue to share academic expertise and build mutually beneficial industry partnerships with regional communities.

Policy- and law-makers' outreach and education

- UQ's Institute for Social Science Research **short courses in Social Research Methods** provide upskilling and capacity-building in design, implementation and evaluation of research projects, policy and programs. They are ideal for professionals in government, non-government, corporate and university sectors, as well as postgraduate students who want to learn more about methods for social analysis and how to translate scientific social research into public policy outcomes. Almost half of the 185 attendees in 2024 were from government. Courses held in 2024 included:
 - [Gathering and Analysing Qualitative Data](#). This online course over 6 half days equips participants with qualitative skills to design, collect, analyse and make evidence-informed decisions based on qualitative data or qualitative data integrated with quantitative data (mixed-methods).
 - [Survey Design](#). This 3-day online course provides participants with the skills to plan, conduct or commission cost-benefit analyses for social, health or human service programs.
 - [Data literacy, storytelling and influencing decision-makers](#). This 1-day online course introduces essential knowledge and skills to enable data to be translated into compelling narratives to influence decision-makers.
 - [Evaluating Social, Health and Human Service Programs](#): This 2-day face-to-face course introduces key evaluation concepts and techniques. It provides participants with the foundational skills to plan, conduct or commission social, health or human service program evaluations.
 - [Introduction to Quantitative Data Analysis](#) This 1-day online course introduces the essential skills to prepare and statistically analyse social science data.
- UQ's Executive Education partners with Queensland Futures Institute (QFI) to deliver a range of short courses, within **the UQ-QFI Public Sector and Industry Program** targeted at public sector policy professionals, program managers, administrators and regulators across the Queensland Government. This program launched in 2024 with the following offerings:
 - [Adaptive and Inclusive Strategies for Collaborative Change](#)
 - [Public and Private Stakeholder Engagement](#)
 - [Building Cross-Sectoral Trust and Relationships](#)
 - [Systems Thinking for Enhanced Decision Making](#).
- Hosted by UQ Law School, [Law Matters](#) is a thought-provoking webinar series open to the legal, academic and general community which delves into new and meaningful research with community-wide impact. The series showcases world-leading researchers in collaboration with guest speakers from industry, academia and the legal

profession on important topics in law and social policy including Indigenous rights, disability rights, defence technology and deaths in custody. One session in 2024 discussed demystifying AI in legal practice and featured lectures by 2 professors from the UQ Law School who explored how to think about AI technology and AI in the practice of law.

- During 2024 UQ delivered 36 international development programs and 23 online modules for more than 1,300 participants from 41 different countries addressing key development challenges including climate change and resilience, poverty and inequality, access to quality health and education, food security, gender equity and inclusiveness, economic development and good governance and supporting Australia's foreign policy, international relations and national interest objectives. Many of these were delivered to government employees and key industry stakeholders.

Partnership with Government

Through strong partnerships and collaboration with industry and government, UQ aims to support the building of Australia's prosperity and sovereign capability. In 2024 the University actively partnered with local, state, national, and international governments to support policy development, research collaboration, and public education – contributing significantly to SDG 16.

UQ's specialist [Government Partnerships](#) team works across the University to deliver a coordinated approach to government partnerships that respond to the needs and priorities of local, state and federal governments. This partnering cultivates collaborations with government and industry stakeholders to deliver commercial outcomes, assists government in navigating the research landscape to drive priority outcomes, and supports policy debate and solutions by leveraging experts and cutting-edge research.

How we are achieving this

- The [Queensland Decarbonisation Hub](#) is a multi-institutional initiative funded by the Queensland Government and led by UQ's Centre for Policy Futures. The Hub works in direct partnerships with the Queensland Government, providing expert advice on its commitment to net-zero emissions and its approach to climate adaptation. This is done through interdisciplinary research that is demand-driven and collaborative, policy brokerage that enables two-way dialogue with decision-makers, policy advice which is scoped and timed to inform live decisions, and outputs and deliverables that are designed for system-level influence. Connecting Queensland universities, industry, government, and communities, the Hub draws together existing decarbonisation knowledge to develop research and policies that can support Queensland industries and communities while safeguarding and enhancing Queensland's natural environment. In 2024 the Hub undertook the following activities that provided expert advice to government:
 - delivered a parliamentary briefing at Queensland Parliament House, "[Decarbonising Queensland: Fostering Innovation and Competitiveness](#)" (17 April). The briefing addressed topics that are relevant to the state's activities, such as carbon markets, nature-based solutions, environmental integrity and community and regional transformation.

- delivered several webinars to a variety of stakeholders, including from government, on “[Decarbonising Regional Development](#)” (25 July), “[Energy Storage in Queensland](#)” (13 November), and “[Nature-based Solutions and Environmental Integrity](#)” (20 November).
- hosted the annual [Queensland Decarbonisation Forum](#) (2 August) with the theme “Decarbonising Queensland: Building Capability through Collaboration.” The event brought together government representatives, policymakers, industry professionals, decision-makers, academic experts, First Nations people, community groups and landholders to discuss the challenges and opportunities of climate change, decarbonisation and the net-zero agenda. The program included a plenary talk, interactive panel sessions on key themes of technology, nature and place, an in-depth case study panel session on decarbonisation and the agricultural sector, a solutions-focused interactive ‘hackathon’, plus networking opportunities. The event facilitated knowledge-sharing and dissemination between diverse stakeholder groups, which was especially valuable for the Queensland Government in informing their policies and strategies around climate action.

In 2024 the Hub delivered a number of policy briefs that provided expert advice to government, including:

- [Carbon farming & nature repair markets: Benefits, opportunities and risks for Queensland](#): This brief provides an overview and update on recent developments to environmental markets in Queensland and Australia, and the potential risks and unique opportunities for Queensland.
- [Community is key to Queensland’s energy future](#): drawing on research from Kingaroy and lessons from other jurisdictions, this brief highlights the importance of ensuring that communities are included in decision-making and benefit-sharing of the energy transition. It provides 5 recommendations on how to safeguard and strengthen Queensland’s regional communities.
- **Centre for Policy Futures.** UQ’s Centre for Policy Futures plays a central role in translating academic research into policy-relevant insights. In 2024 the Centre continued to collaborate with governments, international bodies, and NGOs to address complex policy challenges. Key themes included climate adaptation, digital governance, and health equity. The Centre informed the Queensland Government on a variety of topics via the following parliamentary submissions, policy briefs and reports:
 - [Submission to the Senate Select Committee on Adopting Artificial Intelligence \(AI\)](#) (May 2024)
 - [Submission to the Parliamentary Joint Committee on Human Rights’ Inquiry into Compulsory Income Management](#) (May 2024)
 - [Governance Principles for Novel Reef Interventions](#) as part of the Reef Restoration and Adaptation Program
 - [Coastal Horticulture in Northeastern Australia: Global Networks and Regional Development](#) – scoping report as part of the Australian Research Council funded Discovery Project “High-Value Horticulture and Global Production Networks in Coastal Australia.”

- [Fair Food Futures: Transforming food systems through food justice Policy Brief](#) – an output from research conducted as part of the Australian Research Council Discovery Early Career Researcher Awards project: Fair Food Futures, Civil Society and the Sustainable Development Goals.
- In 2024 **UQ's Law School** made various submissions to Parliament, commissions and government, often informing policy reform beyond Queensland. These included:
 - [Submission to Joint Standing Committee on Treaties inquiry into the Nairobi International Convention on the Removal of Wrecks](#) (Feb 2024)
 - [Submission to the Competition Taskforce Division: Consultation – Merger Reform](#) (Feb 2024)
 - [Submission to the Defence Subcommittee of the Joint Standing Committee on Foreign Affairs, Defence and Trade: Inquiry into the Department of Defence Annual Report 2022–2023](#) (Feb 2024)
 - [Submission to the Department of Health and Aged Care on the December 2023 Exposure Draft of the Aged Care Bill 2023](#) (Mar 2024)
 - [Submission in respect Search Engines – Digital Platform Services Inquiry](#) (Apr 2024)
 - [Consultation to inform options for implementing the Model Law on Electronic Transferable Records in Australia](#) (Sep 2024)
 - [Submission to the Department of Industry, Science and Resources: Mandatory guardrails for AI in high-risk settings](#) (Oct 2024)
- [Co-designing Indigenous education policy in Queensland](#). The aim of this study is to provide an evidence base and framework for the new co-design approach being implemented across State and Commonwealth Indigenous policy domains. This multi-year project investigates co-design within the context of Indigenous education policy in Queensland, creating a large dataset to inform best practices that directly benefit Indigenous people, schools, policy makers and governments.
- [FamilyLinQ Evaluation Framework and Plan](#). In collaboration with The Bryan Foundation (an NGO) and The Queensland Government, researchers from the Institute for Social Science Research (ISSR) and UQ's School of Education and Business School have created a plan to evaluate the effectiveness of FamilyLinQ. FamilyLinQ is an integrated school-based hubs initiative funded by the Queensland Department of Education and running from 2022-2025. It brings together education, health and community services to support children and their families, with the goal of improving life outcomes by making it easier for families to access the help they need in one place. The evaluation project, which runs from 2022-2026, will lead to a full review, and the results will guide future best practice and policy in the form of improvements and new initiatives for the Queensland Government.
- **The ARC Centre of Excellence for Children and Families Over the Life Course** ([Life Course Centre](#)). Led by UQ, the Centre's research is focused not only on describing and understanding the key causes of disadvantage but also on developing innovative solutions to address them. By examining how people construct their lives the Centre strives to identify the drivers of disadvantage and the critical life course

junctures and opportunities for innovative public policy and social interventions. The Centre's 2024 activities with government directly influencing policy and strategy included:

- [Research by Centre members](#) being included in the Productivity Commission's report *Fairly equal? Economic mobility in Australia* published in July. The report uses research by a range of Life Course Centre Chief Investigators, Research Fellows, Partner Investigators and Affiliates, to help inform their analyses of poverty, inequality, intergenerational mobility, economic growth and opportunities for equality.
- hosting the [International Data for Policy Workshop in Chicago](#), USA in September. This 1-day event followed the International Population Data Linkage Network Conference and focused on identifying key factors that support the development of socially acceptable, next generation linked data ecosystems. By bringing together researchers, government representatives, non-government representatives, and other experts, the workshop sought to advance approaches that deliver higher standards in research, evaluation, and policy.
- **Evaluating effectiveness of integration outcomes for refugees.** From 2022-2025, UQ's Institute for Social Science Research is partnering with the Australian Institute for Family Studies to develop a new approach to [evaluate the Community Refugee Integration and Settlement Pilot \(CRISP\)](#) and Community Support Program (CSP). The Australian Government Department of Home Affairs commissioned this work to assess how well CRISP and CSP are achieving strong integration outcomes for refugees compared to existing programs such as the long-running Humanitarian Settlement Program (HSP). This evaluation sources input from all parties involved and will use both existing data and new surveys and interviews to examine the programs' effectiveness. The goal is to use this feedback to inform improvements for future participants and achieve strong integration outcomes for refugees.
- UQ Business School researchers worked with [Natural Hazards Research Australia](#) (Australian Government) and the Queensland Government's Reconstruction Authority (QRA) to [evaluate the Resilient Homes Fund](#), demonstrating the success factors and lessons learnt as they apply to the 4 resilience dimensions – physical, financial, social and emotional. Evaluating the program helped build knowledge and capability to make Australians and their communities more resilient to disasters. Developing this knowledge relies on high-quality data and good trust between organisations, as demonstrated by QRA and UQ as partners in this study. This collaborative model enabled co-design of key elements of the research process, to ensure the project's findings and outcomes are both academically rigorous and practically applicable. This form of partnership highlights the benefit of academia and government working together to develop, implement and evaluate policy that builds resilient communities and creates lasting, meaningful change.
- As part of UQ's partnership in the Australian Government supported Future Fuels Cooperative Research Centre, researchers from UQ's Centre for Policy Futures undertook a project supporting the development of the biomethane industry in Australia. Their work examined the current state of biomethane production, policy instruments, enablers, barriers, and opportunities in Australia, contrasting with

initiatives in international jurisdictions with more mature biomethane industries. The final report '[Policy pathways to advance Australia's biomethane sector: learning policy lessons from international jurisdictions](#)' included potential policy mixes that could be applied to the Australian context .

- **[“How do Changes to Institutional Memory Affect Public Policy Processes?”](#)** is a project being undertaken from 2021-2025 at UQ's School of Political Science and International Studies. Institutional memory changes as ministers, public servants and public agencies come and go, but it is uncertain what effect these changes have on the quality of public policy. This project is analysing how changes to institutional memory have influenced public services and policies in Australia and the UK. Expected outcomes include best practice recommendations for government – about how to address memory loss to improve public policy – and novel academic findings about how institutional memory influences the character of public service delivery, lesson-learning and long-term reform.

Our global profile

UQ's core purpose is to deliver for the public good through excellence in education, research and engagement with its local, national and global communities and partners. As a leading university in the development sector, UQ's mission is to deliver global development leadership for a better world. Its development practitioners, researchers and students are working to address the most pressing challenges facing the world today, including climate change and the environment, agriculture and food security, renewable energy, governance, health and wellbeing, and gender equality. UQ's work positively impacts societies globally through real-world application of its development expertise across program delivery, research, policy and advisory services. Empowered leadership skills are imperative for diversifying governance and strengthening public policy procedures in fields such as finance, criminal justice, gender equality, agribusiness, disaster risk reduction and many more.

How we are achieving this

- **Supporting Mining Governance in Africa.** In 2024 representatives from ministries and government agencies across 20 African countries completed the in-Australia component of the [Australia Awards Africa 'Mining Governance'](#) short course. Developed by UQ's Sustainable Minerals Institute (SMI) and Curtin University, the program aimed to bridge theory and practice in sustainable mining governance. Over 3 weeks, participants immersed themselves in intensive sessions across Perth, Central Queensland, and Brisbane. Discussions focused on global trends in the mining sector, including the rising demand for strategic and critical minerals, shifting investment patterns, and the growing global commitment to sustainable resource management. By equipping participants with essential knowledge and practical insights, the program strengthened their capabilities in regulation, policymaking, and sector oversight.

Funded by the Australian Government through the Department of Foreign Affairs and Trade (DFAT), the short course fostered international partnerships and capacity building. It brought together 24 participants from countries including Burundi, Côte d'Ivoire, Djibouti, Egypt, Ethiopia, Ghana, Guinea, Kenya, Madagascar, Malawi, Mauritania, Morocco, Nigeria, Rwanda, Senegal, South Sudan, Tanzania, Uganda,

Zambia, and Zimbabwe. Participants represented a wide range of organisations, such as the Egyptian Mineral Resources Authority, Nigerian Geological Survey Agency, Rwanda Mines, Gas and Petroleum Board, African Union Commission, and various ministries of mining, energy, and sustainable development across the continent. Through collaboration and shared learning, the program strengthened institutional partnerships and advanced sustainable development in the mining sector.

- **Fostering safeguarding in sport and addressing interpersonal violence, abuse, and gender-based violence in the Pacific region.** The Safe Sport Hub project, led by UQ in collaboration with the International Olympic Committee (IOC), aims to strengthen safeguarding in sport across the Pacific Islands. It focused on addressing interpersonal and gender-based violence by developing a culturally grounded, trauma-informed framework tailored to local contexts. Through stakeholder engagement – including with survivors, community leaders, and sport organisations – the project mapped existing safeguarding systems, identified gaps, and co-designed operational models to enhance athlete protection. By promoting inclusive, accountable, and rights-respecting institutions within the sporting sector, the initiative directly supports SDG 16 by contributing to safer sporting environments, improved access to justice for victims, and reinforced institutional mechanisms to prevent abuse and uphold human rights.
- **Practitioners exchange in Disarmament and Non-Proliferation Policy.** The Australia Awards short course on Disarmament and Non-Proliferation Policy fostered bilateral collaboration between Indonesian and Australian policymakers, enhancing institutional capacity and policy dialogue in a critical area of global security. The program delivered by UQ facilitated knowledge exchange on strategic, legal, and regulatory frameworks related to arms control, nuclear deterrence, emerging technologies, and humanitarian disarmament. Participants engaged with Australian government agencies, academic experts, and industry stakeholders, gaining insights into Australia's domestic implementation of international non-proliferation commitments. The course strengthened professional networks, encouraged policy benchmarking, and supported the development of practical solutions tailored to regional and global challenges. By promoting transparent governance, legal accountability, and peaceful international cooperation, the program directly contributed to SDG 16 by reinforcing institutions that uphold justice and peace in the context of disarmament and non-proliferation.
- **Integrity and Excellence in Public Governance in Fiji.** In 2024 the Fiji Institutional Partnership masterclass on 'Integrity and Excellence in Public Governance' supported the development of ethical leadership and strengthened governance across Fiji's public sector. Funded by the Australian Government through DFAT and delivered by UQ International Development, the program provided an immersive learning experience for public servants, led by The Honourable Rachel Nolan and Professor Ken Smith AO. The masterclass focused on cultivating integrity, transparency, and accountability in public administration. Participants engaged in interactive sessions, field visits, and reflective exercises in Fiji and Australia, exploring the roles of independent institutions, civil society, and media in promoting good governance. The course addressed key challenges such as maintaining public trust, ethical decision-making, and inclusive leadership, while also integrating themes of gender equity, disability inclusion, and climate resilience.

By engaging in hands-on learning and creating professional development plans, participants gained practical tools to effectively apply their insights within their roles and institutions. The program fostered a deeper understanding of the public interest and the importance of integrity in building resilient, responsive, and inclusive governance systems. It contributed to strengthening institutional capacity and leadership across Fiji's public service.

- **Governance and Public Policy Making for Subnational Governments.** The Australia Award Indonesia Governance and Public Policy Making short course for subnational governments in Eastern Indonesia strengthened institutional capacity in public administration, service delivery, and inclusive governance. Delivered by UQ in collaboration with the DFAT-funded Synergies and Collaboration for Service Delivery Acceleration (SKALA) program, the course equipped mid- to senior-level officials with practical and theoretical knowledge in policy development, financial management, transparency, and ethics. It emphasised gender equality, disability inclusion, and community engagement, aligning with the SDG 16 focus on building effective, accountable, and inclusive institutions. Participants engaged in site visits, expert-led sessions, and collaborative workshops across Australia and Indonesia, fostering cross-sectoral learning and regional cooperation. Award projects developed during the course addressed real-world governance challenges, such as improving service accessibility in remote areas and establishing local productivity commissions. These initiatives demonstrated a commitment to responsive governance and policy innovation, contributing to peaceful, just, and inclusive societies.
- **Development Effectiveness and Partnerships for the Pacific.** This short course brought together Indonesian development cooperation professionals to explore Australia's strategic and inclusive approach to aid in the Pacific. Through immersive learning led by UQ, participants examined how development partnerships can serve as instruments of diplomacy, resilience, and institutional integrity. The program highlighted Australia's whole-of-government model, stressing transparency, accountability, and locally led development. Participants engaged with senior Australian officials, visited key institutions, and collaborated on award projects that tackled real-world challenges such as disaster management and gender equity in aid policy. These projects demonstrated a commitment to strengthening governance systems, improving public infrastructure planning, and embedding social inclusion into development frameworks.

By fostering trilateral cooperation and enhancing strategic communication, the course empowered participants to contribute to more effective, ethical, and inclusive development practices. In doing so, it reinforced the foundations of peaceful and just societies and advanced the capacity of institutions to deliver on SDG 16 across the Pacific region.

Securing our future

University governance

As a large organisation, UQ takes its responsibility as a leader and role model for students, staff and community seriously. UQ prides itself on strong governance, including the appointment of external stakeholders alongside elected University representatives on its governing body, the UQ Senate. Senate ensures that the appropriate structures,

policies, processes and planning are in place for UQ to effectively manage its activities and achieve its goals. Seeking multiple perspectives on key issues provides robust procedures across various areas of our operation. As part of The Queensland Commitment, UQ aims to foster stronger partnerships with local businesses, community groups, and councils to identify collaborative opportunities that deliver for the public good. The University aims to make informed decisions that are evidence-based, community-centric, and measurable, through capturing community sentiment towards UQ as a values-based organisation and establishing a method to integrate these insights into the planning for UQ decision making.

To support their future employability, students are invited to stand for election for Senate or Academic Board, be a member of a School or Faculty Committee or Advisory Group, or become part of UQ's student union, the UQ Union (UQU).

The UQ Union (UQU) is recognised as an independent student body that represents the interests of students. UQU representatives sit on all important University committees and work with other elected representatives to advocate for student interests at all levels of governance at UQ. UQU provides support for students and a landing space for student clubs and social activities. The University collaborates with the UQU on a range of issues, including negotiating the Services Agreement to maintain critical student services and legacy student spaces.

In 2024 UQ continued its commitment to inclusive governance by actively integrating community voices into decision-making. The [University Senate](#) includes community appointees who contribute external expertise and ensure regional needs are reflected in strategic planning. UQ's research institutes are guided by advisory committees featuring community and industry representatives. The development of [The Queensland Commitment Roadmap](#) involved extensive regional consultations, allowing Indigenous leaders, educators, and local government officials to shape the University's outreach and priorities. UQ also maintains strategic partnerships with councils, Indigenous communities, industry, civil society, and alumni to co-design research, teaching, and policy. Key initiatives like the [Stretch Reconciliation Action Plan](#), which draws upon the values outlined in the Universities Australia Indigenous Strategy 2022–25 and was underpinned by consultation to ensure genuine partnership between UQ and Aboriginal and Torres Strait Islander communities, giving voice to Indigenous peoples in the decisions that affect them. These efforts reflect UQ's broader goal of being a university that listens, collaborates, and delivers for the public good.

This commitment is further demonstrated by UQ's approach to engaging with external stakeholders across community engagement, research partnerships, equity and diversity, reconciliation and Indigenous engagement, strategic planning and reporting. Its approach is embedded across formal written policies, procedures, guidelines and forms, primarily housed in the [UQ Policy and Procedure Library \(PPL\)](#), which serves as the central repository for all governance-related documents.

The [UQ Aboriginal and Torres Strait Islander Research and Innovation Strategy \(2021-2025\)](#) aims to provide UQ's non-Indigenous research community with the knowledge, processes and systems to support ethical and impactful research with Indigenous communities. In addition, UQ provides staff and students with [support and resources](#) to help embed the [AIATSIS code of ethics](#). UQ also provides information [on Indigenous Data](#)

Sovereignty and Governance for research involving Indigenous data, information and knowledge.

Key values of UQ, reiterated in the Staff Code of Conduct, are respect and inclusivity. UQ aims to provide a caring, inclusive and empowering environment for all by requiring respectful engagement and promoting the value that diversity brings to its whole community.

A range of resources support UQ staff to engage meaningfully with external stakeholders. This includes an Integrity Framework, which sets out expected behaviour when interacting with colleagues, students and community. In addition, the Responsible Research Management Framework Policy includes principles taken directly from the Australian Code for the Responsible Conduct of Research, such as 'respect for research participants, the wider community, animals and the environment. Other related policies include Conflict of Interest Policy, Public Interest Disclosure Policy, and the Diversity, Equity and Inclusive Behaviours Policy.

UQ's research involving humans is monitored through the Human Research Ethics procedure and processes, which include sharing of resources, such as the Australia Clinical Trial Alliance Consumer Involvement and Engagement Toolkit. The toolkit provides practical advice for researchers and research organisations wishing to conduct patient-centred research. Less formal resources available to UQ staff and students include the Research Impact Toolkit, which contains a section on Stakeholder Mapping and Engagement Strategy.

Similarly, the University upholds its principles and commitments on corruption and bribery through the Fraud and Corrupt Conduct Policy, and supports academic freedom for all academic staff – in choice of research topics and in speaking and teaching – through the Freedom of Speech and Academic Freedom Policy. It also publishes an Annual Report which includes audited financial information. The 2024 Annual report can be found here.