



# Interim Strategic Review of the Queensland Decarbonisation Hub

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## Summary: Key Insights and Future Priorities

*A synthesis of review findings, with a forward-focused agenda  
for impact*

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## Acknowledgements

We acknowledge and pay our respects to the Traditional Owners and Custodians of the lands and waters across Queensland. We honour the Elders past and present and recognise the ongoing connection that Indigenous peoples have to Country. Their deep cultural knowledge, care for land and water, and enduring relationships with place remain vital to shaping just and sustainable pathways for Queensland's future.

This Strategic Review Summary has been shaped by the expertise and insights of many contributors to the Queensland Decarbonisation Hub. We thank Steering Committee members Professor Greg Marston, Professor Kerrie Wilson, Dr Liz Fellows, and Suzanne Thompson, as well as members of the expert stakeholder group, including Professor Brian Head, Professor Allan Dale, Professor Belinda Wade, Professor Karen Hussey, Associate Professor Felicity Dean, Ms Caroline Scott, and Mr Chris Norman. Their thoughtful contributions were instrumental in informing the analysis, findings, and future directions identified in this report.

The Hub is a partnership between Queensland's seven public universities and the Queensland Government. While the findings reflect independent analysis, they have been shaped by wide-ranging consultation and review.



## Executive Summary

The Interim Review (Review) of the Queensland Decarbonisation Hub (Hub) provides a clear assessment of the Hub's progress to date and maps a path forward for the remainder of the funded term. Drawing on stakeholder surveys, expert elicitation workshops, and internal documentation, the review offers a strategic reset, one that shifts the Hub from broad ambition to focused delivery, and from promise to proof of value.

### 1. A Sound Vision That Remains Strong

The Hub was created to fill a critical system gap: the absence of a cross-sectoral entity capable of aligning academic research and expertise with the real-world demands of Queensland's decarbonisation agenda. It was designed around four core knowledge functions — brokerage, exchange, co-production, and turning knowledge into action — that would connect research with the needs of government, industry, and community.

This founding vision remains both sound and strongly supported. Stakeholders see clear value in the Hub's role as an independent knowledge broker, especially in a fast-evolving policy landscape that demands both place-based planning and evidence-informed investment. There is a shared belief that the Hub's mission is more relevant than ever.

However, this potential has not yet been fully realised. The review finds that the Hub must now clarify its identity as a strategic enabler, working to bring different partners together and aligning social, economic and environmental dimensions of the Queensland decarbonisation agenda.

### 2. From Broad Ambition to Strategic Focus

Since its inception, the Hub has moved through four broad phases: early mission framing, foundational setup, initial delivery, and a recent pivot toward strategic refinement. While progress is evident, particularly in co-produced projects and multi-sectoral engagement, stakeholders also identify key challenges.

The Hub's activities have become diffuse, with a wide remit but limited visibility in critical policy spaces. Its governance structures, while inclusive, are process-heavy. Communications and translation capacity are stretched thin, and the Hub's contributions are not always visible to decision-makers. Importantly, the Hub remains under-leveraged in regional, Indigenous, and cross-sectoral partnerships, areas where its impact could be most distinctive.

Addressing these challenges requires sharper focus, more deliberate delivery, and a clearer articulation of system value.

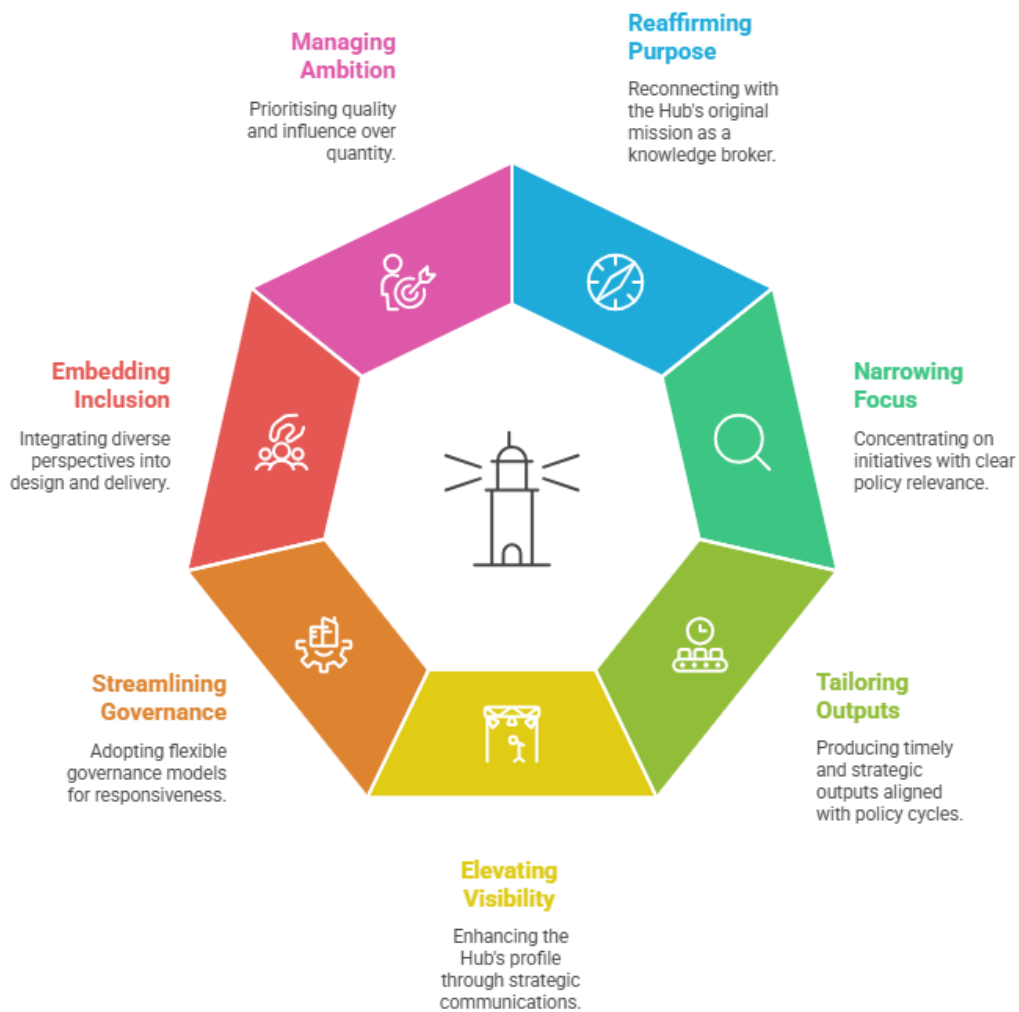


### 3. A Critical Juncture: The Next 18 Months

The Hub now enters a make-or-break phase. With constrained resources and high expectations, success depends not on expanding its scope, but on doing fewer things more effectively. The next 18 months must demonstrate the Hub's value through high-impact initiatives, streamlined governance, and strengthened partnerships with industry, community, and government.

Key strategic imperatives include:

- **Reaffirming Purpose:** Positioning the Hub as a knowledge synthesiser and broker, distinct from directly delivering research or decarbonisation programs, and reconnecting with its original mission.
- **Narrowing Focus:** Concentrating on a select number of initiatives with visible policy relevance and real-world application, including a priority project for regional Queensland.
- **Tailoring Outputs:** Shifting toward timely and strategic outputs such as synthesis briefs, case studies, and policy briefs aligned with policy cycles and departmental needs.
- **Elevating Visibility:** Investing in campaign-style communications and platform curation to raise the Hub's profile and influence in both policy and public spheres.
- **Streamlining Governance:** Moving to flexible, campaign-oriented governance models, recasting existing committees for greater responsiveness and inviting high-level champions to support delivery.
- **Embedding Inclusion:** Ensuring that Indigenous knowledge systems, regional voices, and equity considerations are central to design and delivery.
- **Managing Ambition:** Matching the scale of work to the Hub's capacity, and prioritising quality, influence, and proof of value over breadth or volume.



## 4. The Way Forward: Four Focus Areas

To translate these imperatives into action, the review consolidates the Hub's future activity into four interdependent focus areas, each aligned with the original vision and tailored to deliver real system value:

- I. **Support Government Decarbonisation Planning**  
Deliver responsive, policy-relevant insight into Queensland Government decarbonisation efforts, with a focus on sectoral plans and climate strategies. This is the clearest pathway to demonstrating the Hub's relevance and increasing research uptake.
- II. **Deliver the Remote and Rural Regions Priority Project**  
Lead a high-profile, place-based project that builds regional partnerships, strengthens engagement with Indigenous communities, provides a focal point for the 2025 Hub Forum and delivers a signature output for COP31 at the end of 2026. This will serve as proof-of-concept for inclusive, applied collaboration.



### III. Translate and Synthesise Research

Institutionalise the capability to convert research into timely, actionable outputs aligned with policy cycles and targeted at key departments such as Treasury, DETSI, DPI, DCCEE, the Net Zero Authority and Queensland's local governments. This will reinforce the Hub's core identity as a knowledge broker.

### IV. Map and Mobilise System Capability

Make it easier for government, industry, and regional actors to access Queensland's research expertise. Refresh the Hub's digital platforms and brokering role to strengthen system navigation, connection, and strategic alignment.

Each of these areas is supported by tailored delivery enablers including improved internal resourcing, a revitalised communications strategy, platform curation, a governance refresh, and a more clearly defined role across the university.

## 5. From Concept to System Value

Together, these four focus areas form a coherent and practical framework for the Hub's next phase—one that transforms strategic intent into visible public value. Each area gives expression to the Hub's core strategic imperatives, turning concepts like relevance, inclusion, and visibility into tangible outputs, partnerships, and pathways to impact, showcasing that they do more than respond to the review's findings; they operationalise them.

By supporting government planning, the Hub affirms its purpose as a trusted knowledge partner, narrows its engagement to high-leverage spaces, and delivers timely outputs that lift both visibility and policy uptake. The Priority Project anchors inclusion in practice, consolidates effort into a demonstrable initiative, and offers a focal point for engagement, storytelling, and system learning. Research translation becomes the engine room for tailored, high-impact and decision-ready outputs, that are aligned with policy cycles, while reinforcing the Hub's distinct identity as a synthesiser, not a funder or research producer. Finally, capability mapping strengthens the Hub's system-facing role, improving navigation, connection, and strategic alignment across universities, regions, and governments.

In short, the four focus areas give the Hub a credible, achievable route to deliver on its mission, linking strategy with delivery, purpose with proof, and ambition with value.

A clear set of success metrics will be developed with the Steering Committee to track progress, support continuous improvement, and underpin future funding bids.



## 6. Recommendations

The following recommendations translate the Review's findings into a focused set of forward-looking, actionable steps to guide the Hub's next phase. They are designed to support implementation of the four priority areas (supporting government decarbonisation planning, delivering the remote and rural regions priority project, translate and synthesise research and map and mobilise system capability), which together provide the strategic focus necessary to realise the Hub's purpose and maximise its system contribution over the final 18 months of the current three-year funding period.

Each recommendation is grounded in the Review's overarching logic: the Hub was established to address a system-level gap by brokering knowledge between research, policy, and practice. Drawing on document analysis, stakeholder feedback, and expert consultation, the Review assessed performance against the Hub's founding purpose and delivery model, identifying seven strategic imperatives that now serve as touchstones for forward planning.

The recommendations are grouped in two categories.

- Strategic Recommendations – directly aligned with the seven imperatives and essential to delivering on the Hub's purpose.
- Delivery Enablers – practical measures that support execution of the strategic agenda and priority areas but are not strategic outcomes in themselves.

Together, these recommendations provide a credible roadmap for targeted, high-impact delivery that reinforces the Hub's distinct role and value within Queensland's decarbonisation system.

### 1) Reaffirming Purpose

- a) Clarify and communicate the Hub's identity as a knowledge synthesiser and broker. Distinguish it clearly from research delivery or funding roles across all messaging, governance, and outputs.
- b) Reframe internal and external language to consistently describe the Hub's function, reinforcing its mission-oriented, system-bridging role.

### 2) Narrowing Focus

- a) Consolidate effort around a limited set of high-impact activities, avoiding expansion into new domains. Prioritise the Remote and Rural Regions Priority Project and targeted support for sectoral decarbonisation planning.



- b) Align Hub activities with clear use cases that demonstrate value to government partners, regional stakeholders, and Queensland Government decision-makers, with Hub partners actively contributing to the strengthening of these strategic connections.

### 3) Tailoring Outputs

- a) Develop and institutionalise a suite of strategic output formats (e.g. synthesis briefs, policy notes, short case studies) aligned with policy timeframes and user needs.
- b) Create a rolling engagement calendar linked to known policy cycles (e.g. budget processes, sectoral plan milestones, COP31), ensuring timely and relevant contributions.

### 4) Elevating Visibility

- a) Launch a targeted communications refresh focused on audience-specific narratives (e.g. policy, regional, public) to articulate the Hub's value proposition.
- b) Curate a visible and dynamic public platform that showcases current projects, collaborators, and outputs, making the Hub's work accessible and influential.

### 5) Streamlining Governance

- a) Reframe existing governance structures into flexible working groups or strategic taskforces aligned to the four priority areas.
- b) Identify high-profile champions (from government, research, or regional leadership) and, through the Hub's post-Review action planning, define the specific roles and activities they will undertake to strengthen communications, synthesis, and regional liaison, amplify impact, and secure executive buy-in across systems.

### 6) Embedding Inclusion

- a) Embed Indigenous and regional leadership in the design and delivery of major initiatives, particularly the priority project, through co-design and shared governance.
- b) Ensure equity is a cross-cutting design principle in project selection, communication, and evaluation.

### 7) Managing Ambition

- a) Develop a clear statement of success for the final 18 months of the initial 3-year funding period, articulating what the Hub will deliver, to whom, and why it matters.





- b) Undertake regular prioritisation reviews to ensure resources and staff time are concentrated on activities that align with the strategic imperatives and deliver proof of value.

#### 8) Delivery Enablers

- a) Invest in core coordination capability, particularly within the Coordinating Unit, to support delivery, communications, and cross-system alignment.
- b) Strengthen internal planning processes with clear delivery roadmaps, short feedback loops, and milestone tracking across all four priority areas.
- c) Improve stakeholder navigation by mapping and publicising points of contact, pathways to engage with the Hub, and available services or outputs.
- d) Refresh digital platforms to better support system brokering and knowledge exchange, including a searchable expert database and output library.
- e) Continue to convene the annual Hub forum (mid-2025 and pre-COP31, 2026) to showcase progress, gather input, and strengthen alignment with policy and regional partners.

## 7. Conclusion

The Hub has laid important foundations and retains strong support across government, academia, and civil society. But it now faces a moment of strategic choice. By narrowing focus, sharpening delivery, and reaffirming its unique role in Queensland's decarbonisation system, the Hub can evolve into a trusted, high-impact partner.

This review charts a clear and actionable pathway towards that outcome.



## Key Findings and the Future Focus of the Review

The Review provides a structured assessment of the Hub’s strategic intent, activities, and delivery mechanisms at the mid-point of its funded term. It draws on a comprehensive evidence base, including stakeholder survey results, expert elicitation workshop discussions, and internal documentation, to inform a forward strategy for the remainder of the funding period and beyond.

The Review finds that the Hub has laid important foundations but now requires a strategic recalibration to realise its full potential. Its core mission, to connect research with real-world decarbonisation efforts, remains valid and well-supported. But the path forward must shift from broad ambition to focused delivery, from dispersed activity to demonstrable value, and from promise to proof.

### 1. Strategic Direction: Why the Hub Exists

The Hub was designed to address a specific system gap: the lack of a dedicated, cross-sectoral platform capable of aligning academic expertise with Queensland’s decarbonisation challenges. This was to be achieved by focusing on four core strategic ‘knowledge’ functions – knowledge brokerage, knowledge exchange, knowledge co-production, and knowledge into action.

#### Strategic Knowledge Functions

##### Knowledge into Action

Supports the uptake of research through communication and practical application.

##### Knowledge Brokerage

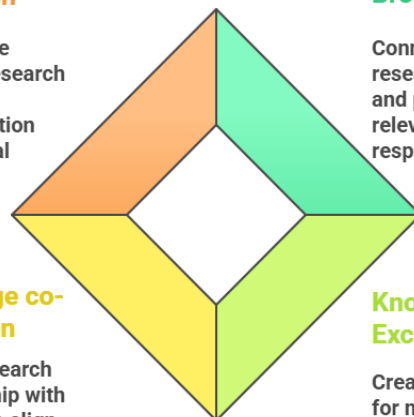
Connects research, policy, and practice for relevance and responsiveness.

##### Knowledge co-production

Designs research in partnership with end users to align with real-world needs.

##### Knowledge Exchange

Creates platforms for mutual learning and engagement across sectors





Since its inception, the need for such a platform has only grown, with increasingly urgent demands for place-based transition planning, integrated policy development, and science-informed investment decisions.

Throughout the Review, stakeholders consistently affirmed the enduring relevance of the Hub's original design: an independent, mission-oriented knowledge platform that bridges research, government, industry, and community. However, they also noted that this role is only partially realised. The Hub must now clarify its identity, as a strategic enabler and sharpen its system value proposition.

## 2. Activities and Outputs: What the Hub Has Delivered

The Hub's evolution has followed four main phases: mission framing, foundational setup, delivery and expansion, and, more recently, strategic reset. It has produced a growing portfolio of work across four research themes, developed a website, hosted multi-sectoral events, and launched a competitive call for research projects.

Performance has been strongest in areas of knowledge co-production and exchange, with stakeholders highlighting improvements in project relevance and design. However, the Hub has had lower visibility and influence in knowledge brokerage and translation, particularly when it comes to shaping decisions or informing investment and policy directions. Survey responses and expert feedback both point to a need for outputs to be more focused, clearer positioning, and deliberate efforts to strengthen the Hub's policy interface.

## 3. Governance and Delivery: How the Hub Operates

The Hub's governance model includes three committees—Steering, Advisory, and Research—supported by a small Coordinating Unit. While these structures are well-intentioned, their current operation is overly process-oriented and insufficiently agile for the challenges of the final delivery phase. Roles and mandates are not well understood, coordination across the seven-university network is uneven, and advisory input has not been fully leveraged.

Experts recommended pivoting to a campaign-style governance model that enables clearer leadership, faster coordination, and more visible engagement. The architecture of the existing governance framework should be retained but used more efficiently. As part of the Hub's post-Review action planning, priority will be given to identifying high-profile champions (from government, research, or regional leadership) and defining the specific roles and activities they will undertake to strengthen communications, synthesis, and regional liaison. Improved internal capacity in these areas, alongside fit-for-purpose delivery mechanisms, will be essential to realising this shift.



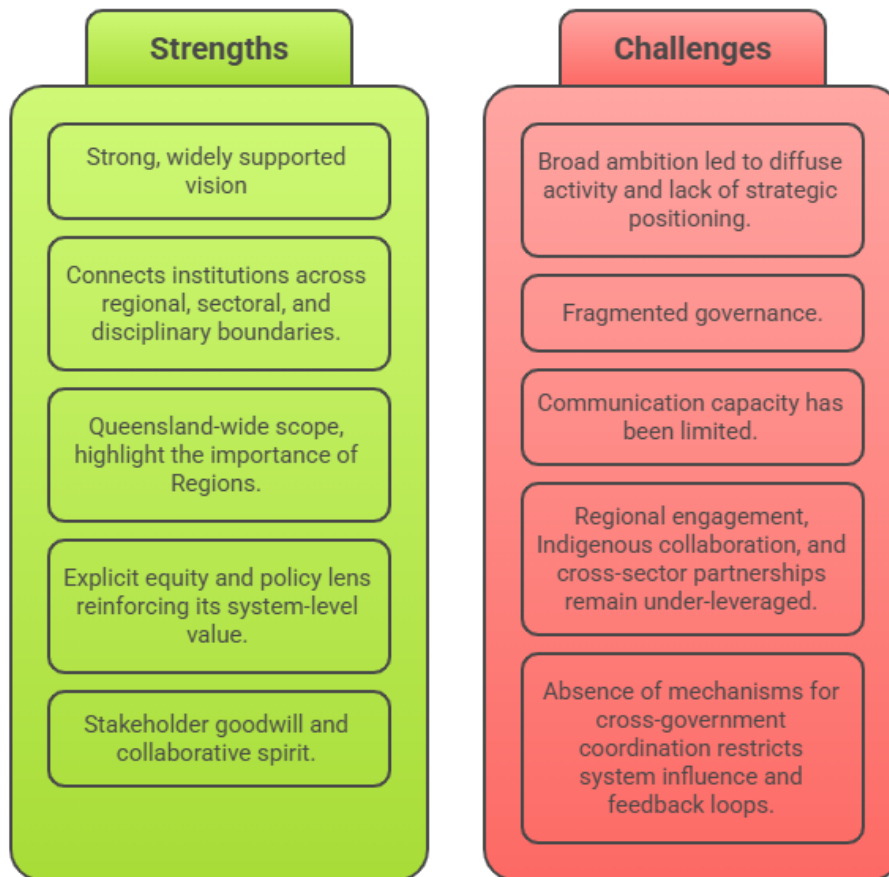
#### 4. What's Working and What Needs Sharpening

Drawing on stakeholder feedback, expert elicitation, and survey data, the Review has developed a sound understanding of what is working and what is not. The Hub's founding vision continues to resonate strongly with stakeholders, who see enduring value in its mission to connect research, policy, and practice. Its role as a broker of insight and a connector of institutions is widely supported and seen as a key strength. This is particularly the case across regional, sectoral, and disciplinary boundaries. There is substantial goodwill surrounding the Hub, and a sense of early momentum that can be built upon.

At the same time, the Hub's broad ambition has contributed to diffuse activity and a lack of clear strategic positioning. While its governance structures have ensured broad representation, they are currently committee-heavy and fragmented, which limits responsiveness and hampers coordination. Key decision-makers have noted that the Hub's impact is not always visible or well-communicated, in part due to the limited secretariat and communications capacity. Additionally, the Hub remains under-leveraged in key areas such as regional engagement, Indigenous collaboration, cross-sector partnerships, and strategic connections with Queensland Government decision-makers. Strengthening these relationships will be critical to maximising the Hub's value, with partners playing a central role in enabling these connections given the multiple demands on the Hub and its limited resourcing.



## Hub's Performance



## 5. Forward Focus: Opportunities and Imperatives

The next 18 months represents a critical juncture for the Hub. With limited resources and growing expectations, success will depend on sharpening the Hub's focus rather than expanding its scope. The imperative now is to concentrate effort on a small number of high-impact initiatives that clearly demonstrate the Hub's value to government, industry, and community partners.

The first priority is reaffirming the Hub's core purpose. It must be positioned as a knowledge synthesiser and strategic broker, clearly distinct from directly delivering research or decarbonisation programs. This means reconnecting with its original mission: aligning academic research and expertise with the practical needs of Queensland's decarbonisation agenda.

Second, the Hub must narrow its focus to a select group of initiatives with visible policy relevance. The Remote and Rural Regions project offers a clear opportunity to serve as a



flagship—showcasing place-based, cross-sector collaboration that is grounded, strategic, and responsive.

Tailoring outputs to audience needs is equally important. This includes a shift toward synthesis, strategic storytelling, case studies, and policy-ready briefs. Being responsive to government cycles, particularly those of key departments such as Treasury, DETSI, DPI, DCCEEW and the Net Zero Authority, will be essential to increasing relevance and uptake.

To lift its profile and extend influence, the Hub must also elevate its visibility. This calls for investment in campaign-style communications, a more deliberate presence in key policy and public forums (such as COP31), and clearer framing of its contributions in terms of influence, not just information dissemination.

Governance structures also require refinement. Current arrangements should be streamlined to enable more agile, campaign-oriented delivery. This could involve recasting the Research Committee to better support system alignment—for example, through DVCR briefings or strategic alignment roles—and inviting high-level champions to expand reach and impact.

Crucially, inclusion must be embedded at the heart of the Hub's work. Equity, Indigenous knowledge systems, and regional perspectives should shape both the design and delivery of projects. Far from being a niche concern, this focus is central to the Hub's distinct role and long-term credibility.

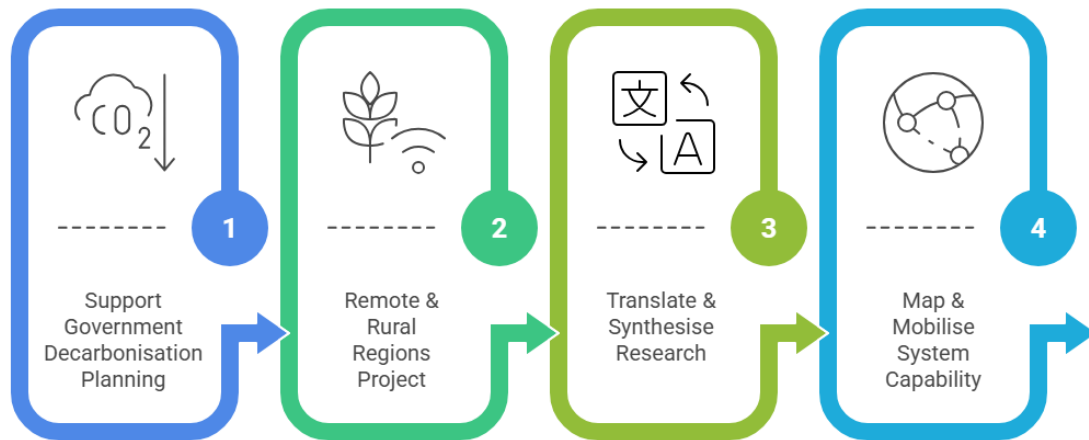
Finally, the Hub must be disciplined in managing ambition. With finite capacity, the emphasis should be on depth over breadth, delivering high-quality outputs and demonstrable influence through existing themes and relationships, rather than launching new streams of work.

In short, the Hub must now evolve from a promising initiative into a trusted system partner, one that delivers credible insight, fosters inclusive collaboration, and accelerates Queensland's decarbonisation efforts through impact and influence. This review outlines a clear pathway to achieving that goal.

## 6. Forward Focus: Four Core Areas of Activity

In response to the review's findings, the Hub's future activities have been consolidated into four interdependent focus areas. These are:

- (I) Support Government Decarbonisation Planning
- (II) Deliver the Remote and Rural Regions Priority Project
- (III) Translate and Synthesise Research and
- (IV) Map and Mobilise System Capability.



Together, they represent a more strategic, streamlined approach, aligning with the original vision, addressing delivery challenges, and maximising system value. Each area is designed to operationalise the strategic responses identified through expert input and stakeholder feedback and will rely on targeted delivery enablers to ensure impact.

## 7. Delivery Enablers

To bring its strategic priorities to life, the Hub must strengthen the core enablers that support delivery. This isn't about building new infrastructure but about better aligning existing resources to the work that matters most.

First, internal capacity needs to be focused. Roles within the Hub secretariat should be clearly assigned to core tasks, particularly governance and engagement, synthesis of research insights, communication, and translation of research into policy-ready formats. Sharpening internal role objectives will allow the Hub to deliver more strategically with the resources it already has.

A revitalised communications strategy is also essential. This should take a campaign-style approach that is targeted, proactive, and purpose-driven. The intent is to engage key audiences across the Queensland Government, regional stakeholders, and the university sector. The aim is not just to inform but to influence how decarbonisation challenges are understood, how priorities are set, and how solutions are shaped.

Governance arrangements must evolve to match this delivery focus. The Research Committee could be reoriented to play a more agile and strategic role. It should focus on system alignment and potentially involve senior university leaders, such as Deputy Vice-Chancellors (Research), as well as leverage off partnership functions across all seven universities, to help embed the Hub's agenda across and support a more balanced distribution of effort, leadership, and accountability across the university network.



The Hub's digital and convening platforms, including its website, webinars, and events, should be curated to reflect and amplify the four core functions. These platforms are not just communication tools; they are vehicles for shaping conversations and influencing policy, fostering collaboration, and demonstrating relevance.

Finally, partnerships must be activated more purposefully. The Hub's neutral positioning gives it a unique ability to translate between sectors, disciplines, and communities. This brokering function should be at the heart of its work, connecting universities with government and regions in ways that build shared purpose and accelerate action.

In combination, these enablers form the operational spine of the Hub's next phase, turning intent into influence, and structure into system value and will need to be taken into consideration in activating all four of the focus areas.

## 8. Focus Areas

### Focus Area 1 - Support Government Decarbonisation Planning

At the heart of the Hub's future direction is a commitment to delivering timely, policy-relevant insight that directly supports Queensland's decarbonisation agenda, both through sector-specific strategies and whole-of-government planning processes.

This focus area reaffirms the Hub's core purpose as a knowledge broker and policy partner, clarifying its role within the broader system and concentrating effort where policy demand is strongest and decisions have the greatest leverage. It responds directly to a key review finding: the need for increased visibility and demonstrable value to decision-makers.

In practical terms, this work will involve:

- Providing responsive input into government-led planning efforts;
- Providing tailored summaries and briefings for departments such as Treasury, DETSI, and DPI;
- Continuing to contribute to cross-cutting, interagency initiatives in climate and energy planning by leveraging university expertise, institutional connections, and the independent research capability of participating institutions;
- Extending this support to Commonwealth and local government efforts across Queensland, given decarbonisation involves coordinated action across all three levels of government in the spirit of cooperative federalism.

By anchoring effort in these high-impact arenas, the Hub can both narrow its focus and tailor its outputs, delivering curated insights that align with real policy timelines and





enhance uptake. It also creates opportunities to embed inclusion, ensuring regional, Indigenous, and sectoral perspectives are reflected in the state's decarbonisation trajectory.

This kind of engagement will require more than content; it will demand stronger internal coordination, active brokering, and adaptive governance mechanisms that enable the Hub to work effectively across departmental boundaries and planning cycles.

Crucially, this is not about scaling up efforts in all directions, but about managing ambition, concentrating resources where the Hub's contribution is both needed and feasible. In doing so, the Hub can evolve from a promising initiative into a visible, trusted partner in Queensland's strategic response to climate change.

## Focus Area 2 - Deliver the Remote and Rural Regions Priority Project

The Remote and Rural Regions Priority Project will be the Hub's most visible demonstration of impact. It will embed research into the realities of regional transitions, build strong place-based partnerships, and deliver outputs that are both practical and high-profile.

As a focused and high-impact initiative, this project captures the Hub's shift from broad ambition to concentrated action. It exemplifies the Hub's distinctive value by co-producing knowledge with regional stakeholders, brokering relationships across sectors, and ensuring that research is framed in ways that are meaningful on the ground. This project is not only a vehicle for influence, but a statement of purpose—showing what the Hub does best when it works in place-based, cross-sectoral ways.

The Priority Project will include sustained engagement across selected regions, co-designed project delivery with local and Indigenous partners, and will serve as the central theme of the 2025 Hub Forum, which will adopt a strong regional lens. It will also culminate in a signature public output aligned with the international COP31 meeting in 2026, helping to position Queensland as a leader in inclusive, regionally informed decarbonisation.

This focus area responds directly to calls for deeper engagement beyond metropolitan centres and for more visible, real-world applications of the Hub's capability. It provides a platform to centre regional and Indigenous perspectives, test more agile governance models, and demonstrate the system value of applied research.

Realising this potential will require targeted project capacity, long-term commitment to trusted partnerships, and clear pathways for Indigenous engagement and leadership. By concentrating effort on one major, demonstrable initiative, the Priority Project allows the Hub to channel its resources into a project that is ambitious in its impact but disciplined in its scope.



### Focus Area 3 - Translate and Synthesise Research

A core opportunity for the Hub lies in establishing a high-value capability that translates academic research into actionable insights for policy, industry, and community stakeholders. This focus area reinforces the Hub's role as a strategic broker, rather than being principally a generator of primary research, connecting the expertise of universities with the demands of real-world decarbonisation decisions.

Stakeholder feedback made it clear that while there is no shortage of research activity, what is needed most are outputs that are timely, accessible, and directly relevant to policy. This workstream addresses that need by delivering synthesis products that are curated for use, aligned with planning and decision-making cycles, and reflective of diverse knowledge systems.

Key activities will include the production of targeted synthesis briefs, tailored case studies, and issue-focused summaries developed in close collaboration with government departments and research offices. This approach not only improves the uptake of existing research but also helps align academic effort with areas of highest policy relevance, without expanding the Hub's remit into original research production.

A strengthened communications function will ensure that outputs are well-packaged and policy-facing, while coordinated engagement with Deputy Vice-Chancellors of Research and university partnership teams will help avoid duplication and maintain strategic coherence. This focus area also supports the inclusion of Indigenous and regional perspectives by embedding those voices into the translation process and final products.

Success here means producing fewer but more impactful outputs that meet the expectations of government audiences and clearly demonstrate the value of research translation. It also allows the Hub to stay lean and focused, delivering system-relevant insights while managing scope in line with available resources and strategic priorities.

### Focus Area 4 - Map and Mobilise System Capability

The Hub will enhance its role as a system connector by improving the visibility, accessibility, and alignment of university expertise across Queensland. This work is essential to helping partners navigate the state's complex research landscape and accessing the right knowledge at the right time to support decarbonisation efforts.

This focus area directly addresses calls from stakeholders for more proactive brokering across institutions, regions, and levels of government. It strengthens the Hub's strategic positioning as a trusted, neutral interface—one that can bridge silos, make capabilities visible, and guide collaboration across the system.



Key activities will include refreshing and curating the Hub’s public-facing platforms (for example, the website, webinars and use of social media), developing better pathways for connection and brokering, and mapping relevant capabilities, datasets, and expertise across Queensland’s universities. These efforts will be designed not just to catalogue activity, but to support practical use cases and policy engagement, ensuring that insights are discoverable, relevant, and easy to act on.

This work also provides an opportunity to embed more inclusive and representative approaches, ensuring that Indigenous knowledge holders, regional institutions, and underrepresented disciplines are recognised as vital parts of the decarbonisation knowledge system.

By aligning system capability with areas of strategic demand, the Hub can amplify the reach of existing expertise, reduce duplication of effort, and increase the speed and effectiveness of knowledge into real-world action. Delivering this capability will require fit-for-purpose platforms, refreshed communication channels, and dedicated roles that support ongoing engagement and coordination across the network.

This approach is ambitious in its reach but pragmatic in delivery. Rather than attempting to map the entire system at once, it will proceed in a staged, purposeful way, prioritising areas where visibility and coordination can unlock immediate value for Queensland’s decarbonisation agenda.



## Bringing It Together: From Concept to System Value

Together, these four focus areas form a practical and strategic roadmap for the Hub's next 18 months—one that translates ambition into action and positions the Hub as a trusted contributor to Queensland's decarbonisation agenda.

By directly supporting government decarbonisation planning, the Hub sharpens its role as a policy-relevant knowledge partner. This work anchors the Hub's efforts in high-leverage spaces, where timely, tailored insights can inform real decisions and elevate its visibility across departments and policy cycles. It also provides a clear avenue to embed regional, Indigenous and sectoral perspectives into the fabric of Queensland's transition plans.

The Remote and Rural Regions Priority Project becomes a signature initiative, demonstrating the Hub's value through grounded, place-based collaboration. With a disciplined scope and a strong inclusion focus, it shows what high-impact engagement can look like in practice: community-informed, cross-sectoral, and anchored in real-world transition challenges.

The Hub's capacity to translate and synthesise research into decision-ready insights is another core strength. This workstream consolidates fragmented knowledge into curated, high-value outputs—briefs, synthesis reports, and case studies—that meet the needs of policymakers and practitioners. When well-packaged and policy-aligned, these outputs can raise the Hub's profile while staying focused on quality over volume.

Finally, mapping and mobilising system capability enables the Hub to function as a true connector, clarifying its role within the broader ecosystem and surfacing the depth of expertise across Queensland's research landscape. By partnering with research offices and others, the Hub can better coordinate effort, showcase diverse knowledge systems, and build the connective tissue needed for more strategic collaboration.

Together, these priorities strike a deliberate balance: focused enough to be deliverable, inclusive enough to reflect the system, and strategic enough to demonstrate visible public value. They provide a coherent framework for deepening impact, guiding investment, and supporting future funding. A clear set of success metrics will be developed with the Steering Committee to track progress, communicate value, and guide the Hub's ongoing evolution.