



# SOCIAL ENTERPRISE AND IMPACT INVESTING ROADMAP 2025

Strengthening impact,  
boosting the bottom line

**DELIVERING**  
FOR QUEENSLAND



**Queensland**  
Government

## Acknowledgement

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# Contents

|                     |    |
|---------------------|----|
| Minister's foreword | 5  |
| Overview            | 6  |
| Social enterprise   | 12 |
| Impact investing    | 18 |
| Path to success     | 22 |



The roadmap  
heralds the biggest  
transformation of  
social enterprise  
and impact  
investment in  
Queensland. 

# Minister's foreword



**Hon David Janetzki MP**

Treasurer, Minister for Energy  
and Minister for Home Ownership

I am delighted to present Queensland's Social Enterprise and Impact Investing Roadmap.

My genuine passion for driving positive change for Queenslanders is personal. As a founding director of Vanguard Laundry, I have seen first-hand the power of social enterprise to transform lives.

The roadmap heralds the biggest transformation of social enterprise and social impact investment in Queensland.

It plots a course for social enterprise to deliver long-term, lasting growth that meets our objective to provide sustainable, positive social outcomes.

Through our inaugural Office of Social Impact, we are committed to building a thriving social enterprise sector in Queensland to deliver profound change for those in need across the state.

Queensland is already home to more than 2,000 social enterprises creating jobs for people who face barriers to employment, delivering essential services, creating social connections and supporting their local community.

Our goal is to support them to amplify their efforts. We want to attract and harness more resources and innovation to improve the daily lives of Queenslanders.

Social enterprises and for-purpose organisations have told us of the challenges around maintaining financial sustainability, accessing capital, growing revenue, and impact measuring and reporting.

We have listened and we are acting.

We have collaborated with philanthropists, investors, faith-based organisations, peak bodies and community groups to identify

impact investment opportunities and establish the Social Entrepreneurs Fund.

The fund will support organisations helping vulnerable Queenslanders through investments totalling \$20 million every year.

Already, the Office of Social Impact has released the opening round of its Australian-first Impact Revenue Investments program, which offers untied funding of up to \$200,000 to help eligible organisations scale, grow sustainably and amplify their social impact.

And we are delivering \$1.6 million to the Queensland Social Enterprise Council over 4 years to provide certainty for the sector and ensure continuous peak body representation across the state.

We developed this roadmap in partnership with the social enterprise and impact investing sectors, as well as the broader for-purpose sector.

I want to thank the many people and organisations who have provided their expertise and insights. We look forward to continuing this work in partnership with you.

Social enterprises can improve lives through better education, health or employment.

In a world of infinite need limited by scarce resources, the potential for collaboration between government, socially minded investors and the for-purpose business community to identify opportunities to access finance is vast.

Queenslanders are looking for new solutions that can move the dial on societal challenges.

This roadmap helps deliver that vision.

For Queenslanders, the Queensland way.

# Overview



## A QUEENSLAND FIRST

Queensland's inaugural Office of Social Impact has been established within Queensland Treasury. Through the Office, our ambition is to support vulnerable Queenslanders by creating the right conditions for the social impact sector to scale and thrive.

Our north star is outcomes. We take an evidence-led approach, listen to sector voices and actively engage the people we aim to benefit. Our work involves partnering across sectors to seek innovative solutions. We will partner with impact investors, philanthropy and the for-purpose sector to amplify the impact of government's \$20 million annual investment.





## OUR COMMITMENT

The Queensland Government is investing \$20 million each year to empower social enterprises and the broader for-purpose sector, helping to improve the lives of Queenslanders who need it most. The newly established Office of Social Impact will oversee the allocation of this funding and has worked with stakeholders to co-design and deliver a roadmap for social enterprise and impact investing in Queensland.

This investment aims to support, scale and sustain social enterprises while encouraging impact investors to create sustainable, positive outcomes for vulnerable Queenslanders.

## A VISION FOR THE FUTURE

We asked social enterprises, impact investors and other for-purpose organisations to share their vision of success. The following statement summarises their insights:

*Transforming the lives of vulnerable Queenslanders through a thriving and sustainable impact economy.*

By developing a roadmap for social enterprise and impact investing in Queensland, we will support social enterprises, impact investors and the broader for-purpose sector to realise this vision.

The impact economy goes beyond social enterprises and impact investors and includes:

- commercial entities that have a positive impact in their communities
- not-for-profits and charities diversifying income streams to deliver greater impact and
- intermediaries, such as peak bodies, who create the right conditions and capabilities for success.

The Office of Social Impact is primarily focused on social enterprises and impact investors but recognises the broader impact economy and its critical importance in creating the conditions for success.

## CREATING A THRIVING IMPACT ECONOMY

**Social enterprises** exist to deliver social outcomes while operating as

commercial entities. They deliver benefits beyond simply being workplaces or service providers. Social enterprises change communities and lives for the better, whether through improved health, education, employment or other social outcomes. They sit alongside and complement government and not-for-profit services. Strengthening this sector will bring new resources and foster innovation to improve the lives of Queenslanders in need.

**Impact investors** are likewise driven by purpose. They seek to deliver positive, measurable impacts alongside financial returns. These investors play an important role in supporting social enterprises and the broader for-purpose sector.

While these impact economy sectors are already delivering for vulnerable Queenslanders, there is potential to do so much more. Through extensive consultation, we have identified a number of barriers that are limiting growth. These conversations have provided valuable insights into the experiences and challenges faced by the impact economy in Queensland.

Through these insights we have identified 4 levers that organise our actions:

- scale and sustain
- smarter, stronger business,
- right finance, right time
- conditions for success.

These levers seek to address the sectors insights and translate into concrete actions to unlock the sectors potential and unlock impact.

Organisations will be supported to scale and grow through initiatives that drive revenue, such as the Australian-first Impact Revenue Investments program. We are also looking at the important role of social procurement in driving revenue growth and impact. We will fund outcomes and impacts directly, to bolster sustainability. Finally, we are exploring innovative approaches to strengthen organisational capability and capacity, such as improving back-office operations, providing appropriate and timely capital, and supporting business to manage expenses beyond regular operations.

## Impact areas

### WHERE WE ARE FOCUSING IMPACT

Guidelines for individual initiatives will be developed to ensure we are focused on supporting outcomes in our primary impact areas. These impact areas are:

- Ensuring **quality jobs** for **disadvantaged** Queenslanders
- Helping **vulnerable** young people **thrive**, and **reducing crime** rates
- Addressing the **drivers** and **impacts** of addiction and mental health issues
- Reducing the number of children in **out-of-home** care, especially **residential** care
- Improving **women's** safety – preventing **family and domestic violence** and lessening its impacts
- Reducing **homelessness** and increase **social and affordable** housing
- Creating place-based initiatives to **enable** all communities to **thrive**
- Other **opportunities** to generate **high-social impact** for Queenslanders.

## Consultation outcomes

The power of purpose-led businesses to deliver social outcomes is profound. This roadmap was designed in collaboration with investors, community, faith groups, philanthropies, the private sector and social entrepreneurs to create the conditions for the social impact sector to thrive.

We facilitated 6 weeks of public consultation with 12 online events, market engagement interviews, a public survey and targeted consultation. Importantly, more than 500 voices participated through these opportunities.



### RESEARCH AND INTERVIEWS

Uncover the Queensland landscape and best examples from around the world



### ROUNDTABLE WORKSHOP

Shape issue questions with Social Impact Advisory Roundtable



### PUBLIC CONSULTATION

Extensive consultation targeting key stakeholders



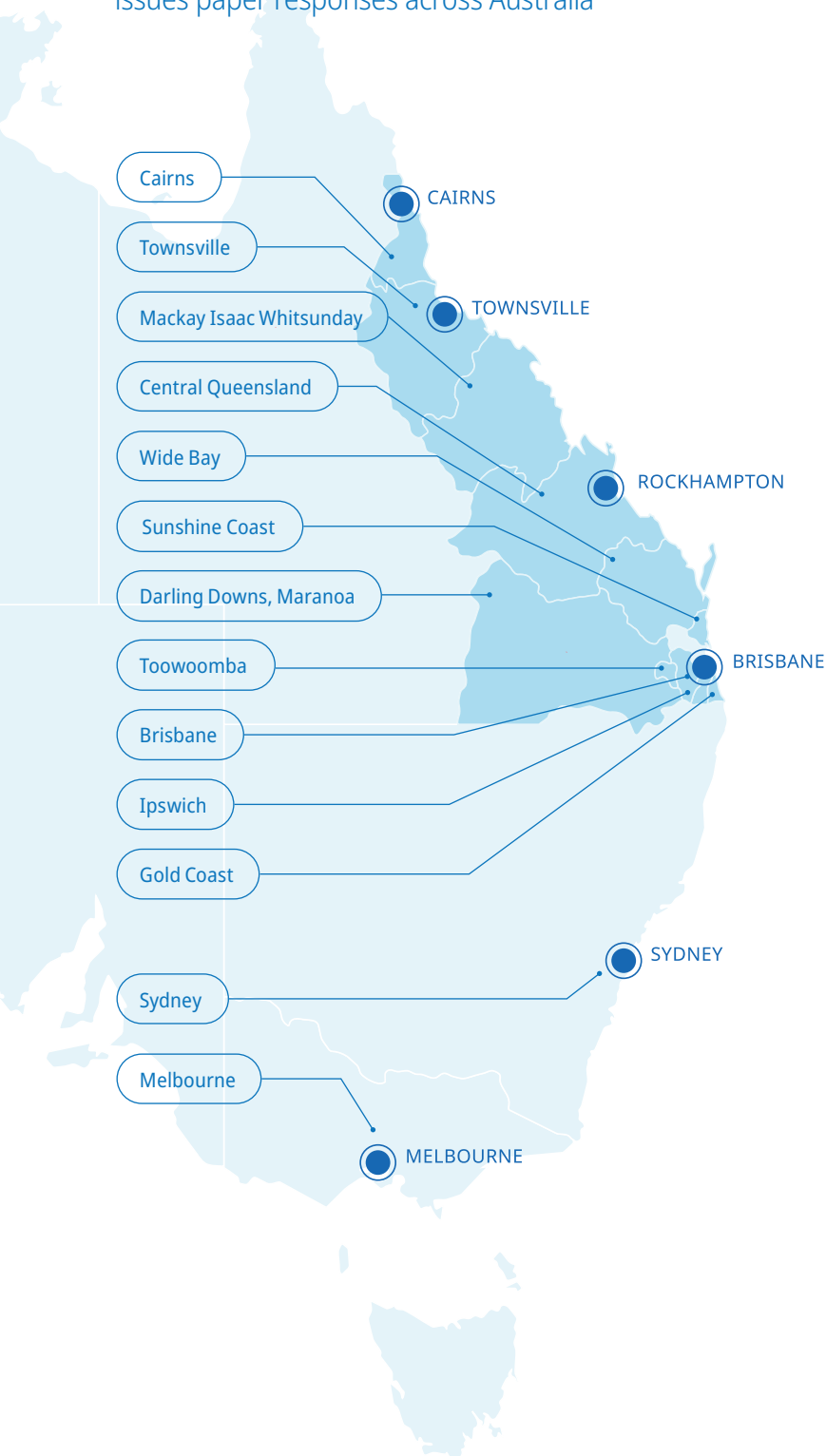
### ANALYSIS

Report back to Social Impact Advisory Roundtables



## Strengthening social impact in Queensland

issues paper responses across Australia



## Public consultation

514

voices



6

weeks of consultation



212

QSEC regional huddle participants



44

impact investment interviews



72

survey responses\*



67

Impact Boom webinar participants



8

submissions from critical stakeholders



\*Issues paper survey responses

## Driving growth and impact – the 4 levers



### SCALE AND SUSTAIN

**Empowering social enterprises and for-purpose organisations to scale and achieve sustainability through increased trading revenue**

- Tackling the complexity of scaling revenues and building sustainability while balancing and optimising commercial and impact models.
- Supporting organisations to meet impact costs that go beyond regular business operating expenses and make financial sustainability difficult, particularly in terms of long-term planning and the ability to scale.



### SMARTER, STRONGER BUSINESS

**Leveraging innovation and sector support to strengthen operational capability, capacity and resilience**

- Supporting organisations facing capability and capacity constraints.
- Strengthening critical back-office functions with robust governance frameworks, skills and systems.



### RIGHT FINANCE, RIGHT TIME

**Helping social enterprise and for-purpose organisations access the right finance at the right time, with co-investment from institutional, philanthropic and other partners**

- Addressing hurdles faced by social enterprises in accessing appropriate and timely capital.
- Making it easier for impact investors to identify investible opportunities and price risks and consider avenues for consolidating investor capital.



### CONDITIONS FOR SUCCESS

**Enablers that will support social enterprises and for-purpose organisations to create meaningful and measurable change**

- Overcoming persistent challenges with consistent outcomes measurement and reporting, so organisations can demonstrate their impact, and investors can compare impact returns.

The 4 levers are deeply interconnected and reinforce each other. They demonstrate how individual initiatives work together to support the impact sector and transform the lives of vulnerable Queenslanders. This creates a virtuous cycle that will foster a thriving and sustainable impact economy in Queensland.

The roadmap strategically plots a course for long-term, sustainable growth that drives positive outcomes across the state and aligns with the government's objective to:

**Support, scale and sustain social enterprise and impact investing to provide sustainable, positive social outcomes for vulnerable Queenslanders.**

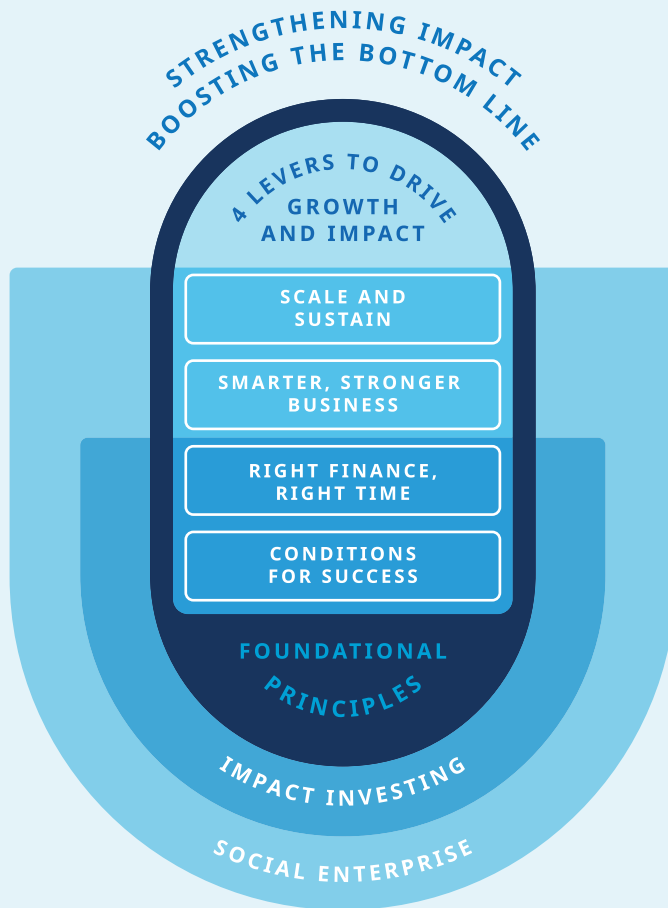
We aim to grow the impact investing sector in Queensland to unlock much-needed capital for social enterprises across the business lifecycle. This finance needs to match the realities of social purpose organisations by offering patient, flexible

and affordable capital. We will partner with organisations and intermediaries to unlock impact, for example by participating in blended finance solutions.

Tailored strategies will be explored to ensure organisations operating outside of South East Queensland can grow and thrive, acknowledging the unique challenges and opportunities presented by regional areas.

Through the roadmap's proposed actions, we will support a thriving impact economy that has the power to drive enduring positive change across the state.

The roadmap's success will depend on our commitment to developing and implementing initiatives iteratively, guided by a 'learn by doing' approach. By embracing adaptability and maintaining a focus on outcomes and impact, we will continuously expand our understanding of 'what works' and ensure initiatives remain fit for purpose.



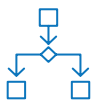
## Defining success

Through collaboration between government and the social impact sector, the roadmap will drive transformative change by fostering thriving social enterprises and expanding impact investing to achieve meaningful social outcomes in Queensland.

To determine success, we will focus on the following critical outcomes:

- 1. Delivering outcomes today**
  - outcomes are delivered through Impact Revenue Investments, payments for impact and impact investing initiatives.
- 2. Delivering outcomes in the future**
  - as a result of these initiatives, social enterprises continue to deliver outcomes beyond the scope of the government's investment.
- 3. Creating the conditions for success**
  - social enterprises start-up, scale and are sustainable with reduced reliance on grant funding, for example through social procurement (private and public), capability supports and robust impact measurement.

To ensure we achieve our ambition, the 'Foundational Principles' outlined below will underpin the design and delivery of initiatives under the roadmap.



### OUTCOMES FIRST

Impact anchors all that we do



### EVIDENCE LED

We draw on the evidence base where it exists, and where it does not exist, we add to it



### EMBED PRACTICAL EXPERTISE

We will integrate perspectives and knowledge from practitioners and ensure that the people we aim to support help shape our agenda



### PARTNERING APPROACH

We work across sectors and departments and seek solutions from outside government



### CONTINUOUS IMPROVEMENT

We are committed to ongoing monitoring, evaluation and learning



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# Social enterprise



## Driving impact through social enterprises

Social enterprises trade to achieve a social, cultural or environmental mission. In addition to generating impact, the social enterprise sector is a significant contributor to the economy. QSEC has identified over 700 social enterprises in Queensland, providing over 14,000 full-time equivalent jobs, and generating \$2 billion of revenue. Over half operate in regional areas.

### THE RISE OF SOCIAL ENTERPRISE IN QUEENSLAND

Social enterprises in Queensland represent a diverse set of organisations operating in many industry sectors, located right across the state, and employing a variety of business and impact models. These organisations range from large-scale businesses operating nationally and internationally to microenterprises delivering valuable jobs and services. The common thread between these organisations is that they seek to improve lives and communities across Queensland.

Social enterprises and broader for-purpose organisations generate positive social, environmental and cultural outcomes. However, these organisations are often not adequately compensated for the benefits they provide, despite the positive flow-on effects to society more broadly.

The sector is a valuable complement to traditional charities, not-for-profits and government service delivery. By harnessing commercial vehicles to unlock impact, social enterprises offer unique benefits to people and communities. However, it is clear that the sector has further potential and there is a unique opportunity to support the sector to thrive and amplify its impact.



## Sector snapshot<sup>1</sup>

### ECONOMIC IMPACT

# 716

social enterprises  
in Queensland



# \$2 billion

aggregated revenue from  
Queensland's social enterprises



# >14,000

full-time equivalent jobs contribution  
from Queensland's social enterprises



### CHARACTERISTICS

# 51%

of Queensland's social enterprises  
operate in regional areas



# 68.5%

of Queensland's social enterprises are  
headquartered in South East Queensland



# 53%

of Queensland's social enterprises  
have female founders



## Barriers to success

Feedback from organisations throughout our consultation process revealed persistent and common barriers to the sector's growth and sustainability. At the heart of the issue is that social enterprises compete with commercial entities but incur impact costs to fulfill their social mission. This creates a major challenge for these organisations to remain competitive and achieve long-term financial sustainability.

### What are impact costs?

Social enterprises often face higher operating costs compared to pure commercial businesses because they prioritise delivering social impact alongside generating profit. Impact costs are those additional expenses directly tied to achieving and demonstrating the organisation's mission.

### WORK-INTEGRATED SOCIAL ENTERPRISES (WISE)

For a WISE, which focuses on creating meaningful work opportunities for individuals facing barriers to employment, these costs can include providing wraparound support such as career development, training and education pathways. Additionally, WISE organisations may prioritise transitioning employees into mainstream employment after training, rather than retaining them long-term. While this approach incurs productivity costs due to the ongoing need to recruit and train new staff, it is a vital part of their mission to foster economic independence for their employees. WISE organisations, like all social enterprises, also seek to measure and report on their impact.

<sup>1</sup> The number of social enterprises includes 455 organisations registered with Queensland Social Enterprise Council (QSEC), as well as 261 further social enterprises subsequently identified by QSEC. The sector characteristics included have been drawn from the results of a member survey conducted by QSEC in January 2025.



Common barriers highlighted:

- **Maintaining financial sustainability**  
– challenges in financial stability, resilience and viability due to short-term funding cycles, reliance on grants, insufficient funding for operational costs and limited pathways to procurement opportunities.
- **Accessing capital**  
– difficulty accessing appropriate funding/finance, particularly for upfront capital and operational costs.
- **Growing revenue**  
– challenges in expanding income as a means for operational growth, through diversified and sustainable sources.
- **Impact measuring and reporting**  
– lacking robust data systems and collection standards to support consistent measuring and reporting on outcomes.

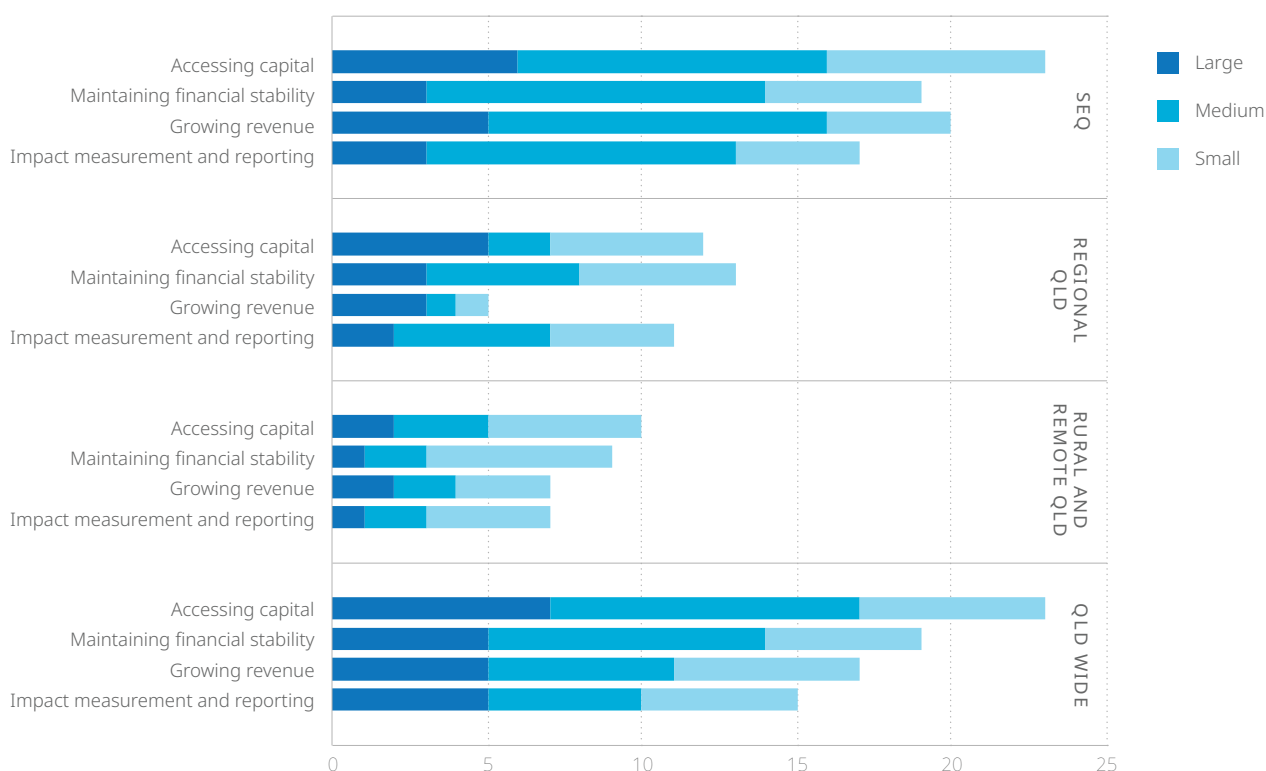
These were identified as the top 4 issues for organisations regardless of size or location. Regional locations also indicated

experiencing higher barriers, particularly when it came to accessing finance, system supports and retaining workers.

Consultation also revealed that enterprises face challenges with capability and capacity across various essential skills. These 'back-office' functions are fundamental for strong business performance, investment readiness and participation in social procurement opportunities. Key areas of concern include issues with impact measurement and reporting, financial literacy and management, governance, information technology, human resources and marketing. Social enterprises are also seeking to engage in social procurement opportunities, particularly with the corporate sector, but face barriers including complex processes, limited capability and low visibility of the sector among purchasers and consumers.

Resource constraints, such as limited skilled staff and inadequate data systems, were also noted as barriers to effective data collection and reporting.

#### KEY BARRIERS FOR SOCIAL ENTERPRISES: INSIGHTS BY LOCATION AND SIZE OF OPERATION



## Bridging the gap

The roadmap outlines a path to address these issues by focusing on driving revenues, strengthening back-office capacity and capability, facilitating access to capital and fostering the underlying enablers for success.

### SUSTAINING REVENUES

By driving revenue growth, helping organisations to scale and achieve financial sustainability, the roadmap will support the sector to grow and thrive and in turn support more vulnerable Queenslanders. This will be achieved through initiatives that help enterprises boost their bottom line, incentivise revenue growth and making it easier to operate efficiently and effectively. This has already started with the Australian-leading Impact Revenue Investments program.

The roadmap will pursue options to reward organisations for delivering measurable social outcomes. Payments for impact can provide revenue streams that compensate social enterprises and for-purpose organisations for their impact costs and encourage organisations to focus on delivering measurable and meaningful change. They can also achieve better outcomes in government service delivery.

Social procurement also provides an important revenue stream while driving social value through government and corporate supply chains.

### BUILDING CAPABILITY AND CAPACITY

To provide opportunities to improve organisational capability and capacity, innovative approaches to strengthening back-office functions will be explored. This may include options for shared services, digital tools and access to requisite skills that are essential to building stronger and more resilient organisations.

### ACCESS TO CAPITAL

Essential to the roadmap for social enterprises is the roadmap for impact investing (see “Impact Investing” p.18). Supporting impact investing in Queensland will help unlock the right capital at the right time for social enterprises and for-purpose organisations. It will also attract co-investment from private, philanthropic and other partners, increasing access to capital to support better outcomes for Queenslanders.

### ENABLERS

The conditions necessary for the roadmap to succeed in supporting a thriving sector include establishing robust evaluation frameworks for key initiatives under the roadmap, exploring options to improve government data capability and ensuring government continues to listen to sector voices. These actions will be pivotal in shaping the design, implementation and continuous improvement of actions under the roadmap to ensure outcomes are achieved.

A strong sector deserves strong peak representation. Continuous funding has been provided to the Queensland Social Enterprise Council (QSEC) over 4 years.

## Achievements so far

### ROUND 1 OF THE IMPACT REVENUE INVESTMENTS PROGRAM

On 7 July 2025, the Office of Social Impact launched its first product, an Australian-first for social enterprise, offering untied funding of up to \$200,000 per organisation. Funding is linked to revenue growth, with the objective of unlocking greater impact.

### ONE-OFF GRANT COMMITMENTS

As part of government’s election commitments, one-off grants of \$600,000 to upgrade the Lovewell Café social enterprise in Mt Gravatt empowering women through employment, and \$200,000 to establish a mental health hub for Walk n Talk in Rockhampton are being provided.

### PEAK BODY FUNDING

The government has allocated \$1.6 million over 4 years to the QSEC to provide certainty for the sector and continuous representation across the state.

### EMBEDDING SECTOR VOICES

The Office of Social Impact has established the Social Impact Advisory Roundtable, comprised of experts and leaders, who are providing insights and input to support government in delivering its social impact agenda.

## Actions in 2026

### ROUND 2 OF THE IMPACT REVENUE INVESTMENTS PROGRAM

Following overwhelmingly positive feedback and a high volume of applications in round 1, a second round will be launched in 2026. We are implementing lessons learned from round 1 to ensure continuous improvement.

### PAYMENTS FOR IMPACT

Options for compensating social enterprises for their impact costs, including by rewarding them for outcomes achieved, and to support better outcomes for government service delivery, are currently being explored. Where possible, we will seek to leverage co-investment to expand impact in Queensland.

### SOCIAL PROCUREMENT

The Office of Social Impact will work with agency partners responsible for Queensland Procurement Policy 2026 and various aspects of the Brisbane 2032 Olympic and Paralympic Games, to amplify opportunities for social enterprise. Consideration will also be given to options for growing corporate social procurement opportunities.

### ACCESS TO CAPITAL

Three flagship impact investment initiatives will be established in 2026 to help social enterprise and for-purpose organisations access capital. This will include a focus on securing co-investment from the private sector, philanthropy and other partners to grow the impact of government's funding. See "Impact investing" on page 18.

### CAPABILITY AND CAPACITY

Work is underway to identify effective, innovative and value-for money initiatives to support Queensland social enterprises to strengthen their back-office credentials and resilience. Options under consideration include measuring and reporting on impact, shared services initiatives, direct capability building and more.

### REGIONAL FOCUS

Recognising the unique challenges and opportunities in regional areas, we are partnering with QSEC to deliver Impact Sprints. Designed by the region, for the region, these annual one-day, region-focused events will be led by QSEC, with the Office of Social Impact and local stakeholders. Each sprint will be tailored to foster collaboration and practical learning, using insights gathered throughout each region's quarterly QSEC sessions, to improve innovation and capability, and strengthen regional networks. See right for further detail.

### Support for Queensland Social Enterprise Council (QSEC)

Funding of \$1.6 million over 4 years has been allocated to QSEC to boost support and representation for Queensland social enterprises. This funding will give QSEC certainty to deliver regional support alongside capability and capacity building and raising the sector profile.

Key initiatives by QSEC include:

- **QSEC x Office of Social Impact Sprints**
  - Designed by the region, for the region, these annual, one-day, place-based events will use insights gathered throughout each region's quarterly QSEC huddles to inform areas of need, learning and support. These sprints aim to activate, connect, and strengthen regional networks by bringing together social enterprises, community organisations, government, and industry.
- **Quarterly regional huddles**
  - Listening to social enterprises, intermediaries and the broader sector within a particular geographical region, to understand opportunities and pain points to ensure regional voices are heard and to provide region-specific representation and support for social enterprises.
- **State-wide industry roundtables**
  - Spaces created for peer-to-peer learning, to share practice, and to inform policy across key focus areas and specific industry themes.
- **Queensland Social Enterprise Awards**
  - Showcasing the achievements of social enterprises to government, industry, and the public, highlighting their contributions to Queensland's economy and communities.



# Impact investing



## What are impact investors

Impact investors drive positive outcomes by investing with the intention of generating measurable social, cultural or environmental benefits alongside financial returns.

The impact investment sector is diverse, encompassing public and private foundations; family offices; banks, superannuation funds and other institutional investors; governments; fund managers; community finance organisations; and individuals.

Like social enterprises and for-purpose organisations, the common thread uniting these entities is their shared goal of improving lives and communities across Queensland. And while the impact investment market in Australia is maturing, the country remains behind its peers in adopting impact investment practices (Impact Investing Taskforce Expert Panel Update, December 2022).

In 2022, the Australian social investment market was assessed to be around \$1.3 billion<sup>2</sup> and to have not grown materially in the preceding 2 years, whereas the global market, valued at US\$1.164 trillion, had experienced solid growth over the same period (Impact Investing Taskforce Expert Panel Update, December 2022).

There is limited information about the value of impact investing and philanthropic funding in Queensland. Anecdotal evidence, including consultation feedback from market participants, suggests however that Queensland lags behind New South Wales and Victoria relative to its population share.



<sup>2</sup> Excludes National Housing Finance and Investment Corporation (NHFIC) bonds

## Sector snapshot

Impact investments are made directly into an organisation or via an investment vehicle, like a managed impact investment fund. 🏡



**\$1.3 billion**

estimated social investment market in Australia

Impact Investing Taskforce Expert Panel Update, 2022



**1–9%**

of not-for-profits, registered charities or philanthropies' portfolios typically allocated to impact investing

Koda Capital Survey Report, 2024

## Barriers to success

The feedback from impact investors revealed limitations to growth, some of which mirror those reported by the social enterprise sector.

- **Limited “investment ready” deal flow**
  - a combination of factors ranging from challenges in connecting with organisations seeking finance, through to sectors speaking a different “language” and the use of “jargon”. This can lead to miscommunication and make assessing opportunities and risks more complex.
- **Capacity and capabilities of investee organisations**
  - reflecting issues reported by social enterprises, impact investors identified the need for potential investee organisations to have stronger back-office functions in place with robust governance, financial skills and systems, and the ability to measure and articulate impact. Organisations need to demonstrate these elements to be considered ‘investment-ready’.
- **Financial returns and risks**
  - issues in accurately assessing commercial returns, driven by a lack of data or performance history result in social businesses being perceived as higher-risk investments simply by having a social impact focus.
- **Investing at scale**
  - a lack of aggregators and intermediaries to pool investor capital limits opportunities to invest at scale and restricts the flow of capital into the sector.
- **A common measurement framework**
  - a consistent framework for measuring outcomes could help increase investor confidence and improve transparency.

## Overcoming the challenges

The roadmap for impact investing will create the conditions to help strengthen and increase impact investing in Queensland. Increasing sector confidence and growing impact will support organisations to access the right capital at the right time.

### THRIVING INVESTMENT

Enterprises will be supported to access capital across all stages of growth through impact investment initiatives strategically designed to foster partnerships with private, philanthropic and other stakeholders.

By leveraging co-investment, the roadmap will amplify the impact of the government’s \$20 million annual investment.

Through the social enterprise and impact investing roadmap, action will be taken to enhance the capability and capacity of organisations and to grow the pipeline of investable opportunities.

### ENABLERS

To help ensure meaningful outcomes are achieved, robust evaluation frameworks will be established for key initiatives under the impact investing roadmap. The government will continue to listen to sector voices and explore opportunities to strengthen partnership approaches.

Options for more consistent approaches to outcomes measurement will also be explored.

## Actions in 2026

### Impact investment initiatives - capital availability across the growth continuum

#### READY TO LAUNCH

Enable seed capital and capability support to help social entrepreneurs navigate early growth with co-investment from aligned partners. This will include a focus on significant innovation or technology supported services or products that provide social benefit to Queenslanders.

#### FINANCING GROWTH

Facilitate concessional lending and offer capability support, with co-investment from aligned partners, to back growing but less-mature social enterprises and for-purpose organisations, that traditionally face under-investment, to reach full investment readiness.

#### PARTNERING FOR IMPACT

Direct catalytic blended finance for investment-ready social enterprises and for-purpose organisations to unlock co-investment from private and philanthropic sources.

#### EMBEDDING SECTOR VOICES

The Office of Social Impact has convened a roundtable of leading philanthropies and will continue working alongside the philanthropic community to explore opportunities for further collaboration and partnership. We will also engage with the people we are seeking to support.



# Path to success



## Measuring success

In keeping with the foundational principles, we are developing an overarching measurement and evaluation framework for the roadmap. We will continue to strengthen approaches to measure impact through structured and ongoing monitoring and evaluation of key initiatives.

## Aligned initiatives

Across the Queensland Government, there are a range of initiatives that directly complement the work of the Office of Social Impact and actions under the roadmap, providing essential support and economic opportunities for social enterprises in Queensland, including the following.

### Queensland Procurement Policy 2026 (QPP 2026)

– one of the strategic pillars of the QPP 2026 is to achieve practical economic, environmental and social impact, driving sustainable procurement practices and building a diverse supplier base including support for social enterprises and Aboriginal and Torres Strait Islander businesses.

In practice, this includes a requirement that government agencies must dedicate between 10 per cent and 20 per cent of the total evaluation weightings for significant procurements to achieving Purposeful Public Procurement outcomes, with increased spend with social enterprises one of government's outcome areas. For further details, see opposite. In addition, a permanent Social Procurement Advisor has been engaged to help realise this ambition. This role will facilitate collaboration across government and industry to enable more opportunities for social enterprises to secure government tenders and building the capability of government buyers to undertake social procurement.

The Queensland Government is also introducing a new badging function within the Queensland Procurement Solution, its online platform for identifying potential suppliers, conducting procurement activities and managing arrangements and contracts. This will enable government buyers to easily identify genuine social enterprises, such as those certified by Social Traders and verified with People and Planet First, boosting social enterprise visibility across the government network.

For more details refer to the Department of Housing and Public Works website [qld.gov.au/procurement](http://qld.gov.au/procurement)

**Queensland Government's innovation programs** support businesses to bring new products to market, and to accelerate their enterprises' growth and global reach.

Queensland is the first in Australia to partner with First Australians Capital to deliver the \$1.5 million First Nations Innovation Acceleration Program, getting Indigenous businesses investment ready and growing a pipeline of scalable Indigenous enterprises.

The \$8 million Backing Female Founders Initiative was launched in 2022 and is addressing gender bias facing women owned and led innovative businesses seeking capital. Activities

include the Female Founders Co-Investment Fund, supporting Queensland businesswomen to access capital through 1:3 matched funding.

**Skilling Queenslanders for Work** SQW boosts workforce participation and economic growth. Since 2015, \$905 million has been committed under SQW to assist 130,630 disadvantaged Queenslanders and as of 31 August 2025, 103,867 people have been assisted with 68,176 gaining jobs.

**Mentoring for Growth** offers free access to volunteer business experts who provide insights, options and suggestions relating to challenges and opportunities you are experiencing in your business.

### Purposeful Public Procurement outcomes

For significant procurements, government agencies must allocate between 10 per cent and 20 per cent of the evaluation weighting to achieving purposeful public procurement outcomes. This includes the following outcomes which are directly relevant to social enterprises and for-purpose businesses operating in Queensland:

- Increase in spend with social enterprises
- Increase in spend with Aboriginal and Torres Strait Islander businesses
- Encouraging inclusive employment practices in the private sector, including:
  - employment of people with disability
  - employment of females
  - commitment to employment of Aboriginal and Torres Strait Islander peoples
- Local benefits, including local workforces and use of local suppliers in the supply chain
- Regional and community benefits, and impact on communities
- Increase in spend with small and family businesses and medium enterprises
- Enduring community value including housing availability and affordability.

For a complete list of the purposeful public procurement outcomes go to the website [qld.gov.au/procurement](http://qld.gov.au/procurement)

***DELIVERING***  
FOR QUEENSLAND



**Queensland**  
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