

Service Impact Committee Charter

November 2022

Applicable to:	All Mission Australia entities
Authorised by:	Mission Australia Board
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Policy owner:	Executive - Practice Evidence & Impact

1 PURPOSE AND OBJECTIVES

1.1 Introduction

Mission Australia Inspired by Jesus Christ exists to meet human need and to spread the knowledge of the love of God. (**Founding Purpose**).

Mission Australia's *20-25 Strategy* includes the following Operating Principles:

- **Learning from evidence:**
 - We will draw from a range of evidence types to inform and continuously improve our work so that we can deliver better outcomes for the people we work with.
 - We will act on the outcomes of research to improve our services and share our learnings with others.
- **Taking a long-term view:**
 - We will have a courageous voice to advocate for whole of system change that will improve the lives of disadvantaged Australians
- **Working through collaboration:**
 - We will work with communities when and where we are best placed to serve the community.
- **Putting the people we serve in the centre:**
 - We will go out of our way to listen and amplify our clients' voices to ensure their lived experience shapes the design of our programs and are heard by decision-makers.

1.2 Purpose

The Service Impact Committee (**Committee**) is appointed by the Mission Australia Board (**Board**) to assist the Board to assess and report on the impact of Mission Australia's work.

1.3 Objectives

The Committee will assist the Board to monitor Mission Australia's progress in achieving its Founding Purpose as expressed in the organisational goal to end homelessness and ensure people and communities in need can thrive.

The Committee will give a particular focus to monitoring the organisation's strategic directions and performance as set out in Mission Australia's *20-25 Strategy* in:

- **building evidence** through undertaking impact measurement, evaluation and research activities which generate actionable insights for MA and others;
- **learning from evidence**, by applying insights from its own and others' research to:
 - **continuously improve service delivery** to contribute to better outcomes for service users;
 - **share our learnings** with others;
- **advocating for evidence-based whole of system changes** that will improve the lives of disadvantaged Australians;
- **amplifying the voices of lived experience** so they shape program design and delivery and are heard by decision-makers; and
- working through **collaboration with communities and partners** when and where Mission Australia is best placed to serve the community.

1.3 Teamwork, Relationships and Skills

In performing its duties, the Committee will maintain effective working relationships with the Board and management. To perform the role effectively, each Committee member must develop and maintain relevant skills and knowledge, including:

- An understanding of the Committee's responsibilities;
- An understanding of the centrality of Mission Australia's Founding Purpose to the organisation's identity as a national Christian organisation assisting Australians in need to regain their independence;
- Mission Australia's strategy, service delivery, measurement of impact and performance;
- Relevant current issues in government, the social sector and philanthropy; and
- Developments in social impact assessment and reporting

2 ROLES AND RESPONSIBILITIES

Fundamental to Mission Australia's 20-25 Strategy are our four key pillars (**Strategy's Pillars**):

- *Helping end homelessness in Australia*
- *Partnering to strengthen communities*
- *Supporting people in need to thrive*
- *Driving excellence.*

To assist in advancing the Strategy's Pillars and demonstrating an evidence base for funders and partners alike, role of the Committee will be to:

- Oversee and guide how Mission Australia develops and learns from evidence;
- Oversee and guide the rollout and utilisation of impact measurement in Mission Australia;
- Oversee and guide how the Founding Purpose is considered in the measurement and evaluation of Mission Australia's services;
- Oversee and guide Mission Australia's formulation of policy and advocacy;
- Oversee and guide Mission Australia's work on client participation, strengthening communities and partnerships; and
- Monitor developments in the external environment relating to the above areas.
- Review the effectiveness of the MA Strategy Scorecard in measuring the impact of MA's services.

2.1 Evidence building and learning

To advance the Strategy' Pillars, the Committee will assist the Board in overseeing how Mission Australia develops evidence and learns from evidence to grow impact for Australians in need, including reviewing and guiding:

- its plans to build evidence using its own data sources, such as impact measurement, evaluation, research, practitioner wisdom and service data analysis;
- how it applies insights from MA evidence as well as from published literature to:
 - continuously improve service performance; and
 - inform policy and advocacy work;

- how it shares the insights and learnings with others; and
- major evidence reports and other outputs to be published.

2.2 Rollout and utilisation of impact measurement

For the purposes of continuous improvement as Mission Australia progresses through its 20-25 *Strategy*, the Committee will assist the Board by overseeing and guiding:

- progress in rolling out the impact measurement program to all in-scope services;
- derivation of insights from the impact measurement data;
- use of these insights to:
 - continuously improve service performance;
 - assess the comparative effectiveness of types of services and programs;
 - inform policy and advocacy work; and
- the sharing of the insights with others.

2.3 Founding Purpose

The Committee will assist the Board in overseeing and guiding how Mission Australia:

- considers the Founding Purpose in the measurement and evaluation of its services; and
- builds evidence about the sources of personal resilience, including personal faith.

2.4 Policy formulation and advocacy

The Committee will assist the Board in overseeing and guiding how Mission Australia formulates policy recommendations and undertakes advocacy activities to advocate for evidence-based whole of system changes that will promote social justice and improve the lives of disadvantaged Australians.

In these responsibilities the Committee will, *inter alia*, review and guide Mission Australia's:

- annual advocacy and policy priorities;
- policy position statements which are solutions-focused, likely to be effective and efficient when implemented, clear, well-targeted and supported by the experiences of Mission Australia staff and service users;
- use of its own evidence where appropriate, its practice learnings and its clients' lived experience, as well as external evidence, to underpin policy and advocacy; and
- effectiveness in influencing public policy and building stakeholder support.

2.5 Client participation, strengthening communities and partnerships;

The Committee will assist the Board in overseeing and guiding how Mission Australia:

- amplifies its clients' voices to ensure their lived experience shapes the design of our programs and are heard by decision-makers;
- strengthens all the communities in which it works;
- develops and implements its Communities of Focus principles and program;
- approaches partnering (including partnering requirements); and
- builds and works through partnerships and collaborations.

2.6 Monitor developments in the external environment

The Committee will assist the Board in understanding developments in evidence (including impact measurement), policy, advocacy, client participation, strengthening communities and partnerships, including by monitoring developments in:

- development of outcomes measurement frameworks by governments and the application of these to government-funded community services;
- the implications for MA of developments in government and other funding, including the current trends towards commissioning, payment-by-results and social impact investing approaches.

2.7 Monitor the Strategy Scorecard

The Committee will assist the Board in understanding developments in the Strategic Scorecard including:

- review its effectiveness in measuring the impact of MA's services
- review and monitor developments in key organisational indicators and trends
- provide guidance on future metrics or those in development.

3. GOVERNANCE

3.1 Code of Conduct

Mission Australia has a Code of Conduct that applies to all employees, volunteers, Board and committee members. Members of the Committee are expected to abide by this Code.

3.2 Conflicts of interest

Members of the Committee must immediately inform the Committee Secretary and the Committee Chair of any conflicts which may arise in the performance of their duties or in relation to member's associates or the company, its officers or third parties.

4 ORGANISATION

4.1 Membership

The Board will appoint the Committee members and the Chair of the Committee.

The Committee will comprise a minimum of three members:

- the majority of which will be Independent non-executive directors of Mission Australia; and
- People external to Mission Australia with relevant expertise including those who:
 - Have held or hold senior positions in government, academia, philanthropy or corporate sector;
 - Have expertise in some or all of: impact reporting; human service delivery; evaluation; social research; and government relations; and
 - Have an appreciation of Mission Australia's work, our values and founding purpose.

Membership of the Committee will expire if the relevant person:

- Being a Mission Australia Director ceases to hold that position;

- Is an external member and takes up a position where there is a direct conflict of interest for example as a decision maker for funding decisions, or as a Mission Australia staff member; or
- If the Board, at its discretion, chooses to end the term of office for any member.

Any Mission Australia Director may at any time attend a Committee meeting but will not be entitled to vote.

4.2 Quorum

A quorum shall consist of two Committee members, one of whom must be a Mission Australia Director

4.3 Committee Secretary

The Secretary of the Committee will be the Executive Practice, Evidence and Impact or such other person as nominated by the Board.

4.4 Meetings

- Only Committee members and Mission Australia Directors will be entitled to attend meetings. The Committee may invite other persons to its meetings as it considers necessary.
- The Committee shall hold at least two meetings per year and such additional meetings as the Chair of the Committee shall decide in order to fulfil its duties.
- The Committee Secretary will circulate the agenda and supporting documentation to the Committee members within a reasonable time but at least five days before each meeting unless otherwise agreed by all Committee members.
- An alternate Mission Australia Director may be elected to attend the Committee meetings in the absence of one of the Mission Australia Director Committee member.
- The Committee Secretary will forward draft minutes to the Chair within reasonable time after the meeting.

5 REPORT AND REVIEWING RESPONSIBILITIES

5.1 Reporting

- Regularly update the Board about Committee activities and make appropriate recommendations regarding impact measurement, reporting and performance;
- Prepare any reports required by law or requested by the Board.

5.2 Reviewing

- The Committee will participate in any evaluation of Board or Committee performance, as required by the Board.
- The Committee will undertake an annual review of this Charter and make any recommendations for amendments to the Board.