

Impact Committee

Charter

December 2025

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

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

Mission Australia's *2030 Strategy* focuses on three strategic directions: greater impact; safe, secure homes; and empowering change.

Under Strategic Direction 3: **Empowering change**, the Strategy commits Mission Australia to using our courageous voice to advocate for better outcomes for people facing disadvantage, championing through evidence the change needed to create a fairer nation (Box 1).

Mission Australia uses different types of evidence from a broad range of sources (Figure 1). This includes:

- research and evaluation findings, both those that we generate ourselves and those published by others
- the practice wisdom of our frontline staff
- engaging and listening to the voices of people with lived and living experience.

Figure 1 provides an overview of the 'big picture' of evidence at Mission Australia: where our evidence comes from, what it is about, and what we use it for.

Box 1: Excerpt from Mission Australia's *2030 Strategy*, Strategic Direction 3: Empowering Change.

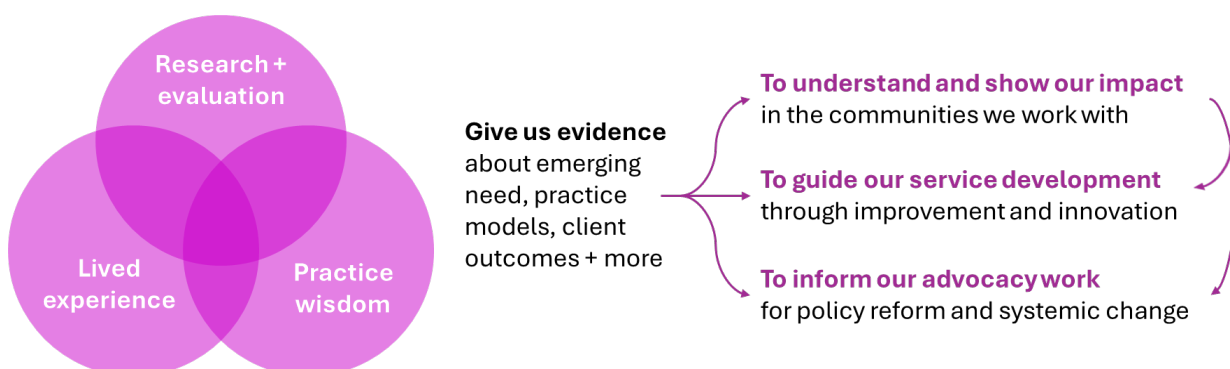
Under this Focus Area, we are committed to creating ambitious and meaningful impact through data-driven insights and bold advocacy for a fairer nation.

By developing new ways of measuring and sharing our learnings, we will ensure our work is transparent, effective and continuously improving.

Mission Australia will continue to implement a comprehensive, organisation-wide advocacy and government relations approach to influence policy and drive systemic change.

By combining evidence with a courageous voice, we will advocate for better outcomes for the people and communities experiencing disadvantage.

Figure 1: Use of evidence in Mission Australia



1.2 Purpose

The Impact Committee (the **Committee**) is appointed by the Mission Australia Board (the **Board**) to assess and guide the impact of Mission Australia's work in pursuing its Founding Purpose, as expressed in the 2025-30 Strategy.

1.3 Objectives

The Committee's work focuses on Mission Australia's evidence-based:

- **service delivery** activities (community services, housing, community development and chaplaincy) and the impact they have on individuals, families and communities; and
- **advocacy** activities (policy review and development, government relations and sector collaborations) and the impact they have on policy reform and systemic change.

This corresponds to all focus areas of the 2025-30 Strategy, with the exception of 'supporting our people' and 'sustainable and agile organisation'.

The objective of the Committee is to assess, guide, challenge and inspire Mission Australia's efforts towards having the evidence it needs to deliver these priorities and tell its story of impact.

In support of this, the Committee's attention is focused on the organisation:

- having **clear priorities** for evidence generation
- having **strong practices** in evidence generation and knowledge translation, e.g. matters of methodology, measurement and story telling
- making **effective use** of evidence in **service delivery**, to:
 - understand the impact of its work with individuals, families and communities
 - communicate these stories of service impact with clarity and confidence
 - improve service design and delivery through continuous improvement processes
 - develop innovative approaches to service design and delivery
- making **effective use** of evidence in **advocacy**, to:
 - engage in evidence-based advocacy on topics that Mission Australia has prioritised
 - understand the impact of this advocacy work on policy reform and systemic change
 - communicate these stories of advocacy impact with clarity and confidence
 - strengthen approaches to advocacy through continuous improvement processes.

2 ROLES AND RESPONSIBILITIES

The Committee's roles are focused on two tasks: priorities and practices.

1. Guiding and assessing priorities for evidence generation

The Committee assists the Board in shaping the focus of Mission Australia's forward research agenda and Monitoring, Evaluation and Learning (MEL) program.

2. Guiding and assessing practices in evidence generation, knowledge translation and use

a) In general

The Committee assists the Board in guiding and assessing how Mission Australia:

- conducts its research agenda
- brings together evidence from diverse sources, including the voices of people with lived and living experience, frontline practitioner wisdom, internal data held by Mission Australia, external data and published literature
- shares insights and learnings with others – internally and externally.

b) Specifically in relation to service delivery

The Committee assists the Board in guiding and assessing how Mission Australia:

- develops evidence about the impact that its service delivery activities have on individuals, families and communities
- undertakes and supports its Monitoring Evaluation and Learning (MEL) work
- learns from evidence to:
 - communicate stories of service impact with clarity and confidence
 - improve service design and delivery through continuous improvement processes
 - assess the comparative effectiveness of types of services and programs
 - develop innovative approaches to service design and delivery.

c) Specifically in relation to advocacy

The Committee assists the Board in guiding and assessing how Mission Australia:

- pursues its advocacy priorities, via policy review and development, government relations and sector collaborations
- uses evidence to inform this advocacy work
- understands the impact of its advocacy work on policy reform and systemic change, e.g. through 'attributable advocacy wins' and 'demonstrated moments of influence'
- captures the lessons learned from advocacy work and shares these insights and learnings with others – internally and externally.

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;
- the centrality of Mission Australia's Founding Purpose to the organisation's identity as a national Christian organisation which meets human need in Australia and spreads the knowledge of the love of God;
- Mission Australia's Strategy, service delivery and advocacy activities, measurement of impact and performance;
- relevant current issues in Australian society, government, the community services and housing sectors and philanthropy; and
- developments in social impact and social change assessment and reporting.

4. GOVERNANCE

4.1 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.

4.2 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.

5 ORGANISATION

5.1 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 the community services, community housing, government, academic, philanthropic, corporate or research/evaluation sectors;
 - have expertise in some or all of: impact assessment and reporting; community services or housing delivery; evaluation; social research; and government relations;
 - have an appreciation of Mission Australia's work, our values and Founding Purpose.

The Chair of the Mission Australia Board is an ex officio member of the Committee.

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.

5.2 Quorum

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

5.3 Committee Secretary

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

5.4 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 members.
- The Committee Secretary will forward draft minutes to the Chair within reasonable time after the meeting.

6 REPORT AND REVIEWING RESPONSIBILITIES

6.1 Reporting

The Committee has a responsibility to:

- Regularly update the Board about the Committee's activities and make any appropriate recommendations;
- Prepare any reports required by law or requested by the Board.

6.2 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.