Framework of Governance and HKRC Governance Health Survey

Building Future-Ready Governance:

From Board Effectiveness to Governance Excellence

30 October 2026

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HONG KONG RED CROSS
中國紅十字會分會 Branch of the Red Cross Society of China

Good Corporate Governance

HKRC Constitution

- Roles and responsibilities of the Council
- Tenure limit
- Voting member mechanism

Committees' Terms of Reference

- Roles and responsibilities
- Composition

Guideline for Selection, Nomination and Engagement of Council and Committee Members

- Nomination procedure
- Selection criteria

Code of Conduct and Governance handbook

- Ethic and integrity
- Declaration of personal interests
- Governance vs Management

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Governance journey in the Hong Kong Red Cross

Talent identification and succession planning

- Skills matrix mapping
- Ensure diversity
- Leadership development and rotation

Recruitment and selection

1. Comprehensive selection criteria
2. Structured nomination and appointment process

On-boarding and induction

1. Enhance understanding to the organization
2. Ensure value alignment

Engagement and recognition

1. Service visits and events
2. Learning opportunities
3. Networking activities
4. Professional engagement

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Design of HKRC Governance Health Survey

Part	Areas	Question #	Respondents	Sources
A	Overall self-assessed governance performance	Q1-11	Council and 9 committees	HKCSS Governance Health Survey 2021
B	Assessment of the execution role of the Council	Q12-34	Council only	
C	Practice Efficiency	Q35-38	Council and 9 committees	Internally developed
D	Other good practice and area of improvement	Q39-43		
E	Personal information	Q44-47		

Scoring Methods:

- Rate the degree to which a good practice is adopted on a 5-point Likert scale

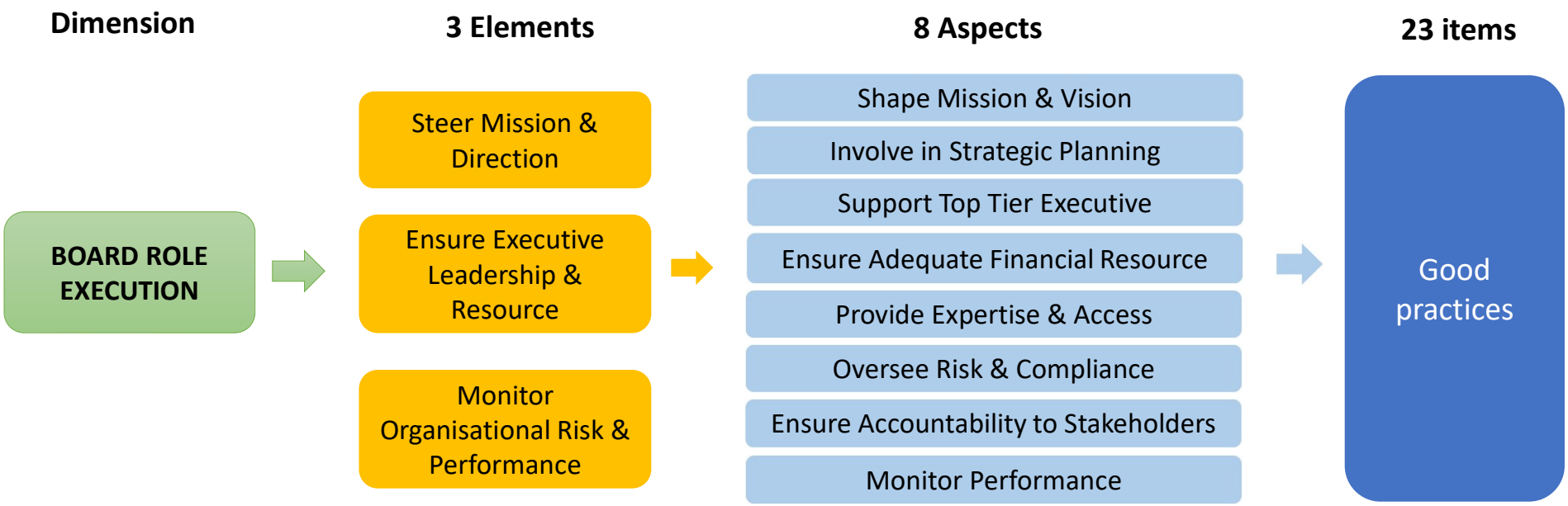


- Report the perceived relevance of a good practice on a 5-point Likert scale



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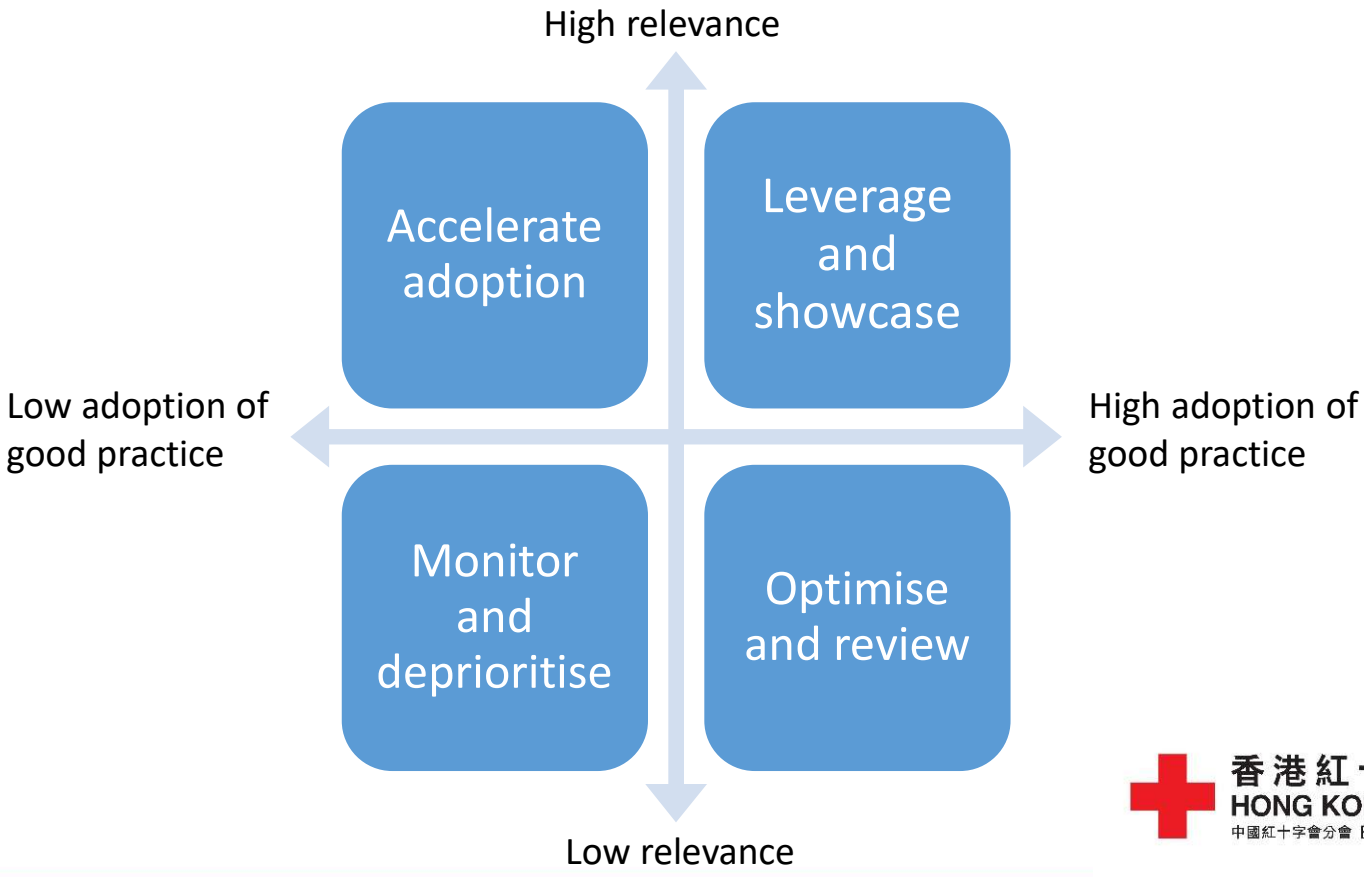
Conceptual Framework of Board Role Execution



Sources: the HKCSS NGO Governance Health Index

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Development of a follow-up action plan



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