PANEL DISCUSSION 2

Moderator

Alana LAM

Chief Executive

The Hong Kong Chartered Governance Institute

Panelist

Matthew YOUNG

Council Member

The Hong Kong Chartered Governance Institute

Panelist

Billie LAU

Executive Director

The Boys' and Girls' Clubs Association of Hong Kong

Panelist

Patricia HUI

Chief Legal, Governance and Compliance Officer

SNH Global Holdings

A manual makes decision rights explicit



01 **Board**

Sets direction and retains oversight

02 **Committees and management**

Act within documented authority

03 **Reporting and accountability**

Escalate risks and report decisions

Six areas for a useful governance manual



Directors’ expected behaviour: make the standards explicit

Prepare and contribute

Attend prepared; review and improve papers; contribute actively to decisions and committee work.

Challenge with respect

Ask questions; seek clarity; welcome diverse views; debate with discretion and diplomacy.

Lead with empathy

Model compassion; build trust; foster an inclusive, collaborative and supportive culture.

Act with integrity

Declare conflicts promptly; uphold ethics and compliance; make decisions transparently.

Steward the mission

Support long-term goals, innovation and resilience; consider sustainability; represent the NGO responsibly.

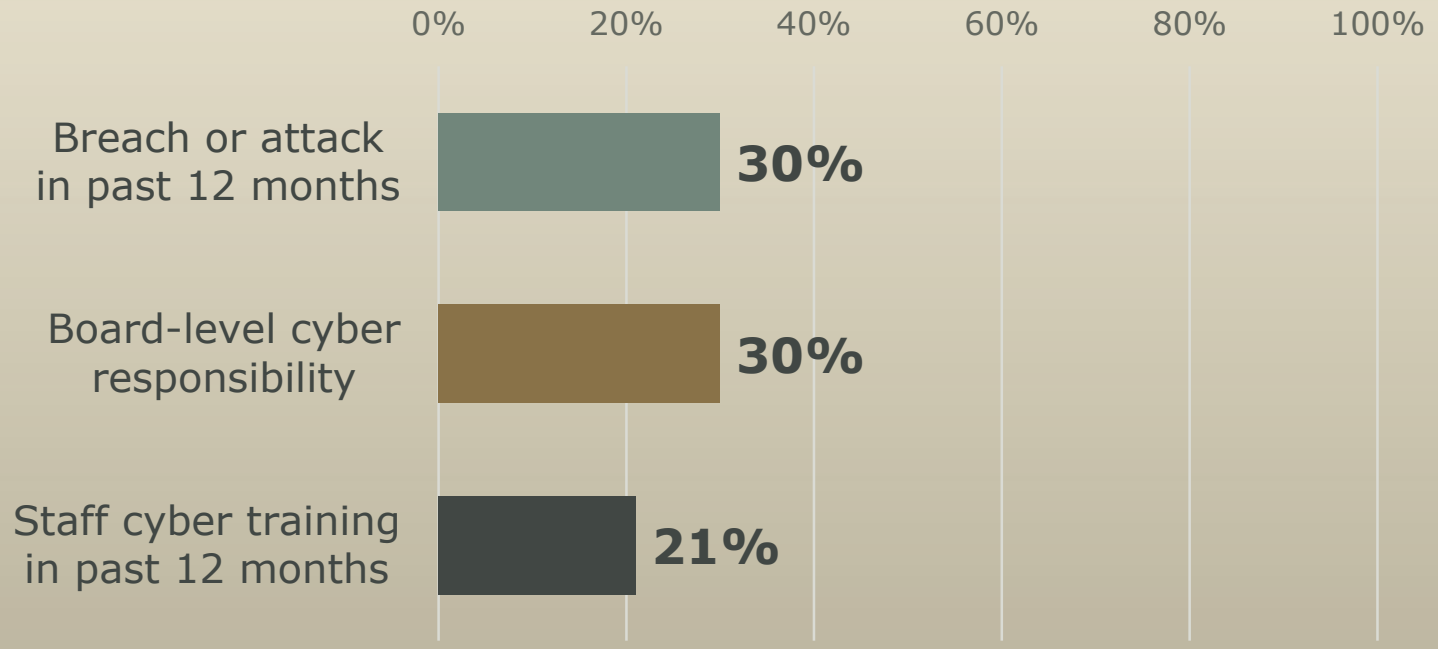
Learn and improve

Maintain relevant knowledge; evaluate board and committee effectiveness; follow through on improvements.

Embed in the code of conduct, induction, meeting protocols and board evaluation.

Digital risk needs active board oversight

UK charities: selected cyber indicators, 2025 report



Keeping the manual current

1 **Own**
Owner and review cycle

2 **Use**
Induction and decisions

3 **Test**
Board evaluation

4 **Update**
Strategy and risk changes

Review data and AI, cybersecurity, whistleblowing, integrity and sustainability policies.

Source: UK DSIT, Cyber Security Breaches Survey 2025. UK context, not Hong Kong prevalence. Measures overlap.

Which governance practice will your NGO prioritise?

3

years ahead

A proposed action plan for the next board meeting

Priority	First step	Accountability
Board effectiveness	Review skills and agree development gaps	Name an owner and review date
Governance in practice	Review the manual and digital-risk controls	Name an owner and review date

One priority. A clear owner. A date to revisit progress.

FEEDBACK FORM

Building Future-Ready Governance: From Board Effectiveness to Governance Excellence

