

## Corporate Governance

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▲ Group photo of guests attending CFSC's 70th Annual General Meeting.

## Governance Structure

Christian Family Service Centre (CFSC) adopts a robust governance structure that fosters our daily operations, resource management, compliance oversight and innovation capabilities, allowing us to maintain transparency and openness in our policies, understand the needs of our stakeholders, and promote effective communication and collaborations.

The Board of Directors is the Agency's highest governing and administrative body, responsible for leading, managing and overseeing our development strategies and performance. A succession mechanism regulates the terms of service and the number of consecutive terms allowable for Directors, ensuring that the Board operates in a transparent, independent and open manner in accordance with high standards of governance.

Under the leadership of the Board, the Agency has established the Development Committee, Finance and Personnel Committee and Committee on Reviewing Corporate Governance and Management Audit, alongside other advisory and management committees, to strengthen our corporate governance, formulate strategic goals and promote our professional development in response to the evolving service needs of our society.

The Internal Audit Unit established last year plays a key role in enhancing our internal governance and service quality management through internal oversight and controls. It is staffed by personnel independent of our day-to-day operations and management and reports to the Board of Directors through the Committee on Reviewing Corporate Governance and Management Audit. The goal of internal audits is to identify opportunities to enhance operational efficiency by reviewing potential risks in the financial, operational and compliance aspects of our various departments and service units, as well as the related control measures.

Good corporate governance relies on providing professional training and strategic resource planning for staff members. The Agency has established a dedicated Learning and Talent Development Unit to promote systematic and well-structured talent development, foster cross-functional collaborations, enhance managerial cooperation, and promote innovative thinking. This will enhance our overall efficiency and organisational effectiveness, and address various social issues through the use of innovative ideas and technology.

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## Effective Communication

Nurturing an open, honest and harmonious work environment contributes to effective communication and coordination between management and staff members, and across various departments. Following established strategies, plans and guidelines, the Agency enhances internal coordination and collaborations through various channels to improve efficiency. We will continue to leverage technological advances to optimise our information technology and digital infrastructure. This includes utilising the intranet to ensure access to accurate information and share knowledge that facilitates the smooth and successful implementation of policies.



- IT workshops were organised to help colleagues integrate innovative technologies into daily practices.

To strengthen communication between management and staff, the Agency regularly holds cross-level and cross-departmental meetings to articulate management strategies and collaboratively formulate goals and plans. This fosters an open and positive atmosphere that enables different departments to exchange ideas, share service updates, and address problems, thereby cultivating a healthy workplace culture characterised by increased engagement and a stronger sense of belonging.



- Employees utilise online learning platforms to enhance their professional skills and share their knowledge.



- CFSC continues to optimise its information technology and digital infrastructure, while the intranet is used to strengthen internal information exchanges and facilitate effective policy implementation.



- The Strategic Leadership Committee works closely with all levels of management to discuss future directions and strategies.
- Cross-level meetings promote information exchanges and establish a more transparent and efficient culture within the Agency.

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▲ Board members visited Diamond Hill Family Pharmacy to gain an understanding of the needs of frontline services.

▲ Board members met with staff members and service users at the service centre to listen to their feedback.

To foster better communication with various departments, our Board members visited several service units, including the Yam Pak Charitable Foundation King Lam Home for the Elderly and Diamond Hill Family Pharmacy. During their visits, they engaged with frontline staff and service users to gain insights into the service development and needs, while encouraging our colleagues to share their opinions and ideas. More visits will be arranged in the future to promote teamwork and mutual support.



▲ Board members visited Yam Pak Charitable Foundation King Lam Home for the Elderly to learn more about its operations.

Last year, our management continued to gain a firsthand understanding of our frontline operations and the challenges they faced by visiting different service units and listening to colleagues from various departments. This allowed us to strengthen our internal communication, formulate service strategies more effectively and optimise our management practices.

## Quality Management

To ensure the effectiveness and quality of our services, the Agency has established a set of quality assurance frameworks, mechanisms and procedures that facilitate the systematic self-evaluation of various departments. This enables each unit to assess its service effectiveness and continually refine its development strategies. In order to uphold the principles of independence and objectivity, the Agency regularly reviews its overall service level and monitors and maintains the performance of its overall service targets through the Committee on Reviewing Corporate Governance and Management Audit and the Strategic Leadership Committee. To enhance our internal audit system, the Internal Audit Unit reviews and optimises the Agency's overall governance policies, while assessing and improving our service performance and quality. The Performance Management Unit is dedicated to examining the quality standards of service units supported by the Lump Sum Grant, while ensuring compliance with relevant regulations. The Agency also encourages all departments to assess their own performance regularly and suggest improvements that enable them to respond effectively and appropriately to societal needs.

CFSC takes a deep concern for the safety and well-being of our employees. We have implemented a safety management system that includes occupational safety and health audits conducted by the Performance Management Unit. External occupational safety consultants are also engaged to review our occupational safety policies and past incident reports, as well as to conduct environmental risk assessments at our premises in phases. This helps manage risks and comply with the safety management regulations and requirements, ensuring that all employees can work in a safe and healthy environment. The Performance Management Unit is also committed to enhancing the quality of day-to-day services provided by each unit, in order to deliver services and information that are more tailored to the needs of service users.

## Policies and Guidelines

The Strategic Leadership Committee reviews and optimises our policies and guidelines annually. In 2024-2025, we maintained strict compliance with the statutory rules, regulations and provisions set out in the Companies Ordinance, Education Ordinance, Lump Sum Grant (LSG) Manual and the Service Quality Standards (SQSs). We also revised two sets of policies and guidelines this year, namely, "Personal Data Protection and Privacy Policy" and "Handling of Complaints", to enhance our operational flexibility and align with our "Code of Practice on Personal Data Protection", while ensuring that service users can express their opinions with ease.

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基督教家庭服務中心  
Christian Family Service Centre

Managerial & Professional Staff Retreat  
17 May 2025

Connect & Collaborate

▲ A "Management & Professional Staff Retreat" was organised to bring together more than 100 colleagues and discuss the direction of the Strategic Plan for the next three years.

## Strategic Plan

With the three-year Strategic Plan (2023-2025) coming to an end this year, the experiences of the past three years have deepened our understanding of the unique advantages and innovative services of the Agency, as well as the effectiveness of cross-disciplinary and cross-sector collaborations. With the new three-year Strategic Plan (2025-2028) on the horizon, we are actively reviewing the effectiveness of our programmes to set a benchmark for our future development. We are also exploring societal needs, in line with government policies and issues of public concern, to better cater to the demands of service users and the wider society. Our future focus will be on addressing four core areas of social concern: mental health, environmental, social and governance (ESG) issues, the silver economy, and poverty alleviation. We will also prioritise three key areas of our service development: hospice care, carer support, and child protection and development. To support our organisational development, we will continue to nurture talent, enhance our culture-building practices and advance technological applications and digital strategies, in order to keep up with the dynamic social landscape and evolving service needs. Together, we will embrace future opportunities and challenges to embody the spirit of "One Family · One for Many", together with all walks of life.

1. Colleagues from various departments worked in groups to express their opinions and expectations in person.
2. Staff members were encouraged to explore various social issues and create more sustainable solutions through collaborative means.
3. Themed around connections and collaboration, the retreat promoted the development of positive workplace relationships.



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