Independent Board **Effectiveness Reviews**



Objective insight.
Practical improvement.
Stronger governance.

Trusted, independent evaluations providing clear insights and meaningful recommendations for stronger governance.

Practical boardroom experience | **Independent assessment** | **Confidential engagement** | **Actionable recommendations**

VIRTEFFIC

FLEXIBLE RESOURCE | CORPORATE GOVERNANCE & SECRETARIAL SUPPORT SERVICES

1. Real boardroom experience

We do not simply advise boards. We work with them every week.

Virteffic supports boards, committees and governance teams across Jersey, Guernsey and beyond. Our professionals regularly attend board and committee meetings, review board papers and minutes, and work closely with directors, company secretaries and governance teams.

This gives us first-hand insight into how governance operates in practice, not simply how it appears within policies, frameworks and codes.

We understand the practical realities of boardroom dynamics, information flows, constructive challenge, decision-making, accountability and follow-through. That experience informs the questions we ask, the evidence we consider and the recommendations we make throughout every Board Effectiveness Review.

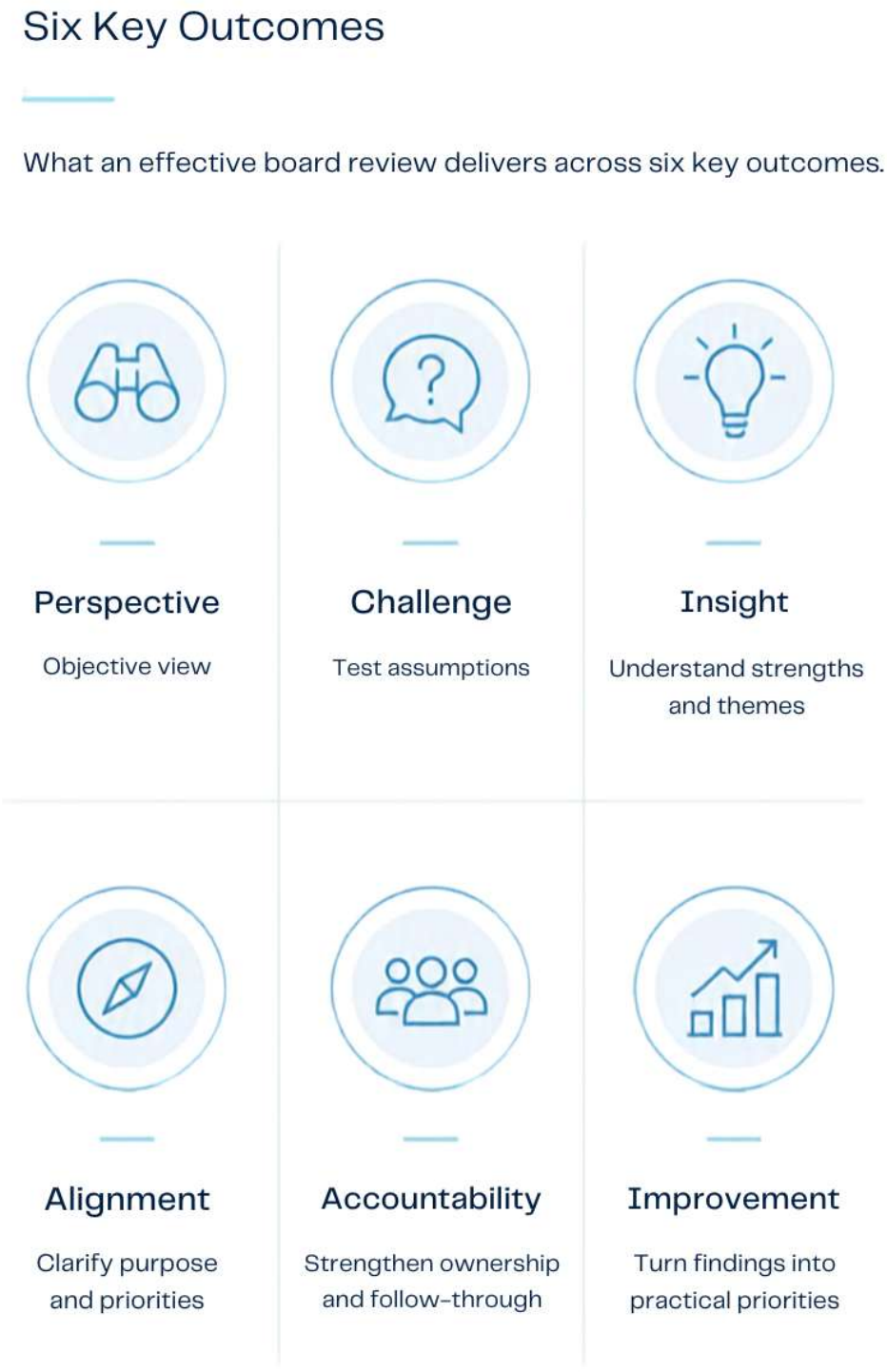


2. What does an effective review achieve?

A Board Effectiveness Review provides an independent opportunity to step back from the day-to-day business of the board and consider how effectively it is operating in practice.

A strong review goes beyond governance structures and compliance. It considers how the board uses its time, receives information, challenges management, makes decisions, exercises oversight and works collectively.

The objective is not simply to identify weaknesses. It is to recognise what is working well, identify opportunities for development and translate the findings into practical priorities for improvement.



3. What we assess

Areas we may consider

Every review is tailored to the organisation. Depending on the agreed scope, Virtefffic may consider:

- Board composition, skills and succession
- Strategy and use of board time
- Board dynamics, behaviours and culture
- Constructive challenge and quality of debate
- Board information and papers
- Decision-making and follow-through
- Chair and director effectiveness
- Committee structures and delegated authority
- Stakeholder engagement
- Accountability and action tracking
- Governance frameworks, policies and processes
- Meeting governance and administration
- Relevant regulatory and governance expectations



The scope is proportionate to the organisation.
Not every review needs to examine every area.

Areas we typically review (visual grouping)

Board effectiveness

- Composition, skills and succession
- Strategy and use of board time
- Board dynamics and culture
- Information and decision-making
- Chair and director contribution
- Constructive challenge
- Quality of debate and challenge
- Board information and papers
- Action tracking and follow-through
- Reporting and accountability
- Meeting governance and administration

Governance framework

- Roles and delegated authority
- Governance policies and processes
- Committee structures
- Stakeholder engagement
- Governance evidence review
- Accountability and action tracking
- Regulatory and governance expectations

A focused, independent review that provides clear insight and practical recommendations for stronger governance.

Independent insight.
Practical improvement.
Stronger governance.

4. Why organisations choose Virteffic

Real boardroom experience

Practical experience supporting Boards and Committees across a wide range of organisations. Our reviews are informed by direct observation of governance in practice, not theory alone.

Independent and confidential

Reviews provide objective external challenge, supported by confidential engagement with directors and evidence gathered through a structured review process.

Local knowledge, wider perspective

Deep experience across Jersey and Guernsey, combined with multi-jurisdictional governance knowledge and an understanding of regulated and professional services environments.

Practical recommendations

Clear, prioritised recommendations designed to be proportionate, realistic and capable of implementation.

Delivered by Virteffic

Reviews are undertaken in-house by experienced Virteffic governance professionals and are not outsourced.

Governance Improvement Focus

A Board Effectiveness Review should be more than a point-in-time exercise. Our reviews are designed to support ongoing governance development, with practical recommendations, action tracking and optional implementation support where required.



5. Choose the right level of review

Every board is different. Virteffic offers three review options that can be tailored to your organisation's size, complexity, governance maturity and assurance requirements.

	ESSENTIAL	FACILITATED	ENHANCED
Best suited to	Proportionate assessment or annual progress review	Meaningful independent board review	Wider board and governance assessment
Board questionnaire	Included	Included	Included
Director interviews	Not ordinarily included	Included	Included
Governance evidence review	Focused	Proportionate	Extensive
Committee or stakeholder input	Optional	Optional	Included as agreed
Independent report and recommendations	Included	Included	Included
Board debrief or presentation	Optional	Included	Included

MOST POPULAR

ESSENTIAL

A focused assessment designed to gather board feedback, consider progress and identify practical improvement opportunities.

FACILITATED

A balanced independent review combining governance evidence, confidential director engagement and practical recommendations.

ENHANCED

A broader assessment incorporating board effectiveness, committee effectiveness, stakeholder perspectives and wider governance considerations.

All reviews are independent, confidential and tailored to deliver clear insights and actionable recommendations that strengthen governance.

6. How the review works

A Board Effectiveness Review provides an independent opportunity to assess how the Board operates in practice, identify opportunities for improvement and strengthen governance over time.

We begin by understanding your objectives, governance arrangements and desired outcomes before gathering evidence through document reviews, questionnaires, interviews and stakeholder engagement.

The evidence is then evaluated to identify strengths, development opportunities and governance priorities, culminating in a clear report with practical recommendations designed to support continuous improvement.

Turning governance insights into practical action.



Effective reviews do not end with a report. The greatest value comes from implementing and tracking improvements over time.

7. From periodic review to continuous improvement

Three-Year Governance Improvement Programme

A Board Effectiveness Review should not become a report that is discussed once and revisited several years later.

Virteffic's Three-Year Governance Improvement Programme creates a structured cycle of independent review, implementation, monitoring and reassessment. It helps boards maintain momentum, demonstrate progress and identify the next stage of governance development.

A typical programme combines two Enhanced Board and Governance Reviews and one Facilitated Board Effectiveness Review, although the sequence can be tailored to the organisation's objectives and governance cycle.

Year 1: Establish

- independent review;
- baseline governance assessment; and
- prioritised improvement plan.

Year 2: Embed

- assessment of progress;
- targeted reassessment; and
- implementation support where required.

Year 3: Demonstrate

- further effectiveness review;
- progress against the earlier baseline; and
- next-stage governance priorities.

Programme benefits

- continued independent challenge;
- clearer accountability for agreed actions;
- progress monitoring over time;
- evidence of continuous improvement;
- a more structured governance development cycle; and
- significant savings and stronger long-term value.

The programme is designed to help Boards demonstrate continuous governance improvement, maintain accountability and measure progress over time.

8. Maintaining independence

Where Virteffic already provides services to an organisation, independence and potential conflicts are considered as part of the initial scoping process.

Where appropriate, the review team is separated from day-to-day client delivery and the review is undertaken using a defined, evidence-based methodology. If we consider that an existing relationship would prevent us from providing a sufficiently independent assessment, we will say so.



9. What stronger governance can look like

Every board is different, but reviews commonly identify opportunities to strengthen:

Strategic focus
Better use of board time and clearer focus on matters requiring board attention.

Board information
More concise, relevant and decision-focused information.

Challenge and debate
Constructive challenge supported by an environment in which different perspectives can be expressed.

Decision-making
Clearer decisions, responsibilities and follow-through.

Committee effectiveness
Better alignment between committee activity, delegated responsibilities and board oversight.

Governance priorities
A focused and achievable plan for continued improvement.

10. Ready to discuss your board?

Whether you are considering an annual review, an independent external assessment or a longer-term governance improvement programme, Virteffic can help determine the most appropriate approach for your organisation.

Whether you know exactly what type of review you require or would like guidance on the available options, we would be delighted to help.

📋 *Complete our Board Effectiveness Review enquiry form*

Tell us about your Board, objectives, preferred timing and any areas of focus so that we can prepare an initial proposal.

🤝 *Arrange a confidential scoping discussion*

If you would prefer to discuss your requirements first, we would be pleased to arrange a confidential, no-obligation discussion.

During this conversation we will explore:

- Board size and structure
- Committee arrangements
- Objectives of the review
- Particular areas of focus
- Desired timing
- Appropriate level of review and independence

✉️ boardeffectiveness@virteffic.com

Not sure which review option is right for your organisation?

We can help determine the most proportionate approach during an initial confidential discussion.

What happens next?

Following receipt of your enquiry form or confidential scoping discussion, we will assess your requirements, recommend the most appropriate review option and provide a tailored proposal and fee estimate.

🔒 *All discussions are confidential and without obligation.*

✉️ boardeffectiveness@virteffic.com | 📞 07797 716461 | 🌐 virteffic.com

