

<b>NON EXECUTIVE DIRECTORS PROGRAMME DAY ONE</b>		
08.30	<b>Arrival and Registration</b>	
09.00-09.30	<b>Programme and Personal Introductions</b>	Murray Steele Course Director
09.30-10.00	<b>Case Study: Identifying the Issues/Problems around being a Venture Capital Non- Executive Director [Falling in the Strid]</b> This case study will put the attendees in a typical VC NED situation. They will be asked to identify and discuss the issues surrounding the VC NED director	
10.00-10.30	<b>Group Session: What are the Problems of Being a VC NED</b> Using the case study and their personal experiences, groups will identify the issue and problems which face them as a VC NED. The output from this session will contribute to the agenda of the programme. The output will be revisited at the end of the programme to ensure the relevant points have been covered	
10.30-10.45	<b>Coffee Break</b>	
10.45-11.15	<b>Group Presentations and Discussion</b>	Murray Steele
11.15-12.30	<b>Corporate Governance Frameworks</b> This presentation will cover the key principles of Corporate Governance. It will use, as its basis, the codes of corporate governance which have been developed in the UK, over the last ten years and which represent the highest standards of corporate governance. The recent government proposals for changes in company law will also be presented and discussed.	
12.30-13.30	<b>LUNCH</b>	
13.30-14.30	<b>The Legal Requirements of Boards and Directors</b>	SJ Berwin
14.30-15.00	<b>Health and Safety</b>	Pinsent Masons
15.00	<b>Coffee Break</b>	
15.15-16.15	<b>Corporate Governance Case Study: Convo</b> Working in groups, attendees will consider a typical case that they may find themselves in. They will analyse the case and prepare a presentation of their findings	Murray Steele
16.15-17.00	<b>Presentations and Discussion</b>	
17.00-18.00	<b>Question and Answer Session</b> This session will involve a brief presentation by an experienced VC NED of a situation they have been in. The presentation will be followed by questions and answers	Jonathon Diggins Enterprise Ventures
18.00	<b>Networking Drinks Reception</b>	

<b>NON EXECUTIVE DIRECTORS PROGRAMME DAY TWO</b>		
08.30-09.45	<b>Running Board Meetings</b> This topic will compliment the previous one and describe the principles of effective board meetings. It will also provide insights into boardroom interaction - how people behave.	Patrick Dunne 3i
09.45-10.30	<b>Removing Directors</b> The key principles of removing directors - who does what ?; when ?; where ?; resolving financial issues; who needs to be told. He will also consider how to respond to reactions of departing directors.	
10.30	<b>Coffee Break</b>	
10.45-12.15	<b>Characteristics of Successful Boards and Effective Non - Executive Directors</b> Based on the previous evening's discussions and Cranfield research the characteristics of successful boards and how a non - executive director can contribute to success will be presented. A brief case study about contributing to an effective board will be included. [The Case of the Split Board]	Murray Steele
12.15-13.00	<b>Personal Style in the Boardroom</b> Participants will have the opportunity through a diagnostic questionnaire to consider their preferred personal style when faced with conflict situations	
13.00-13.45	<b>LUNCH</b>	
13.45-14.15	<b>Issues of Remuneration</b> The standards of remuneration best practice will be discussed.	Murray Steele
14.15-14.45	<b>Group Session: Remuneration Case Study - MAVCO</b> This brief case study will allow participants the opportunity to consider some critical issues in the area of remuneration.	
14.45	<b>Coffee Break</b>	
15.00-15.30	<b>Presentations and Discussion</b>	Murray Steele
15.30-16.30	<b>Experience Sharing</b> Working in groups of 3 or 4, each attendee will outline the most challenging /personally difficult situation they have faced as a VC NED.	
16.30-17.00	<b>Programme Review and Close</b>	