



# **BOARD AND COMMITTEE MEMBERS INDUCTION PROGRAMME**

**DATE: SEPTEMBER 2020**

# INTRODUCTION

The induction programme is a structured way of providing new Board and Committee Members with all the information and support they need to be confident and productive in their role. The aim is to help new members to understand the organisation, the environment in which it operates, and their role in making the organisation a success.

## AIMS

The overall aim of the programme is to support new Board and Committee Members to ensure they become an effective members and to gain an understanding of their individual and collective role and responsibilities.

The main objectives of the programme are:

- To introduce you to RBH and to understand the organisation, the environment in which it operates, and your role in making the organisation a success
- To equip you to fulfil your individual and collective role and responsibilities
- To equip you to be a confident and productive Board and Committee Member
- To identify any training or development needs to ensure that you can contribute effectively

If there is any particular subject or topic not covered by the Induction Programme which you would like to be included, please contact the Governance Manager [joanne.goodall@rbh.org.uk](mailto:joanne.goodall@rbh.org.uk)

## PRE-APPOINTMENT – AUGUST

Session	How this will be delivered	Date and Times	Venue	Lead Officer(s) / Facilitator
<b>Welcome Pack and Invitation to Corporate Induction</b>	By email	Within two weeks	n/a	Governance Manager
<b>Welcome letter from the Chair</b> (Including future meetings calendar)	By letter or email	Within two weeks	n/a	Governance Manager

# BOARD AND COMMITTEE MEMBER CORPORATE INDUCTION

**DAY 1 (1/2 DAY)** (ideally this will be delivered face to face however the programme will be adapted to accommodate individual requirements)

Section	Content	How will this be delivered	Dates and Times	Venue	Lead Officer (s) / Facilitator
Arrivals	<ul style="list-style-type: none"> <li>Refreshments and Introductions</li> </ul>	Face to Face / Zoom	<Date TBC> 09:30 – 09:45	Sandbrook House / St Albans	Governance Team
Chair and/or Vice Chair of the Board	<ul style="list-style-type: none"> <li>Welcome to the Board</li> <li>RBH Values</li> <li>Introduction to the Mutual</li> <li>Understand the role of the Non-Executive Directors / Committee Members</li> <li>Governing Body Structure and Membership of Subsidiaries</li> <li>Working with the Representative Body</li> <li>Appraisals and 1:1's</li> <li>Learning and Development and Support</li> </ul>	Face to Face / Zoom	<Date TBC> 10:15 – 11:00	Sandbrook House / St Albans	Alison Tumilty / Paul Joyce
RBH Experience	<ul style="list-style-type: none"> <li>Non-Executive Directors and Committee Members are invited to the RBH Experience and an introduction to RBH's Corporate Strategy</li> </ul>	Face to Face / Zoom	<Date TBC> 11:00 – 12:00	Sandbrook House / St Albans	
Chief Executive	<ul style="list-style-type: none"> <li>Introduction to the Executive Management Team (EMT)</li> <li>How EMT works with the Board, its Committees and the Representative Body</li> <li>Corporate Strategy and the role of the Board and Representative Body Champions</li> <li>Government Policy, Strategy and Impact</li> <li>Political and Stakeholders Environment</li> </ul>	Face to Face / Zoom	<Date TBC> 12:00 – 13:00	Sandbrook House / St Albans	Gareth Swarbrick
Lunch	<ul style="list-style-type: none"> <li>Lunch with members of EMT and the Chair and Members of the Board</li> </ul>	Face to Face / Zoom	<Date TBC> 13:00-14:00	Sandbrook House / St Albans	Governance Team

**DAY 2 (1/2 DAY)** (this can be delivered either as a ½ day session or bite size sessions to accommodate individual requirements)

Programme	Content	How will this be delivered	Dates and Times	Venue	Lead Officer (s) / Facilitator
Secretary and Governance Manager	<ul style="list-style-type: none"> <li>• Terms of Office</li> <li>• Mutual Rules and RBH Governance Structure               <ul style="list-style-type: none"> <li>- Purpose and objects of RBH</li> <li>- Role of Governance</li> <li>- Mutual Governance Excellence Framework</li> <li>- RSH, FCA &amp; Companies House</li> <li>- Representative Body and Joint Working</li> <li>- Annual Members Meeting</li> </ul> </li> <li>• Role of Board               <ul style="list-style-type: none"> <li>- Role and make-up of the Board including commitment and expectations</li> <li>- Role profile</li> <li>- Skills and knowledge</li> <li>- Code of Conduct</li> <li>- Appraisals and 1 to 1's</li> <li>- Learning and Development</li> </ul> </li> <li>• Governing Body meeting forward planning and agenda setting</li> <li>• Policies and forms               <ul style="list-style-type: none"> <li>- Register of Interests Form</li> <li>- Expenses Policy</li> <li>- Confidentiality Policy</li> <li>- Induction Form</li> <li>- HMRC Fit and Proper Persons</li> </ul> </li> <li>Payroll and Personal Information</li> </ul>	Face to Face / Zoom Bite Size Session	10:00 – 12:00 Comfort breaks will be included throughout this session	Sandbrook House / St Albans	S Wigley / J Goodall

## BITE SIZE SESSIONS (these sessions will be tailored to accommodate individual requirements)

Programme	Content	How will this be delivered	Dates and Times	Venue	Lead Officer (s) / Facilitator
Executive Management Team:	<p>Nickie Hallard, Director of Resources and Deputy Chief Executive</p> <ul style="list-style-type: none"> <li>• Regulation</li> <li>• Governance</li> <li>• Risk and Assurance</li> <li>• Finance, Financial Assurance and Treasury</li> <li>• Stress testing</li> <li>• Value for Money</li> <li>• Procurement</li> <li>• Health and Safety</li> </ul>	Face to Face / Zoom	<Date TBC> 2 hours	Sandbrook House / St Albans	N Hallard
Meet with members of the Executive Management Team to introduce their service areas and key areas of business and how they link in with the Board	<p>Clare Tostevin, Director of Growth</p> <ul style="list-style-type: none"> <li>• RBH's Footprint across the Borough</li> <li>• Investment in Homes</li> <li>• Growth Strategy</li> <li>• Asset Management and stock condition</li> <li>• Regeneration</li> <li>• Developing new homes and options appraisals</li> <li>• Stock Tours</li> </ul>	Face to Face / Zoom	<Date TBC> 1 hour	Sandbrook House / St Albans	C Tostevin
	<p>Nadhia Khan, Director of Customer and Community</p> <ul style="list-style-type: none"> <li>• KPI's and Service Standards</li> <li>• Performance Reporting</li> <li>• Repairs</li> </ul>	Face to Face / Zoom	<Date TBC> 1 hour	Sandbrook House / St Albans	N Khan
	<p>Rowena Kirk, Director of Transformation</p> <ul style="list-style-type: none"> <li>• Business Intelligence</li> <li>• Digital Transformation</li> <li>• Data Quality</li> <li>• Customer Access</li> <li>• Customer Engagement</li> </ul>	Face to Face / Zoom	<Date TBC> 1 hour	Sandbrook House / St Albans	R Kirk

## BITE SIZE SESSIONS (these sessions will be tailored to accommodate individual requirements)

<b>Programme</b>	<b>Content</b>	<b>How will this be delivered</b>	<b>Dates and Times</b>	<b>Venue</b>	<b>Lead Officer (s) / Facilitator</b>
Communications Team	Photographs and biographies	Face to Face / Zoom	<Date TBC> 1 hour	Sandbrook House / St Albans	
Audit Committee Members Only	Introduction to the Audit Committee	Face to Face / Zoom	<Date TBC> 1 hour	Sandbrook House / St Albans	Guy Millichamp - Audit Chair
	Head of Finance	Face to Face / Zoom	<Date TBC> 1 hour	Sandbrook House / St Albans	Ian Metcalfe
	Head of Risk and Compliance	Face to Face / Zoom	<Date TBC> 1 hour	Sandbrook House / St Albans	Stephen Wigley
Remuneration Committee Members Only	Introduction to the Remuneration Committee	Face to Face / Zoom	<Date TBC> 1 hour	Sandbrook House / St Albans	Paul Joyce – Remuneration Chair
	Head of HR, Learning and Development	Face to Face / Zoom	<Date TBC> 1 hour	Sandbrook House / St Albans	Elaine Johnson
Growth Committee Members Only	Introduction to the Growth Committee	Face to Face / Zoom	<Date TBC> 1 hour	Sandbrook House / St Albans	Luen Thompson – Growth Chair
	Head of Development and Regeneration	Face to Face / Zoom	<Date TBC> 1 hour	Sandbrook House / St Albans	Gemma Wood

# MANDATORY TRAINING PROGRAMME

The following sessions are mandatory for regulatory or policy reasons. Therefore attendance/completion is compulsory. **Please Note:** If Non-Executive Directors or Committee Members have completed the same or a similar type of training, you will not be required to complete again however certificates and dates of completion will be required to be submitted to evidence completion.

Session	Who should attend	How will this be delivered	Date and Times	Venue	Lead Officer(s) / Facilitator
<b>Corporate Induction</b> Essential Skills and Knowledge	All Non-Executive Directors and Committee Members upon appointment.	Face to Face / Via Zoom	Prior to First Meeting	Sandbrook House	Governance Team
<b>Equality and Diversity</b> Essential Skills and Knowledge	All Non-Executive Directors and Committee Members upon appointment. To be completed biennial thereafter	Face to Face / Via Zoom Approx 2 hours	Prior to First Meeting	At home/ Sandbrook House	Governance Team / HR
<b>Data Protection</b> Essential Skills and Knowledge	All Non-Executive Directors and Committee Members upon appointment. To be completed biennial thereafter	E-learning Approx 45 mins	Prior to First Meeting	At home	E-Learning via <a href="https://r-b-h.litmos.com?C=4493393">https://r-b-h.litmos.com?C=4493393</a>
<b>Safeguarding – Adults and Children</b> Essential skills and knowledge	All Non-Executive Directors and Committee Members upon appointment. To be completed biennial thereafter	E-learning Two modules - approx 30 mins per module	Prior to First Meeting	At home	2 x E-Learning Modules: Adults: <a href="https://r-b-h.litmos.com?C=2476992">https://r-b-h.litmos.com?C=2476992</a> Children: <a href="https://r-b-h.litmos.com?C=2476997">https://r-b-h.litmos.com?C=2476997</a>
<b>Cyber Security</b> Essential skills and knowledge	All Non-Executive Directors and Committee Members upon appointment. To be completed biennial thereafter	E-learning Approx 20 mins	Prior to First Meeting	At home	E-Learning via <a href="https://r-b-h.litmos.com?C=2448175">https://r-b-h.litmos.com?C=2448175</a>
<b>Managing Risk</b> Essential skills and knowledge	All Non-Executive Directors and Committee Members upon appointment and at re-appointment.	Face to Face / Via Zoom Approx 2 hours	Within first 3 months	Sandbrook House / Zoom	Head of Legal and Compliance
<b>IOSH Leading Health and Safety</b> Essential skills and knowledge	All Non-Executive Directors (and Committee Members if deemed appropriate) upon appointment. To be completed quinquennial with a refresher every 2.5/3 years	E-learning Approx 8 hours	Within first 3 months	At home	E-Learning via: <a href="https://www.hsqe.co.uk/course/iosh-safety-executives-directors/">https://www.hsqe.co.uk/course/iosh-safety-executives-directors/</a>

# BOARD AND COMMITTEE MEMBER INDUCTION SUPPORT PROGRAMME

## MONTH 1 – September/October

Session	How this will be delivered	Date and Times	Venue	Lead Officer(s) / Facilitator
<b>Corporate Induction</b>	Face to Face/Zoom	TBA	TBA / Sandbrook	Governance Team
<b>Completion of Mandatory Training</b>	Self-Learning	Self-Learning	At home	Governance Team
<b>Information Pack – Essential Reading</b>	Self-Learning	Self-Learning	At home	Governance Manager
<b>Chair’s Pre-Meeting Mentoring Session</b>	Face to Face/Zoom	TBA - 1 hour prior to Meeting	At home/ Sandbrook/St Albans	Governance Team / Chair
<b>Attendance at Board or Committee Meeting</b>	Face to Face/Zoom	TBA	St Albans / Sandbrook	Governance Team
<b>Board Buddy / Coaching</b>	Telephone / Face to Face / Zoom	Where required – TBA after meeting	At home / Sandbrook	Board Buddy

## MONTH 2 – October/November

Session	How this will be delivered	Date and Times	Venue	Lead Officer(s) / Facilitator
<b>Attendance at Board /Committee Meeting</b>	Face to Face/Zoom	TBA	St Albans / Sandbrook	Governance Team
<b>Attendance at Representative Body Meeting</b>	Face to Face/Zoom	TBA	St Albans	Governance Team
<b>Information Pack – Supportive Reading</b>	Self-Learning	Self-Learning	At home	Governance Manager
<b>Feedback and Support meeting with Governance Manager</b>	Face to Face/Zoom	TBA	St Albans / Sandbrook	Governance Manager
<b>Other Committee Observations</b>	Face to Face/Zoom	TBA	St Albans / Sandbrook	Governance Team
<b>Chair’s Pre-Meeting Mentoring Session</b>	Face to Face/Zoom	TBA - 1 hour prior to Meeting	At home/ Sandbrook/St Albans	Governance Team / Chair
<b>Board Buddy / Coaching</b>	Telephone / Face to Face / Zoom	Where required – TBA after meeting	At home / Sandbrook	Board Buddy



### MONTH 3 – November/December

Session	How this will be delivered	Date and Times	Venue	Lead Officer(s) / Facilitator
Site Visits / Stock Tour	Face to Face/Zoom	TBA	TBA	Governance Team
Other Committee Observations	Face to Face/Zoom	TBA	St Albans / Sandbrook	Governance Team
Review/1:1 Meeting with Chair	Face to Face/Zoom	Nov/Dec	At home / Sandbrook	Chair
Chair's Pre-Meeting Mentoring Session	Face to Face/Zoom	TBA - 1 hour prior to Meeting	At home/ Sandbrook/St Albans	Governance Team / Chair
Board Buddy / Coaching	Telephone / Face to Face / Zoom	Where required – TBA after meeting	At home / Sandbrook	Board Buddy

### MONTH 4 – December/January

Session	How this will be delivered	Date and Times	Venue	Lead Officer(s) / Facilitator
Other Committee Observations	Face to Face/Zoom	TBA	St Albans / Sandbrook	Governance Team
Feedback and Support meeting with Governance Manager	Face to Face/Zoom	TBA	St Albans / Sandbrook	Governance Manager
Chair's Pre-Meeting Mentoring Session	Face to Face/Zoom	TBA - 1 hour prior to Meeting	At home/ Sandbrook/St Albans	Governance Team / Chair
Board Buddy / Coaching	Telephone / Face to Face / Zoom	Where required – TBA after meeting	At home / Sandbrook	Board Buddy

## MONTH 5 – January/February

Session	How this will be delivered	Date and Times	Venue	Lead Officer(s) / Facilitator
<b>Other Committee Observations</b>	Face to Face/Zoom	TBA	St Albans / Sandbrook	Governance Team
<b>Service Area Visits</b>	Face to Face/Zoom	TBA	St Albans / Sandbrook	Governance Team
<b>Chair’s Pre-Meeting Mentoring Session</b>	Face to Face/Zoom	TBA - 1 hour prior to Meeting	At home/ Sandbrook/St Albans	Governance Team / Chair
<b>Board Buddy / Coaching</b>	Telephone / Face to Face / Zoom	Where required – TBA after meeting	At home / Sandbrook	Board Buddy

## MONTH 6 – February/March

Session	How this will be delivered	Date and Times	Venue	Lead Officer(s) / Facilitator
<b>Other Committee Observations</b>	Face to Face/Zoom	TBA	St Albans / Sandbrook	Governance Team
<b>Feedback and Support meeting with Governance Manager</b>	Face to Face/Zoom	TBA	St Albans / Sandbrook	Governance Manager
<b>Chair’s Pre-Meeting Mentoring Session</b>	Face to Face/Zoom	TBA - 1 hour prior to Meeting	At home/ Sandbrook/St Albans	Governance Team / Chair
<b>Board Buddy / Coaching</b>	Telephone / Face to Face/Zoom	Where required – TBA after meeting	At home / Sandbrook	Board Buddy
<b>Appraisal with the Chair</b>	Telephone / Face to Face / Zoom	TBA	At home/ Sandbrook/St Albans	Chair (facilitated by Company Secretary / Governance Manager)

## ESSENTIAL READING / INFORMATION PACK

Below is a list of essential reading which you will receive as an information pack which will either be provided via email or provided via the RBH Website or Secure portal area.

<b>Essential Reading – Corporate Documents</b>	<b>How this will be delivered</b>
Annual Reports to Members / Tenants	RBH Website
RBH Mutual Rules	RBH Website
30 Year Business Plan	Information Pack / Portal
Offer Document	RBH Website
Financial Statements	RBH Website
Assets and Liability Register	Portal
NHF Code of Governance Checklist and last report and review	Information Pack / Portal
RSH Regulatory Standards last report and review	Information Pack / Portal
Communications (Mutual Language) Guidance	Information Pack / Portal
Governance Effectiveness Review Report and Action Plan	Information Pack / Portal
Risk Register	Information Pack / Portal
<b>Essential Reading – Strategies and Policies</b>	<b>How this will be delivered</b>
Corporate Strategy	RBH Website
Finance Strategy	Information Pack / Portal
Treasury Strategy and Policy	Information Pack / Portal
VFM Strategy	Information Pack / Portal
Risk Strategy and Assurance Framework	Information Pack / Portal
Asset Management Strategy	Information Pack / Portal
Development Strategy	Information Pack / Portal
Equality and Diversity Strategy	Information Pack / Portal
Customer Insight Strategy	Information Pack / Portal
Confidentiality and Data Protection Policy	Information Pack / Portal
Expenses Policy <ul style="list-style-type: none"> <li>- Expenses Forms</li> <li>- Procedure for making a claim</li> </ul>	Information Pack / Portal
Membership Strategy	Information Pack / Portal
Communications Strategy	Information Pack / Portal
Procurement Strategy	Information Pack / Portal

<b>Essential Reading – Mutual Governance Framework</b>	<b>How this will be delivered</b>
<ul style="list-style-type: none"> <li>- Mutual Governance Excellence</li> <li>- Route to Approval Matrix</li> <li>- Open Meetings Guidance</li> <li>- Scheme of Delegation</li> <li>- Role Description</li> <li>- Code of Conduct</li> <li>- Breach of Code of Conduct</li> <li>- Good meeting guidance</li> <li>- Board Terms of Reference</li> <li>- Board Standing Orders</li> <li>- Chairs Role Profile</li> <li>- Vice Chair Role Profile</li> <li>- Chair and Vice Chair Elections</li> <li>- Board Skills Matrix</li> </ul>	Information Pack / Portal
<b>Essential Reading – Audit Committee Members</b>	<b>How this will be delivered</b>
Committee Terms of Reference	Information Pack / Portal
External Auditor Highlights Report	Information Pack / Portal
Risk Register	Information Pack / Portal
Internal Audit Programme	Information Pack / Portal
<b>Essential Reading – Remuneration Committee Members</b>	<b>How this will be delivered</b>
Committee Terms of Reference	Information Pack / Portal
People Strategy	Information Pack / Portal
People Performance Report	Information Pack / Portal
Health and Wellbeing Strategy (currently in development)	Information Pack / Portal
<b>Essential Reading – Growth Committee Members</b>	<b>How this will be delivered</b>
Committee Terms of Reference	Information Pack / Portal
Development Programme	Information Pack / Portal
Scheme Appraisals	Information Pack / Portal
Development Pipeline Reports	Information Pack / Portal

<b>General Documents</b>	<b>How this will be delivered</b>
Calendar of Meetings	Information Pack / Portal
Non-Executive Director / Committee Member Contact Information	Information Pack
Representative Body Members	Information Pack / Portal
RBH Governance Structure	Information Pack / Portal
Board Training and Development Programme	Information Pack / Portal
Organisational Structure	Information Pack / Portal
Appraisals	Information Pack / Portal
Previous Agendas, Reports and Minutes	Portal
<b>For Completion and Return</b>	<b>How this will be delivered</b>
Personal Information and Payroll (Board Only)	Information Pack
Service Agreement	Information Pack
Register of Interests Form	Information Pack
Induction Form	Information Pack
Personal Information and Statement of Responsibility	Information Pack
Privacy Statement	Information Pack
HMRC Fit and Proper Persons (Non-Executive Directors Only)	Information Pack

## SUBSCRIPTIONS AND USEFUL RESOURCES

Title of resource and how to access	How this will be delivered
Colleague and Tenant Updates and Briefings	The Governance Team will forward any communications with colleagues and tenants
Inside Housing – we can arrange for you to have a subscription	On request
National Housing Federation <a href="https://www.housing.org.uk/email-updates/">https://www.housing.org.uk/email-updates/</a>	Self register
Chartered Institute of Housing <a href="https://mycih.cih.org/mycih/registration.aspx">https://mycih.cih.org/mycih/registration.aspx</a>	Self register
Northern Housing Consortium <a href="https://www.northern-consortium.org.uk/events/">https://www.northern-consortium.org.uk/events/</a>	Self register
24Housing <a href="https://www.24housing.co.uk/">https://www.24housing.co.uk/</a>	Useful Resource/Self Register
Chartered Institute of Housing <a href="http://www.cih.org/">http://www.cih.org/</a>	Useful Resource
Housing Quality Network <a href="https://hqnetwork.co.uk">https://hqnetwork.co.uk</a>	Useful Resource
Regulator of Social Housing <a href="https://www.gov.uk/guidance/about-the-regulator-of-social-housing">https://www.gov.uk/guidance/about-the-regulator-of-social-housing</a>	Useful Resource
Anthony Collins Solicitors <a href="https://www.anthonycollins.com/newsroom/">https://www.anthonycollins.com/newsroom/</a>	Useful Resource
BDO Auditors <a href="https://www.bdo.co.uk/en-gb/home">https://www.bdo.co.uk/en-gb/home</a>	Useful Resource
RSM Auditors <a href="https://www.rsmuk.com/">https://www.rsmuk.com/</a>	Useful Resource

## NATIONAL HOUSING FEDERATION RESOURCE LIBRARY

The National Housing Federation have a range of resources and we can arrange for you to receive copies digitally upon request:

- Housing Sorp
- Board Appraisals – the importance of honest conversations
- Developing Affordable Housing
- Countering Fraud
- Board Members Resource Pack – Governance / Induction
- Board Members Resource Pack - Operational Set
- Board Members Resource Pack
- Housing Jargon
- Housing Standards Handbook
- Understanding Development Appraisal
- Service Charges
- Understanding Assurance
- Finance Demystified
- Risk Management
- Code of Conduct
- Leadership and Control
- Board Member Pay

## CONFERENCES/SEMINARS 2020 / 2021

There are general conferences that Board and Committee Members could attend to expand their knowledge. Conferences which are advertised throughout the year will be sent to Board and Committee Members to see if they are of interest following approval by the Board Chair.

Ideally, attendance would be for 1 Board or Committee Member attending and resources and learning feedback shared to ensure there is a collective/shared learning approach will be provided via the reporting in/information item on the Meeting Agenda. Additional events may be added where they are found to be relevant for improving Board or Committee Members skills, knowledge and development.

**ADDITIONAL DEVELOPMENT OPPORTUNITIES** (The sessions below are additional development opportunities which may be suitable for some Board or Committee Members)

The following opportunities will not be planned as matter of course but can be arranged on request to address a specific development need.

- Service Overviews or shadowing specific teams – provided on request
- One off, individual training needs specific to Board or Committee Members
- Board and Committee Members may also access Colleague training including E-Learning Programmes (see below)

**EXTERNAL OPPORTUNITIES** (these will be updated throughout the year and new opportunities will be included)

The role of boards in delivering building safety – free event provided by National Housing Federation	Location: Woburn House, 20-24 Tavistock Square, London, WC1H 9HQ	Date: TBA Time: TBA
New Board Member Induction Briefing - Free event provided by National Housing Federation	Location: The Studio, Riverside West, Whitehall Road, Leeds, West Yorkshire, LS1 4AW	Date: 29 October 20 Time: 17:00 - 20:00
Building Safety Conversations Free event provided by National Housing Federation	Location: DeVere Colmore Gate, 7th Floor Colmore Gate, Bull Street Entrance, Birmingham, B3 2QD	Date: 11 November 20 Time: 10:00 - 14:00
Evidence based decision-making for boards Free event provided by National Housing Federation	Location: Radisson Blu, Waltham Close, London Stansted Airport, Stansted, Essex, CM24 1PP	Date: 04 March 21 Time: 18:00 - 20:15

## E-LEARNING

We have a range of e-learning modules which Board and Committee Members can access online from home <https://r-b-h.litmos.com/home/dashboard>. Please refer to the Board and Committee Development Programme for a list of some of the courses available.