

SOLAS – Further Education and Training Authority
Ordinary Board Meeting No. 063
Thursday, 10th December, 2020
Meeting Note

Present: Mr. S. Aylward - Chairman
Mr. A. Brownlee – Chief Executive Officer
Mr. S. Burke
Ms. T. Carey
Ms. O. Coughlan
Mr. P. Cremmins
Mr. P. J. Dwyer
Mr. D.J. Loftus
Ms. C. Munro
Ms. N. O'Reilly
Ms. C. Sheridan

Mr C.J. Dunne - SOLAS Executive
Ms. M-L Trant - SOLAS Executive
Ms. N White - SOLAS Executive

Apologies: Ms. Y. McNulty

In attendance: Ms. M. Walshe - Secretary
Ms. T. Dunne - Board Secretariat

Mr. G. O'Connor
Ms. M. Egan
Ms. M. Lyons
Ms. C. Ni Fhloinn
Mr. A. McGrath

Chairman's Opening Comments

The Chairman advised the Board that the Chief Executive Officer (CEO) had been invited to attend an Oireachtas Committee on Education, Further and Higher Education, Research, Innovation and Science at 11.30am that day. As a result, he would be departing at 11am however the three members of the Executive Board will attend the full Board meeting and address any issues arising in his absence.

Attendance by Executive Board Members at all future Board meetings

It was agreed that Executive Directors would attend each Board meeting going forward.

Note: Declaration of Conflict of Interest

At the outset of the meeting, Board members were invited to declare any potential or actual conflict of Interest.

There were no conflicts of interest arising.

1. Minutes

(i) Draft Minutes - No. 062 – Wednesday, 4th November, 2020

The draft minutes of meeting No. 062 held on Wednesday, 4th November, 2020 were approved.

(ii) Meeting Note (for publication) – No. 062 – Wednesday, 4th November, 2020

The Board approved the meeting note for Meeting No. 062 – Wednesday, 4th November, 2020, for publication on the SOLAS website.

2. Matters Arising

On the matter of the Board's approval to award a contract to Gartner Ireland for ICT Advisory Services, it was agreed that the approval was on the basis of an initial period of two years, followed by a review and that any proposal to exercise the option to extend the contact for a further two years would be subject to Board approval.

Update on use of SOLAS Logo

The Board was advised that following discussion at the last Board meeting regarding the use of the SOLAS logo by FET providers, the Director of Communications and Branding will be discussing the matter with the newly established ETB Communications network when she meets with them in early 2021.

There were no other matters arising.

3. Report from Chief Executive Officer

The Board noted the CEO Report which had been circulated in advance of the meeting.

Items included in the Report and discussed on the day:-

- An update on the progression of many key initiatives during 2020 despite the Covid-19 restrictions, including the launch of “Transforming Learning” the new five-year Further Education and Training Strategy.
- The appointment of the Director of Branding, Communications and Strategy Implementation and Secretary to the Board following a competitive recruitment process. A new recruitment process for the position of Director of IT and Digital following the resignation of the current Director.
- On-going engagement with the Department of Further and Higher Education, Research, Innovation and Science following the issuing of New Guidance on Continued Operation of FET During COVID Restrictions for the remainder of 2020/21 academic year.
- The first of what will be quarterly meetings with ETB Chief Executives in November 2020. Items discussed included capital development, FET strategy implementation, apprenticeship, funding and the FET college of the future.
- QQI approval of the SOLAS developed quality assurance approach around its role as coordinating provider of craft apprenticeships following a Strategic Dialogue Meeting.
- An update on Communications and Public Affairs activity.

Delivering on 2020 Priorities

The CEO provided an update on the status of 2020 priorities, all of which are progressing with some timeframe adjustments.

Initial Proposal for a Balanced Scorecard in 2021

The Board was advised that under the new ways of working, SOLAS is committed to setting an all-SOLAS business plan, budget and balanced scorecard for 2021 to replace the established system of individual unit business plans and further reinforcing the collective purpose of the organisation. In addition, a new Balanced Scorecard approach will help to define the internal and external indicators to measure success for SOLAS in 2021 and beyond.

The CEO outlined the proposed Balanced Scorecard approach including its links to SOLAS' overall mission, values and vision for FET and its foundation for the development of a new three-year corporate plan which will be progressed during the first quarter of 2021. Board members were invited to revert with comments and suggestions on the proposed approach following the Board meeting. A further update on progress on the Balanced Scorecard will be provided at 11th February, 2021 Board meeting.

Discussion

The Board thanked the CEO for his report and welcomed the approval by QQI of the SOLAS developed quality assurance approach as coordinating provider of craft apprenticeships.

Following discussion, the Chairman requested that every effort is made to utilise the capital funding available.

4. 2020 Capital Allocations for Further Education and Training (FET)

Proposal

That the Board approve the financial adjustments to ETBs capital allocations for 2019 following the end of year balancing process as set out in Table 1 of the Board paper.

That the Board note that €12,586,796 in capital funding was approved in December 2019 for capital grants to ETBs. Following completion of the 2019 capital balancing process, ETBs have an additional capital funding requirement of €98,737. The revised funding requirement is being accommodated by a transfer of a surplus in the SOLAS capital allocation.

That the Board approve and authorise additional FET capital funding applications of €706,891 to three ETBs as set out in Table 2 of the Board paper.

That the Board note the SOLAS capital funding budget for 2020 of €22.5m and approved capital funding in 2020 is €29,483,638. Projects that have not yet received Departmental approval will be carried over and funded from the 2021 Capital Budget.

That the Board note that to the 1st of December 2020, €16,400,690 in funding had been requisitioned.

Background

The Board was provided with an update on 2019 Capital Budget following completion of the balancing process and advised that the required capital allocation to ETBs is €12,685,533, representing an increase of €98,737 to the funding approved by the Board in December 2019. This was due to variances between the forecast cost and actual cost of projects reported by ETBs. The majority of ETBs reported small variations against their final 2019 approved

allocations, but four ETBs reported larger variations as set out in the Board Paper.

The revised final capital allocations with increased funding requirement of €98,737 is being accommodated by the transfer of a surplus in the SOLAS capital allocation.

In November 2020, additional capital funding applications for equipment were received from three ETBs totalling €706,891 which, if approved, would result in a total of €29,483,638 being approved by the Board in 2020.

The Board was advised that SOLAS continues to engage with the Department to work through the new arrangements for governance of Department funded capital projects. Funding requisitioned to the 1st of December 2020 is €16,400,690, comprising €11,400,690 for approved projects and equipment and €5m in funding for ICT devices to support disadvantages learners.

Board Decision

The Board approved the financial adjustments to allocations for 2019 following the end of year balancing process.

The Board approved and authorised additional FET capital funding allocations of €706,891 to three ETBs.

5. Further Education and Training (FET) Services Plan **(i) Update on the 2019 and 2020 Funding Allocations**

Proposal

- (i) That the Board note and approve the financial adjustments to ETB provision allocations for 2019 following the end of year balancing process as set out in Table 1 of the Board paper.
- (ii) That the Board note and approve the financial updates for 2020 forecast funding position for FET to year end 2020 as set out in Table 2 (ETBs) and Table 3 (Other FET providers) of the Board paper.
- (iii) That the Board approve the Executive to allocate funds to eligible project proposals received by SOLAS under the Mitigation Against Educational Disadvantage Fund to a maximum of €8m.
- (iv) That the Board note the final funding position in relation to ETB Capital Funding allocations as set out in Table 4.

Background

The Board was provided with an update on the 2019 and 2020 Funding Allocations as outlined in the Board paper. A total net amount of €17,075,996 in unspent funding has been recovered from ETBs for the 2019 period. Within this, a sum of €15,512,021 was identified in 2020 through the balancing statement process and this sum is in addition to the €1,563,975 identified in 2019.

The 2020 Mid-Term Review process resulted in some ETBs requesting additional funding, others de-committing funding and all re-assigning funds within their grant structure for programme provision.

Following analysis of the mid-year returns, eight ETBs were expected to spend less than their initial allocation, a further three ETBs reported that planned funding will be adequate to meet their needs, while the remaining five ETBs were requesting additional funding which the Board was asked to approve.

Mitigating Against Educational Disadvantage Fund

The Board was advised that an €8m fund, announced as part of Budget 2021, and designed to provide once off funding to ETBs for special projects to mitigate against educational disadvantage must be (1) allocated in line with the fund parameters and (2) spent by the grantees before year end 2020. The Board was advised SOLAS Executives held two meetings with ETBs to date and a further meeting was planned to progress the disbursement of these funds. Bids have been invited and, to date, (Round 1) project proposals to the value of €3,531,277 have been received. Round 2 applications will be reviewed following the receipt deadline of 4th December 2020. An update on final allocations will be circulated to the Board.

Update on Capital Allocations – 2020

It was noted that final capital funding to ETBs reflected the amounts approved by the Board at the April 2020, September 2020 and November 2020 meetings and as summarised in the Board Paper.

Discussion

The Board welcomed the update on the 2019 and 2020 Funding Allocations. As part of a broader discussion on Further Education and Training provision, it was suggested that Guidance Counsellors from both NCGE and the Institute of Guidance Counsellors be invited to visit local FET facilities in their area with a view to increasing awareness of Further Education and Training amongst this group.

On the matter of capital project investment in the sector, the Board urged the Executive to work with ETBs to ascertain their capital needs and to engage with the Department in this regard.

Board Decision

- (i) The Board noted and approved the financial adjustments to ETB provision allocations for 2019 following the end of year balancing process.

- (ii) The Board noted and approved the financial updates for 2020 forecast funding position for FET to year end 2020.
- (iii) The Board approved the Executive to allocate funds to eligible project proposals received by SOLAS under the Mitigation Against Educational Disadvantage Fund to a maximum of €8m.
- (iv) The Board noted the final funding position in relation to ETB Capital Funding allocations as set out in Table 4. The Capital funding will be covered in detail under a separate paper.

(ii) Planning for Further Education and Training (FET) Provision in 2021

Proposal

- (i) That the Board approve the 2021 update to the Overarching Planning and Funding Parameters and Requirements for the Education and Training Boards 2021 (Appendix 1).

That the Board note that the Planning and Funding Parameters and Requirements documents for The Voluntary Secondary and Community and Comprehensive Schools FET Provision and for Other FET Agencies and Bodies will be a sub-set of this overarching document.

- (ii) The Board was asked to authorise pre-funding to Grantees for the first four months of 2021 up to a limit of €256m for ETBs and €4.6m for other FET providers while the 2021 allocations are being finalised for Board approval at the April 2021 meeting which provides time for ETBs to return FAR plans to SOLAS.

Planning for FET provision in 2021

The Board paper circulated ahead of the meeting outlined the planning for FET provision including the process to agree the next three-year strategic planning process which will begin in Q1, 2021.

Pre-funding of FET grantees for 2021

To ensure continuity of services to learners and ensure funding related to other stakeholders, the Board was asked to authorise the Executive to put in place arrangements to advance funds totalling up to a limit of €256m for ETBs and €4.6m for other FET providers for the first four months of 2021.

Board Decision

The Board approved the 2021 update to the Overarching Planning and Funding Parameters and Requirements for the Education and Training Boards (Appendix 1). The Board noted that the Planning and Funding Parameters and Requirements documents for The Voluntary Secondary and Community and Comprehensive Schools FET Provision and for Other FET Agencies and Bodies will be a sub-set of this overarching document.

The Board approved pre-funding to Grantees for the first four months of 2021 up to a limit of €256m for ETBs and €4.6m for other FET providers while the 2021 allocations are being finalised for Board approval at the April 2021 meeting.

6. Construction Services

(i) Safe Pass Monitoring and Mentoring Service Contracts

Proposal

That the Board approve the award of five individual contracts for monitoring and mentoring services over a period of four years, following a competitive tendering process.

Background

The Board was provided with an overview of the tender process for Safe Pass Monitoring and Mentoring contracts which are integral elements of the Safe Pass programme quality assurance system and provides reassurance to Safe Pass stakeholders and the wider public of SOLAS' commitment to delivering effective quality assured Safe Pass programmes and Independent monitoring and mentoring services.

The Board was advised that the Executive was seeking approval to award five individual contracts to successful candidates in keeping with procurement procedures for an initial two-year period with an option to extend the contract for another two years.

A request for tender was approved in February 2020 and the tender specification was published on e-tenders in June 2020. Seven tenders were received and evaluated and the following five tenderers were selected as successful bidders:

- 1) Hanley Consulting and Training
- 2) Fred Hosford
- 3) M. Dolly Consulting
- 4) Martin Leahy
- 5) Sylvester Cronin.

Board Decision

The Board approved the awarding of contracts to the five tenderers for monitoring and mentoring services over a four-year timeframe.

(ii) Two-Year Extension of External Monitoring Services Contract

Proposal

That the Board approve a two-year contract extension of the existing procured external monitoring service, provided by Competence Assurance Solutions Ltd, in line with original procurement arrangements.

Background

The Board was advised that in December 2019, following a competitive tendering process, the Board approved the awarding of a contract for an external monitoring service provision to Competence Assurance Solutions Ltd, for a minimum of two years, with a facility to extend by a further two years, giving a maximum of four years.

The Executive now wish to extend this service contract for a further two years as outlined in the original contract commencing the 4th March, 2021.

Board Decision

The Board approved a two-year contract extension of the existing procured external monitoring service, provided by Competence Assurance Solutions Ltd, in line with original procurement arrangements.

7. eCollege

(i) Approval of Award of Contract for Development, Maintenance Support and Improvement Services for SOLAS Moodle Infrastructure

Proposal

That the Board approve the award of a contract of up to four years duration for the provision of Maintenance, Support and Improvement Services for Moodle Infrastructure. The supplier selected is Enovation Solutions Limited.

Background

The Board were provided with an overview of the Board paper (circulated ahead of the meeting) and a background to the tender process including the Contract Cost Model and Lifetime Cost Assumptions.

Discussion

The Board was advised that review is underway to consider further options within the public procurement provisions in relation to securing the range of support services required for eCollege.

Board Decision

The Board approved the award of a contract to Enovation Solutions Limited for a period of two years out of a possible four years initially proposed.

(ii) The Future Development of eCollege and eTutoring Services

Proposal

That the Board approve the extension of the existing contract with *Coláiste De Danann* Limited T/A CENIT College for eCollege eTutoring services for a period of nine months which will allow the longer-term strategy for the development of eCollege to be put in place. This would also enable the design and procurement of enhanced eTutoring services for an expanded eCollege offering.

Background

The Board was advised that the current eTutoring contract was put in place in March 2020 following a tender process for a single supplier to manage the delivery of online tutoring on behalf of SOLAS. The Board approved the award of a contract to *Coláiste De Danann* Limited T/A CENIT College for one year and the contract came into effect on 15th March 2020. Following the Board meeting, a Board sub-group was set up, involving key representatives of the Executive, to consider the future development of eCollege and a wider digital transformation strategy for both SOLAS and FET.

The range of content available on eCollege is being increased in targeted skill, occupational, and sectoral areas. Work has also advanced on a facility to enable Education and Training Boards (ETBs) to refer learners onto eCollege courses from which referrals previously only came from the Department of Social Protection.

In addition, the opening up eCollege during the Covid-19 lockdown period led to a dramatic increase in demand. There were 28,500 enrolments onto eCollege courses to the end November 2020 compared to 6,806 enrolments for all of 2019, a four-fold increase.

It was therefore proposed, following consultation with the Board sub-group, that a short nine-month extension of the existing eTutoring contract will allow the necessary strategic work to further develop and attract potential new partners.

Discussion

The Board welcomed the proposal to develop a longer-term strategy for eCollege and welcomed the opportunity for further engagement around eCollege in early 2021. The need to engage and retain learner interest was highlighted.

Board Decision

The Board approved the extension of the existing contract with *Coláiste De Danann* Limited T/A CENIT College for eCollege eTutoring services for a period of nine months.

8. Apprenticeship

(i) Creation of new Industrial Training Order (Healthcare Industry) 2020 **Industrial Training Order (Healthcare Industry) 2020**

Proposal

That the Board approves the creation of a new Industrial Training Order (ITO) for the Healthcare industry, thereby enabling establishment of a statutory apprenticeship for Healthcare Assistants. An Industrial Training Order is the legal mechanism by which SOLAS may create a statutory apprenticeship, as set out in the 1967 Industrial Training Act.

That the Board authorises Mr. Sean Aylward, SOLAS Chairman and Mr. Andrew Brownlee, SOLAS Chief Executive Officer, to execute the ITO on 10th December 2020, and to authorise the Chief Executive Officer to oversee any matters arising and the final steps of the process leading to enactment of the ITO as a statutory instrument.

Creation of a new Industrial Training Order (ITO)

Dr. M-L Trant advised the Board that following engagement with the national Apprenticeship Council and development of the apprenticeship programme by an industry-led consortium, a draft ITO was prepared for the Healthcare industry and reviewed with the consortium. SOLAS engaged in formal consultation with the 17 employer and employee representatives in the Healthcare industry as outlined in the Board paper.

Board Decision

Following discussion, it was agreed to progress matters and that the Executive would continue to engage with those who had responded to the consultation and revert to the Board if necessary.

9. Update on Apprentice Employer Incentivisation Scheme

Proposal

That the Board note the update on the Apprentices Employer Incentivisation Scheme.

Background

The Board was provided with an overview of the update on the scheme circulated ahead of the meeting and noted:

- 1,136 applications to the scheme from employers were submitted as of 30th November, for 1,904 apprentices.
- Of these applications, 508 employers have been approved to-date, for a total of 809 apprentices.
- €1.6m has been allocated to-date under the scheme.
- Based on the available data (for 290 of the 508 employers approved so far), 78% have 10 or less employees. This company size broadly correlates with the data on the overall profile of apprenticeship employers in Ireland.
- The majority of employers accessing the scheme are in the construction sector. Other sectors of the economy include insurance, accounting and auctioneering.

Discussion

The Board welcomed the update. In response to a query raised, the Board were advised that the processing time for applications was relatively short once applications and the relevant documentation were received.

Following discussion on other aspects of apprenticeship including female participation and the new Action Plan for Apprenticeship, it was agreed that a wider discussion on Apprenticeship would be facilitated at a Board meeting in early 2021.

Board Decision

The Board noted the update on the Apprentice Employer Incentivisation Scheme.

10. Construction Services – Status Update

Proposal

That the Board note the status update on the Alternative Safe Pass Delivery Method.

Background

The Board was advised that since the 4th November, 2020 Board meeting, SOLAS reviewed and discussed a range of challenges associated with the development and implementation of the proposed alternative self-directed delivery option for Safe pass courses and the following options were considered:

- a) Attain advice on the proposed project development and benchmarks in terms of cost

- b) Scope and map the development and implementation of the self-direct learning delivery model option project and, to assist in the preparation of the tender specification.

The rationale for proposing this approach was set out in the Board paper.

Board Decision

The Board noted the update and supported the approach as outlined.

**11. SOLAS Finance Report
For the 10-month period to 30st October, 2020**

Proposal

That the Board note the SOLAS Finance Report for the 10-month period to 30th October, 2020.

Revised Budget

The Board was provided with an overview of the Finance Report circulated ahead of the meeting. The Board were advised that the annual budget has been revised for a second time in 2020 to reflect that approved by the Board at its 4th November, 2020 meeting. The budget at €930.0m, excluding SOLAS Capital, represents an increase of €8.0m on the previous revision reflecting an increase in funding related to the Mitigating Against Educational Disadvantaged Fund.

The total budget available to Education and Training Boards (ETBs) includes an unallocated amount of €50.3m. It was noted that individual ETB budgets have not been fully adjusted to reflect the revised budget in this report.

SOLAS is in consultation with the Department on how the underspend will be addressed in terms of a possible carry over to 2021 and the realignment of funding.

The report sets out expenditure compared with income for the ten-month period ended 30th October, 2020.

Total expenditure for the period was €709.367m compared with a budget of €717.222m, giving an underspend of €7.9m or 1.1%.

An amount of €0.5m is included as part of the SOLAS budget and a further €22.406m is included in the Grants to ETBs of €839.746m, in respect of capital. Schools and Other Organisations have a €0.094m capital allocation. The total revised capital allocation is €23.0m.

Board Decision

The Board noted the SOLAS Finance Report for the 10-month period to 30th October, 2020

12. Board Committees and Advisory Committees

1. Committee & Advisory Committee - Update from Chair(s)

Audit and Risk Committee

The Chair of the Committee reported on items discussed at the last Committee meeting including confirmation that SOLAS will receive audit reports from ETBs three months after they are finalised, the SOLAS Internal Audit Plan for 2021 and the appointment of a new independent member of the Committee.

Strategic Planning Committee

The Chair of the Strategy Planning Committee reported on items discussed at the last Committee meeting including the Committee's discussion on the New Apprenticeship Action Plan and highlighted the update on the plan circulated to Board members in advance of the meeting.

Workforce and Organisation Development Committee

The Chair of the Committee reported on items discussed at the last meeting of the Committee including its work programme for Q1, 2021 and its new Secretariat.

National Apprenticeship Advisory Committee

The Chair of the Committee reported on items discussed at the last meeting of the Committee including the impact of Covid-19 on apprentices, potential implications of Brexit for Northern Irish apprentices working in the Republic and the Apprentice Employer Incentivisation Scheme.

2. Committee & Advisory Committee - Minutes

(i) Audit and Risk Committee

Minutes – 04/20 – Tuesday, 25th August, 2020

The Board noted the minutes of the Audit and Risk Committee meeting No. 04/20 held on Tuesday, 25th August, 2020.

(ii) Strategic Planning Committee

Minutes – Thursday, 22nd October, 2020

The Board noted the minutes of the Strategic Planning Committee meeting held on Thursday 22nd October, 2020.

(iii) Workforce and Organisational Development Committee

Minutes – Tuesday, 26th June, 2020

The Board noted the minutes of the Workforce and Organisational Development Committee meeting held on Tuesday, 26th June, 2020.

(iv) National Apprenticeship Advisory Committee

Minutes – Tuesday, 8th September, 2020

Note: The minutes of 8th September, 2020 to be brought to the next Board meeting for noting.

13. Revised Schedule – SOLAS Board Meetings 2021

The Board noted the Revised Schedule SOLAS Board Meetings 2021 and agreed to the Chairman’s suggestion to move the planned 9th February 2021 meeting to Thursday, 11th February, 2021 to facilitate the attendance of the Minister.

14. Any Other Business

Launch of Booklet – “I’m a FET Learner” – AONTAS – 16th December, 2020

The Board was advised that AONTAS will launch a booklet, entitled “I’m a Learner” on Wednesday, 16th December, 2020 from 10am to 11.30am (via zoom). A link will be forwarded to Board members following the Board meeting.

There was no other business conducted.

15. Date of Next Meeting

The next meeting is scheduled to take place on Thursday, 11th February, 2021.

Mr. S. Harris TD, Minister for Further and Higher Education, Research, Innovation and Science is expected to part-attend the Board meeting.

APPENDIX 1



Time: 9.30am to 12.30pm

Venue: SOLAS – Castleforbes House, Dublin 1

**Board of SOLAS Meeting
No. 063 – Thursday, 10th December, 2020**

A G E N D A

Note: **Declaration of Conflict of Interest**

- * 1. Minutes
 - (i) Draft Minutes - No. 062 – Wednesday, 4th November, 2020
 - (ii) Meeting Note for publication – No. 62 – 4th November, 2020

2. Matters Arising

- * 3. Report from Chief Executive Officer

DECISION ITEMS

- * 4. 2020 Capital Allocations for Further Education and Training (FET)

- * 5. Further Education and Training (FET) Services Plan
 - (i) Update on the 2019 and 2020 Funding Allocations
 - (ii) Planning for Further Education and Training (FET) Provision in 2021

- * 6. Construction Services
 - (i) Safe Pass Monitoring and Mentoring Service Contracts
 - (ii) Two-Year Extension of External Monitoring Services Contract

- * 7. eCollege
 - (i) Approval of Award of Contract for Development, Maintenance Support and Improvement Services for SOLAS Moodle Infrastructure

 - (ii) The Future Development of eCollege and eTutoring Services

- * 8. Apprenticeship
 - (i) Creation of new Industrial Training Order (Healthcare Industry) 2020
 - (ii) Industrial Training Order (Healthcare Industry) 2020

- (iii) Analysis – ITO Consultation
- (iv) SOLAS Detailed Response – ITO consultation

DISCUSSION ITEMS

- * 9 Update on Apprenticeship Employer Incentivisation Scheme
- * 10. Construction Services – Status Update

INFORMATION ITEMS

- * 11. SOLAS Finance Report
For the 10-month period to 30st October, 2020
- * 12. Board Committees and Advisory Committees
 - (1) Committee & Advisory Committee - Update from Chair(s)
Update on Strategic Planning Committee Discussion on New Apprenticeship Action Plan
 - (2) Committee & Advisory Committee - Minutes
 - (i) Audit and Risk Committee
Minutes – 04/20 – Tuesday, 25th August, 2020
 - (ii) Strategic Planning Committee
Minutes – Thursday, 22nd October, 2020
 - (iii) Workforce and Organisational Development Committee
Minutes – Tuesday, 26th June, 2020
 - (iv) National Apprenticeship Advisory Committee
Minutes – Tuesday, 8th September, 2020 *(to follow)*
- * 13. Revised Schedule – SOLAS Board Meetings 2021
- 14. Any Other Business
- 15. Date of Next Meeting

* *(Denotes Paper)*