

Minutes of the meeting of ITS Limited held on 23 September 2025 at 12:30pm

Present: (Carrie Sudbury) (Director & Chair)
Nicola Adams (Director) by Teams
David Akeroyd (Director & Principal/CEO Barnsley College)
Samantha Dixon (Director)
Tracey Johnson (Director)
Alasdair Parker (Director) by Teams

In attendance: Steve Hepworth (Managing Director – ITS & Smartstyle)
Geraldine Hulley (Interim Clerk)
Laila Lawton (Chief Financial Officer, Barnsley College)

Minute	
PROCEDURAL MATTERS	
ITS25/031	Agenda Item No. 1a: Appointment of a Chair Due to changes in membership since the last meeting, a Director needed to be elected as Chair. Carrie Sudbury was proposed and the Directors agreed unanimously. It was RESOLVED to appoint Carrie Sudbury as Chair of the Trustees' meeting.
ITS25/032	Agenda Item No. 1b: Quoracy The meeting was quorate.
ITS25/033	Agenda Item No. 2: Apologies Apologies were received from Gavin Day (Director).
ITS25/034	Agenda Item No. 3: Declarations of Interest There were no additional declarations of interest.
ITS25/035	Agenda Item No. 4: Minutes of the last meeting held on 7 July 2025 It was RESOLVED to approve the minutes of the meeting held on 7 July 2025.

Minute	
ITS25/036	Agenda Item No. 5: Rolling Action List ITS25/023: The Principal/CEO would present a short report on the background and future plans for ITS as part of agenda item 6 (closed). It was RESOLVED to note the Rolling Action list.
ITS25/037	Agenda Item No. 6: Matters arising from the last meeting. There were no matters arising.
ITS25/038	Agenda Item No. 7: Background and Introduction to ITS. The Principal/CEO presented a report on the background and introduction to ITS. Directors noted that Barnsley College purchased ITS in February 2019. Various operational details of ITS were outlined including: operating as its own legal entity; consolidation of accounts into the College's financial year-end statements; and, accountability arrangements. This had been a positive solution to ensure financial viability and quality. Directors noted a longer-term plan to dissolve ITS and its subsidiary SmartStyle; this was likely to be within the next two academic years. This would result in a number of efficiencies. The highly regarded ITS brand would also continue. It was RESOLVED to note the report.
ITS25/039	Agenda Item No. 8: Managing Director's Report The Managing Director presented his report. Directors noted performance against the Adult Skills Contracts as well as performance against Adult Learner Loans. Both contracts had been extended into this academic year. It was also noted that SYMCA had awarded ITS two new contracts starting 1 August 2025. Directors noted the changes in relation to staffing. ITS was currently recruiting three tutors for professional services. A member of staff had moved roles to become the ALS Co-ordinator working with the College's central team. It was RESOLVED to approve the proposals for staffing and to note the Managing Director's report.

Minute	
ITS25/040	Agenda Item No. 9: Management Accounts The Managing Director presented the Management Accounts. ITS was potentially on track to meet all three of its financial targets: income, EBITDA and financial health. The Chief Financial Officer explained some changes to apprenticeship income that would be completed as part of year-end preparations for Audit. As a result, growth EBITDA would be around [REDACTED]. In terms of the three targets, the income target would be met but EBITDA and financial health would not be met. The latter would remain as good. Trustees were asked to note that this was not about any loss of income but an accounting provision that was being put in place. The Chair extended her thanks to the team. It was RESOLVED to note the Management Accounts.
ITS25/041	Agenda Item No. 10: Business Development The Managing Director presented the business development and recruitment update. Directors noted that recruitment for apprenticeships had been solid throughout the year. A Level 7 course had brought in 20+ apprenticeship starts. It was also noted that ITS engaged with numerous employers across a variety of sectors. This helped to expand its apprenticeship and training reach. Business development and outturn were really positive. Directors explored any other opportunities that could be developed with a suggestion for a broader Level 4 and 5 offer to be developed. It was RESOLVED to note the Business Development Report.
ITS25/042	Agenda Item No. 11: Quality Update The Managing Director presented the quality update. Directors noted apprenticeship overall achievement rates and that they were currently out-performing national rates. It was also noted that end point assessments were positive with 64% of achievers gaining Merit or Distinction. Retention and achievement rates on short courses leading into employment were also very positive.

Minute	
	The Principal/CEO commented that such achievement rates across Adult Skills provision were among the best in the country. Directors noted the findings from recent teaching observations and the report outlined strengths and areas for teaching improvement. Workforce development achievements were also impressive. It was RESOLVED to note the Quality Report.
ITS25/043	Agenda Item No. 12: Risk Register The Managing Director presented the Risk Register. Directors noted that any actions still outstanding would be carried forward. No significant changes had been made and a new risk register would be prepared for 2025-26. Directors discussed whether there were any external pressures that were affecting staff and were assured that in general terms, there were no significant issues at the moment. Where challenges were concerned, Directors noted the challenges that the learners were facing and welcomed the expertise of the delivery team who were able to provide the necessary support. It was also noted that in a broader political context, ITS was well informed of the opportunities presented by the new industrial strategy. This was very much supported by good levels of communication from the College as well as from existing links as a private training provider. It was RESOLVED to note the Risk Register
ITS25/044	Agenda Item No. 13: Any other business There was no other business.
ITS25/045	Agenda Item No. 14: – Date and time of future meetings Tuesday, 2 December 2025 at 12 noon including the AGM.

The meeting finished at 13:30