



## Finance, Resources & Performance Committee (FRPC)

The 1<sup>st</sup> meeting of Finance, Resources and Performance Committee held on  
**Monday 23 March 2026**  
**Online from 10:00 to 13:00**

### Meeting Minutes

| PART ONE – PROCEDURAL MATTERS                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Members Present (online):</b> Susan Angoy, Tony Bullman (Chair), Sara Crangle, Gemma Harman, Sherene Jose, Sasha Roseneil, Lewis Wilson, Miriam Zukas.</p> <p><b>In attendance:</b> Jim Andrews, Lisa Glandfield, Matt Hiely-Raynor, Jacinda Humphry, Michael Luck.</p> <p><b>Guests:</b> Rosemary Martin, Carey McLaughlin, David Ruebain, Simon Upstone</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 1.                                                                                                                                                                                                                                                                                                                                                                  | <b>Welcome and apologies for absence.</b>                                                                                                                                                                                                                                                                                                                                                                                         |
| 1.1                                                                                                                                                                                                                                                                                                                                                                 | The Chair welcomed members to inaugural Finance, Resources and Performance Committee with no apologies.                                                                                                                                                                                                                                                                                                                           |
| 2.                                                                                                                                                                                                                                                                                                                                                                  | <b>Declarations of interest.</b>                                                                                                                                                                                                                                                                                                                                                                                                  |
| 2.1                                                                                                                                                                                                                                                                                                                                                                 | No declarations of interest were made.                                                                                                                                                                                                                                                                                                                                                                                            |
| 3.                                                                                                                                                                                                                                                                                                                                                                  | <b>Minutes.</b>                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 3.1                                                                                                                                                                                                                                                                                                                                                                 | The Committee <b>APPROVED</b> the minutes of Strategy and Performance Committee (SPC) held on 20 Nov 2025 and <b>APPROVED</b> the minutes of Finance and Resources Committee (FRC) held on 24 Nov 2025.                                                                                                                                                                                                                           |
| 4.                                                                                                                                                                                                                                                                                                                                                                  | <b>Matters arising.</b>                                                                                                                                                                                                                                                                                                                                                                                                           |
| 4.1                                                                                                                                                                                                                                                                                                                                                                 | FRPC <b>NOTED</b> matters arising not covered elsewhere on the agenda and discussed one outstanding matter from FRC concerning the development of a dashboard. The committee discussed that within the context of recent integration of FRC and SPC and clearly defined management information for both strategic KPI's and regular financial reporting, a further dashboard was not required. FRPC concluded this matter closed. |
| 5.                                                                                                                                                                                                                                                                                                                                                                  | <b>Chair's Action and Report.</b>                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.1                                                                                                                                                                                                                                                                                                                                                                 | The Committee <b>NOTED</b> that no formal actions had been taken by the Chair since the previous meetings of SPC and FRC.                                                                                                                                                                                                                                                                                                         |
| PART TWO – MATTERS FOR DISCUSSION AND/OR DECISION                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                   |

|            |                                                                                                                                                          |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>6.</b>  | <b>Finance</b>                                                                                                                                           |
| <b>6.1</b> | <b>Student Recruitment</b>                                                                                                                               |
| 6.1.1      | FRPC <b>NOTED</b> an update on student enrolments for 2025/26, applications for 2026 entry, and student recruitment activities for 2026 and 2027 cycles. |
| 6.1.2      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.1.3      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.1.4      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.1.5      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| <b>6.2</b> | <b>Financial Sustainability and Monitoring of the 2025/26 Budget and financial forecast to 2029/30, including cash and capital.</b>                      |
| 6.2.1      | FRPC <b>NOTED</b> performance against the 2025/26 budget, REDACTED: COMMERCIALLY SENSITIVE                                                               |
| 6.2.2      | FRPC <b>NOTED</b> that the revised forecast of financial performance 2025/26 – 2029/30 REDACTED: COMMERCIALLY SENSITIVE                                  |
| 6.2.3      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.2.4      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.2.5      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.2.6      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.2.7      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.2.8      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.2.9      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.2.10     | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.2.11     | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| <b>6.3</b> | <b>Financial Assumptions</b>                                                                                                                             |
| 6.3.1      | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.3.1.1    | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.3.1.2    | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.3.1.3    | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |
| 6.3.1.4    | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                         |

|                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                    | <p>6.3.1.5 REDACTED: COMMERCIALLY SENSITIVE</p> <p>6.3.1.6 REDACTED: COMMERCIALLY SENSITIVE</p> <p>6.3.2 REDACTED: COMMERCIALLY SENSITIVE</p> <p>6.3.3 REDACTED: COMMERCIALLY SENSITIVE</p> <p><b>6.4</b>      <b>Subsidiary Companies</b></p> <p>6.4.1 FRPC received a presentation on Subsidiary Companies.</p> <p>6.4.2 REDACTED: COMMERCIALLY SENSITIVE</p> <p><b>6.5</b>      <b>Financial Regulations</b></p> <p>6.5.1 FRPC CONSIDERED the revised draft Financial Regulations.</p> <p>6.5.2 FRPC <b>RECOMMENDED</b> the revised draft financial regulation for approval by Council.</p> |
| <p><b>7.</b></p> <p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p> <p>7.5</p> <p>7.6</p> <p><b>Action</b></p> <p>7.7</p> | <p><b>Capital Programme &amp; Significant Projects</b></p> <p>The committee <b>CONSIDERED</b> capital programme progress and significant project updates.</p> <p>REDACTED: COMMERCIALLY SENSITIVE</p> <p>REDACTED: COMMERCIALLY SENSITIVE</p> <p>REDACTED: COMMERCIALLY SENSITIVE</p> <p>REDACTED: COMMERCIALLY SENSITIVE</p> <p>REDACTED: COMMERCIALLY SENSITIVE</p> <p>REDACTED: COMMERCIALLY SENSITIVE</p> <p>REDACTED: COMMERCIALLY SENSITIVE</p>                                                                                                                                          |
| <p><b>8.</b></p> <p>8.1</p> <p>8.2</p> <p>8.3</p>                                                                  | <p><b>Sussex 2035</b></p> <p>FRPC <b>NOTED</b> reports on five Success Indicators; REDACTED: COMMERCIALLY SENSITIVE</p> <p>REDACTED: COMMERCIALLY SENSITIVE</p> <p>REDACTED: COMMERCIALLY SENSITIVE</p>                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>9.</b></p> <p><b>9.1</b></p> <p>9.1.1</p> <p>9.1.2</p>                                                       | <p><b>People and Culture</b></p> <p><b>Annual Dignity, Respect and Inclusion Report</b></p> <p>FRPC received the annual Dignity, Respect and Inclusion Report.</p> <p>REDACTED: CONFIDENTIAL</p>                                                                                                                                                                                                                                                                                                                                                                                               |

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RESOLVED</b>                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 9.1.3                                  | FRPC <b>RECOMMENDED</b> the annual Dignity, Respect and Inclusion Report to Council for approval.                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>9.2</b>                             | <b>Pay Gap Report</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 9.2.1                                  | FRPC received the annual Pay Gap reports, noting the University must publish its annual gender pay gap data by 30 March 2026. FRPC also noted a reduction of the mean gender pay gap is a University KPI in the Inclusive Sussex strategy and gender, disability and ethnicity pay gaps are a measure of success in the new Sussex 2035 strategy. FRPC discussed modest progress across all categories, REDACTED: COMMERCIALLY SENSITIVE, applauding positive movement in the right direction. |
| <b>RESOLVED</b>                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 9.2.2                                  | FRPC <b>RECOMMENDED</b> the annual Pay Gap report and proposed actions to address them to Council for approval.                                                                                                                                                                                                                                                                                                                                                                                |
| <b>10.</b>                             | <b>Risk</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 10.1                                   | FRPC <b>CONSIDERED</b> the updated IRR risks within its remit including; Financial Sustainability, Student Recruitment , Staff Experience , Physical and Digital Infrastructure and Environmental Sustainability.                                                                                                                                                                                                                                                                              |
| 10.2                                   | REDACTED: COMMERCIALLY SENSITIVE                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Action</b>                          | Tony Bullman to discuss IRR targets and associated RAG status with John Connors [ <b>OWNER: Chair of FRPC</b> ]                                                                                                                                                                                                                                                                                                                                                                                |
| 10.3                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>PART THREE – ANY OTHER BUSINESS</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>11.</b>                             | <b>Any other business</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 11.1                                   | FRPC noted forward dates for 25/26 as follows: <ul style="list-style-type: none"> <li>11.1.1 Friday 15 May 2026 – 2 Hrs Online (TBC)</li> <li>11.1.2 Monday 29 June 2026 – 3 Hrs In-Person</li> </ul>                                                                                                                                                                                                                                                                                          |