

Meeting:	Hampshire Prosperity Partnership Board
Date:	9 March 2026
Title:	Approval of Hampshire Prosperity Partnership Board and associated partnerships' Terms of Reference
Appendices	Annex 1 - Hampshire Prosperity Partnership Board TOR Annex 2 - Hampshire Skills Partnership TOR Annex 3 - Super Cluster TOR
Report From:	Natalie Wigman
Contact Name:	
Email:	Natalie.Wigman@hants.gov.uk

The Purpose

1. The purpose of this report is to seek Board approval for the Hampshire Prosperity Partnership Board (HPPB) Terms of Reference (TOR), as well as the TOR for the Hampshire Skills Partnership and the Super Cluster which are partnerships that sit under the HPPB within the wider Hampshire Prosperity Partnership governance structure.

Background

2. An internal Hampshire County Council audit was carried out on the Hampshire Prosperity Partnership during the Autumn of 2025. One of the findings from the audit was that there was a lack of clarity over the Terms of Reference for the Board and the supporting partnerships, and there was a recommendation that the TOR should be formally signed off by the HPPB and the decision recorded.
3. The HPPB TOR were presented to the Board on 3 September 2024, but the approval of the Board was not recorded in the minutes of the meeting, so there is no record of the TOR being approved. In light of this Hampshire County Council Internal Audit have asked that the TOR are taken back to the Board for formal approval.

Proposed Approach

4. Given the need to seek approval, a review of the TOR was carried out and some minor amendments made to correct a number of small inaccuracies, but no changes to the fundamentals of the TOR have been made. The amended HPPB TOR are attached at Appendix 1 to this report for the Board's approval.
5. **Changes to the HPPB TOR include:**
 - a. Removal of the following statement as the HPPB is now over two years old and this is no longer relevant "*It may be necessary for these Terms of Reference to be amended as the Board becomes established and the role of Upper Tier Authorities in*

the delivery of functions in support of economic development becomes clearer over time. Therefore, it is proposed that these Terms of Reference are reviewed at every meeting of the Board for the first 12 months to ensure they remain fit for purpose."

- b. A change of emphasis in the following sentence "*Outputs and actions from the Board will include*" to "*Outputs and actions from the Board include*" as the majority of the outputs are now complete or in place.
 - c. Change of name of sub-groups/associated partnerships as follows: Place Board changed to Joint Leaders Board; Business Forum to Super Cluster; and Education Partnership to Hampshire Skills Partnership.
 - d. Under the meeting section the output for quarterly monitoring has been changed to annual monitoring as this is the practice that has been adopted, with an annual report to the Board and then to the relevant Hampshire County Council Decision Day. In addition, we will continue to provide informal implementation updates every few months.
 - e. Reference to the frequency of the meetings changing to quarterly in due course was removed, as when discussed at the HPPB it was agreed to continue to meet on a more regular basis to drive delivery and keep momentum. The amended terms of reference now refer to meetings every two months, which is the current pattern.
6. The internal audit also identified that there was no formal record of the TOR for the Hampshire Skills Partnership or the Super Cluster being approved by the HPPB. In order to satisfy this requirement the relevant TOR are attached at Appendix 2 and 3 to this report for the Board's approval.
 7. There was a question as to whether the TOR for the Joint Leaders Board should also be approved by the HPPB. However, the Joint Leaders Board is an independent group which acts as a form of scrutiny of the HPPB by the Hampshire District and Borough Councils and is not under the formal governance of the HPPB, but rather stands separate. On this basis it is not appropriate for the HPPB to agree the TOR for the Joint Leaders Board.

Next Steps

8. The Board are asked to approve the TOR for the Hampshire Prosperity Board, the Hampshire Skills Partnership and the Super Cluster. Once formally approved they will be saved on the HPPB pages of the HCC website for transparency and access.

Annex 1 – Amended HPPB Terms of Reference

Hampshire Prosperity Partnership Board

Terms of Reference

Purpose and scope

Hampshire's Prosperity Partnership is a strategic partnership that brings together the stakeholders with an ability to influence and drive a sustainable and resilient economy, along with the associated development of skills to increase the well-being of people and communities across Hampshire.

The Prosperity Partnership will include activities to support a sustainable and resilient economy in relation to:

1. Provision of strategic infrastructure
2. Local based regeneration and place-based strategies
3. Use of strategic assets to unlock investment opportunities
4. Sector support and business development
5. Skills, recruitment, and retention
6. Research, development and innovation
7. Net zero and net environmental gain

Vision

To create an environment that enables sustainable and long-term economic success which in turn increases the prosperity and opportunity for the people of Hampshire now and in the future.

Values

- This board shall have a strong business focus with an over-arching socio-economic purpose.
- The board shall be persistently objective and non-partisan. Collaboration and constructive consideration of issues will be at its heart.
- Its intention is to serve the best interests of the Hampshire, its citizens, and its communities.

Behaviours

- Integrity – always act with integrity, putting the prosperity of Hampshire at the centre of all decisions,
- Collaborative – recognise the strengths of other sectors and how we can achieve more by working together,
- Respectful – be respectful of others' views, opinions and backgrounds,
- Curiosity – to be excited by looking for new opportunities and solving problems,
- Openness – be open to exploring new ideas and to challenge traditional ideas and solutions.

Aims of the Partnership

This Board will drive the economic growth agenda captured in the Economic Strategy and the Hampshire 2050 strategy. Where possible, its goals and performance are to be defined by outcomes. This Board shall:

1. Support new and existing businesses to grow,
2. Ensure better provision of education and skills,
3. Support inward investment and attract businesses,
4. Support the deployment of innovation and new technology.

Outputs and actions from the Board include:

1. An **Economic Strategy** for Hampshire- in the first instance gaining agreement between Hampshire's key stakeholders on the delivery of a long-term Economic Strategy aligned with the Hampshire 2050 strategy,
2. Clear and succinct **priorities**, based on robust **evidence** of local needs now and in the future,
3. The development, maintenance and SMART¹ delivery of a **Hampshire Economic Plan** to drive delivery of the Strategy,
4. **Decisions** on investments including how to invest former LEP assets,
5. **Lobbying** external decision makers and those with influence, such as MPs and Civil Servants to support investments and other decisions that will deliver increased prosperity in Hampshire,
6. **Convening** the key players locally who play a role in delivering a prosperous Hampshire, to **facilitate** a joined up, partnership led approach to economic growth.

Structure

This board is business focused with over half of the places on the board taken by businesses or business representative organisations. The representatives on the board provide an appropriate geographical and sectoral balance across Hampshire. In addition to the business members, the Board will include representatives from the Education sector (University and FE level), the Freeport, and Local Government.

The Chair of the Board will be the leader of Hampshire County Council; reflecting the accountability of this Board to the Upper Tier Authority and the need for decisions to be made formally in accordance with Hampshire County Council's Constitution.

The Board shall comprise:

Role	Representative of:		Seats	Note
	Sector	Organisation		
Chair	Public	Hampshire County Council	1	Leader of Hampshire County Council
Vice-Chair	Independent	Business	1	Independent senior stakeholder with business credentials

¹ SMART = Specific, Measurable, Achievable, Realistic, Time-bound

Member	Private	Business organisations	2	Leaders of organisations such as Hampshire Chamber of Commerce and the Federation of Small Businesses
Member	Private	Businesses	5	Formal recruitment of senior business representatives from a range of businesses (sector, size, type)
Member	Education	Colleges (HE / FE) University	2	Principals/Vice Chancellors representing further and higher education establishments across Hampshire
Member	Public	Local Authority	3	Proposed by the District Councils as their representatives on the Board
Member	Public	Freeport	1	Senior representative from the Freeport

Attendee roles and responsibilities

Chair

- The Chair will be responsible for ensuring efficient, constructive discussion and capturing clear, relevant outputs from meetings,
- The Chair will lead meetings and be responsible for running to time,
- The Chair will review documentation prepared by officers and other contributors prior to distribution to the members,
- The Chair represents the accountable body and has responsibility for ensuring alignment with overarching policy,
- The Chair has delegated authority to make decisions in accordance with the delegations granted to them via their role as an Executive Member of Hampshire County Council.

Vice-Chair

- Shares responsibility with the Chair for ensuring efficient, constructive discussion and capturing clear, relevant outputs from meetings,
- In the absence of the Chair, the Vice-Chair will Chair meetings and be responsible for running to time,
- The Vice-Chair will be focused on the economic growth agenda and brings an independent, objective perspective which balances the short- and medium-term goals of the public and private sectors.

Shadow-Chair

The Shadow-Chair is another Hampshire County Council Cabinet Member. Their role is not the same as the Vice-Chair role. It is there to ensure connection to Hampshire County Council's decision making which requires a Cabinet Member to attend every meeting. Therefore, the role of the Shadow-Chair is, in the absence of the Chair, to take a formal decision if required or refer to

the relevant Hampshire County Council decision making body. To understand the issues the Board is discussing, the Shadow-Chair may attend other Board meetings as an observer.

Members

1. The Chair and all Members of the Board will read and prepare to comment upon and discuss inputs to the meeting,
2. All Members of the Board will share responsibility for constructive and timely execution of meetings,
3. All Members of the Board will draw upon insights from their own sectors and geographic areas, but will be focused on achieving sustainable prosperity for Hampshire,
4. All Members of the Board must act in accordance with the Terms of Reference and must make decisions in accordance with their position on the Board, and not in relation to outside factors such as other roles they may hold,
5. Chairs of the committees/working groups will be drawn from the Members of the Board or from the Joint Leaders Board, Super Cluster or Hampshire Skills Partnership that sit below the main Board. These will be responsible for reporting on committee activities and for briefing committee members on Board discussions and decisions.

Hampshire Prosperity Partnership Governance Structures

The formal decision-making process for the Board is via the Leader of the Hampshire County Council through delegations given by Cabinet to an Executive Member. Where decisions are needed that are outside of these delegations then the decision will be formally made by Hampshire County Council's Cabinet.

Meetings

- The Board shall meet every two months unless otherwise required.
- Meetings shall take place in person by preference, but hybrid options will be made available where deemed appropriate by the Chair to ensure flexibility,
- No meeting shall be deemed to be quorate unless, as a minimum, the following are in attendance:
 - The Chair or Vice Chair
 - 2 public sector representatives
 - 3 private sector representatives
 - 1 education sector representative
- It is not possible to delegate attendance at the Board to another person unless representing one of the sub-groups such as the Joint Leaders Board, the Super Cluster or Hampshire Skills Partnership where it is possible for the Vice-Chair to deputise.

Inputs

- Meetings will be held at least two weeks before the HCC Executive Member Decision Day making meeting to enable any Board recommendations to be considered at the next available meeting,
- Papers will be submitted to the board at least five working days before each meeting,
- A 12 month forward plan of meetings will be maintained for this Board.

Outputs

- Minutes will be distributed within seven days of each meeting,

- Production of an Economic Delivery Plan with progress against plan (dashboard) reported to the Board annually,
- Oversight of effective delivery groups and associated governance structures,
- Regular reporting to stakeholders on assets, funding and delivery related to economic growth in Hampshire.

Annex 2 – Hampshire Skills Partnership Terms of Reference

Hampshire Skills Partnership | Terms of Reference

Purpose and scope

The purpose of the Hampshire Skills Partnership is to work collaboratively across Hampshire's skills system to influence and shape provision to meet the current and future needs of employers, individuals and communities; to support participation, opportunity and prosperity for all.

The Hampshire Skills Partnership will act as a leadership group, bringing together representatives from business, education and training and local government. The Partnership will advise the Hampshire Prosperity Partnership Board (HPPB) on skills and employment challenges and priorities and key policy developments. The Partnership will support the work of HPPB by raising questions related to skills and encouraging a two-way dialogue.

Vision

To ensure all agencies are working together to provide the skills and opportunities needed to drive economic growth and ensure an inclusive and prosperous regional economy. Our ambition is to create a high-performing, highly skilled workforce that offers the opportunity for all to learn and to succeed, regardless of background and at every stage of their life.

Stakeholder engagement

The Partnership aims to engage with a wider range of stakeholders - anyone with an interest in supporting and developing the local skills system. The Partnership will hold one or two events each year, focused on pertinent skills topics with the aim of sharing information, highlighting best practice and providing networking opportunities for businesses, providers and other stakeholders.

The Partnership will work closely with the two Local Skills Improvement Plans (LSIPs), to add value to current activities and will be guided by the priorities of the Hampshire Prosperity Partnership Board (HPPB).

Building on the legacy of the successful Local Enterprise Partnerships, Hampshire County Council is working in partnership with businesses, local authorities and the education and skills community to drive economic growth for the wider benefit of the people, businesses, institutions, and the environment of Hampshire.

The Hampshire Prosperity Partnership Board

The vision is to create an environment that enables sustainable and long-term economic success which in turn increases the prosperity and opportunity for the people of Hampshire now and in the future.

Hampshire's Prosperity Partnership is a strategic partnership that brings together the stakeholders with an ability to influence and drive a sustainable and resilient economy, along with the associated development of skills to increase the well-being of people and communities across Hampshire.

The Prosperity Partnership will include activities to support a sustainable and resilient economy in relation to:

1. Provision of strategic infrastructure
2. Local based regeneration and place-based strategies
3. Use of strategic assets to unlock investment opportunities
4. Sector support and business development
5. Skills, recruitment, and retention
6. Research, development and innovation
7. Net zero and net environmental gain

Outputs and Actions

Outputs and Actions from the Hampshire Skills Partnership will include:

1. Advise the Hampshire Prosperity Partnership Board on matters relating to skills and employment including providing qualitative and quantitative evidence to inform decision making.
2. Review and update the skills strategy and develop agreement between key stakeholders on the delivery of a skills plan aligned to the Economic Strategy and Hampshire 2050 vision.
3. Identify and collate evidence of current and future skills needs including labour market information; collaborate with the Hampshire Business Forum and the LSIPs to ensure the voice of employers is heard and is at the heart of skills strategy and planning.
4. Gather evidence relating to the barriers and enablers of an effective skills supply pipeline and make evidence-based recommendations for intervention.
5. Enable effective strategic collaboration between education and skills providers to influence and shape the current and future skills offer.
6. Provide strategic leadership aligned to Hampshire's Economic and Skills Strategies and the two LSIPs.
7. Support the Local Authority's statutory function for post 16 education and training provision and providing strategic support and challenge to the sector.
8. Identifying opportunities for future programmes of activity to meet the objectives of the Skills Strategy.
9. Raising the profile of its collaborative successes and acting as a champion for skills, inclusion and high-quality, sustainable employment as drivers of economic prosperity.
10. Identify mechanisms for engaging learners to assist in setting skills strategy and programmes.

Values

- The group will have a strong education, skills and training focus, with an overarching socio-economic purpose.
- The group shall be persistently objective and non-partisan. Collaboration and constructive consideration of issues will be at its heart.
- Its intention is to serve the best long-term interests of the entire region, its citizens and its communities.
- Full transparency on funding opportunities and subsequent decision making.

Behaviours

- Integrity – always act with integrity, putting the prosperity of Hampshire at the centre of all decisions.
- Collaborative – recognise the strengths of other sectors and how we can achieve more by working together.

- Respectful – be respectful of others’ views, opinions and backgrounds.
- Curiosity – be excited by looking for new opportunities and solving problems.
- Openness – be open to exploring new ideas and to challenge traditional ideas and solutions.
- Ambitious - in line with the sector strengths of our region and the direction of travel for the future of our economy.

Structure

The Hampshire Skills Partnership is comprised of key stakeholders representing the businesses and the secondary and tertiary education sectors of Hampshire. It will work with existing skills/provider groups and employer representative bodies to encourage collaboration and alignment and maximise the use of resources.

There will also be a close working relationship between the Hampshire Skills Partnership and the Hampshire Business Forum.

The Hampshire Skills Partnership shall comprise:

Role	Representative of:		Seats	Note
	Sector (Private / Public / Education / Other)	Organisation		
Chair	Education	Higher Education	1	Sarah Greer, University of Winchester
Vice Chair	Education	Further Education	1	Julie Milburn. Sparsholt College Group
Members	Education	Further Education	3	Farnborough College of Technology, South Hampshire College Group VACANT
Members	Education	Higher Education	2	Solent University University of Portsmouth
Member	Private / Education	Independent Training Provider network	1	ALPS / ALPHI
Member	Education	Sixth Form College	1	Representative of Wessex Group of Sixth Form Colleges
Member	Education	Secondary School	1	Representative of Hampshire Secondary Heads group
Member	Education	South Coast IoT	1	
Member	Private	VACANT	1	
Member	ERB	Hampshire Chamber of Commerce (ERB for Solent LSIP)	1	
Member	Public	Department for Work and Pensions	1	
TOTAL			14	

Record keeper	Public	Hampshire 2050	1	HCC to provide
Observer	Public	Hampshire 2050	1	Strategic Skills Lead
Observer	Public	Children's Services	1	County Education Manager (Participation and Lifelong Learning)

Other organisations may be invited to attend to contribute to specific topics of discussion as required and by agreement of the core members of the Hampshire Skills Partnership.

It is the expectation that all members listed in the Terms of Reference attend each meeting. Substitutions will not be permitted.

For meetings to be quorate, there will be at least eight members present including at least two from Further Education and one from Higher Education.

Attendee roles and responsibilities

Chair

The Chair will be responsible for ensuring efficient, constructive discussion and capturing clear, relevant outputs from meetings.

The Chair will lead meetings and be responsible for running to time.

The Chair will review documentation prepared by officers and other contributors prior to distribution to the members.

Vice Chair

The Vice Chair will carry out the duties of the Chair, above, when it is necessary (e.g. Chair is unable to attend a meeting).

Members

The Chair and all Members will read and prepare to comment upon and discuss inputs to the meeting.

All Members will share responsibility for constructive and timely execution of meetings.

All Members will draw upon insights from their own sectors and geographic areas but will be focused on capability and skills creation for all of Hampshire.

The membership of The Hampshire Skills Partnership will remain in place for a two-year period.

Meetings

Meetings will be held quarterly in person at least two weeks before the HPPB meeting to enable any recommendations to be considered at the next available meeting. In-person meetings have been selected as the preferred format to support more effective collaboration, and encourage open, dynamic dialogue—particularly when addressing complex or sensitive topics. While the environmental impact of travel has been carefully considered, the decision to hold only four in-

person meetings per year strikes a balance between sustainability and the need for meaningful, face-to-face engagement. This limited frequency ensures that environmental impact is minimised while still enabling the group to build trust, enhance communication, and maintain a shared sense of purpose and accountability.

Additional meetings may be created via Teams if required.

Papers will be submitted to the membership at least five working days before each meeting.

A 12-month forward plan of meetings will be maintained.

Minutes will be distributed within 14 days of each meeting and, once signed off, uploaded to the dedicated webpage. From September 2025, a copy of the Minutes will also be shared with the subsequent Hampshire Prosperity Partnership Board.

Establishment and oversight of any relevant working groups to progress specific programmes of work as needed.

Amendments to these Terms of Reference. It may be necessary for these Terms of Reference to be amended as the Hampshire Prosperity Partnership Board and associated groups become established. Therefore, it is proposed that these Terms of Reference are reviewed at every meeting for the first 12 months to ensure they remain fit for purpose.

Date: 11 February 2026

Annex 3 – Super Cluster Terms of Reference

Terms of Reference: Hampshire and Solent Super Cluster Steering Group

The Hampshire and Solent Super Cluster Steering Group (the Steering Group) is established to provide strategic leadership and direction to the Super Cluster. The Super Cluster aims to drive economic growth, inward investment, and the development of resilient local supply chains across Hampshire and the Solent (HatS).

The Steering Group will act as the core leadership group, representing the voice of business and industry, and support the wider cluster network to deliver tangible economic outcomes.

Objectives of the steering group and wider cluster members

- Represent the interests and priorities of businesses across key sectors in Hampshire and the Solent.
- Shape and oversee the strategic direction of the Super Cluster.
- Champion the region as a destination for investment, innovation, and enterprise.
- Foster collaboration across industry, academia, and public sector partners.
- Support the development of local supply chains and export opportunities.
- Provide a unified voice to influence regional and national policy.
- Monitor and evaluate the impact of cluster activities.

Composition

The Steering Group will be comprised of representatives from key industries across Hampshire and the Solent.

The total number of members will be determined based on the need for broad representation while maintaining an effective decision-making group.

The Chair of the Steering Group will be a business leader who represents both their industry and the broader interests of the Super Cluster.

Roles and Responsibilities

- Provide leadership and strategic direction for the Super Cluster.
- Act as ambassadors for the Super Cluster and promote its objectives.
- Engage with stakeholders and industry partners to ensure alignment and collaboration.
- Monitor progress and provide feedback on initiatives and activities.
- Support the wider cluster network and ensure effective communication and coordination.

Chair

- The Steering Group will be chaired by a respected business leader from the region, selected for their leadership, influence, and commitment to the Super Cluster's aims.
- The Chair will:
 - Lead meetings and ensure effective governance.
 - Act as a spokesperson for the Super Cluster.
 - Champion the cluster's vision and engage with stakeholders at all levels.

Governance and operations

The Steering Group will operate under a governance framework that ensures transparency, accountability, and inclusivity.

Decisions will be made by consensus where possible, or by majority vote if necessary.

Sub-groups or task-and-finish groups may be established to focus on specific themes or projects.

Meetings will be held regularly, and decisions will be made through consensus where possible.

- Suggested Steering Group meeting regularity – Monthly
- Suggested full-cluster meetings – quarterly

A secretariat function will be provided by Hampshire County Council to support agenda setting, minute taking, and follow-up actions.

Accountability and reporting

- The Steering Group will report on progress to the Hampshire Prosperity Partnership Board and Industry and other stakeholders.
- It will ensure transparency and accountability through regular updates to the wider cluster and partners.

Review

These Terms of Reference will be reviewed annually to ensure they remain relevant and effective in guiding the work of the Steering Group, and the needs of the Super Cluster.

Measuring success

Success will be evaluated through:

- Active participation by business groups and clusters.
- Recognition of the Super Cluster's impact at national level.
- Progress against lobbying and advocacy goals.
- Tangible outcomes in investment, trade, and supply chain development.

Terms of Reference: Hampshire and the Solent Super Cluster

The Super Cluster has been established to drive inclusive and sustainable economic growth across the region by uniting industry clusters, amplifying the voice of business, and fostering collaboration. It serves as a platform for businesses to influence policy, attract investment to the region and for business, grow local supply chains, and expand export opportunities.

Objectives

- Unite and represent industry clusters and sectors across Hampshire and the Solent.
- Act as a collective voice for business to influence local, regional, and national policy.
- Support inward investment and promote the region as a destination for business growth.
- Strengthen local supply chains and encourage innovation and collaboration.

- Facilitate and support export growth and international trade opportunities.
- Provide strategic direction and industry insight to support the Hampshire Prosperity Partnership.

Structure

The Super Cluster is composed of a wide network of businesses, industry bodies, and cluster organisations. The Cluster welcomes businesses, industry groups, and cluster organisations operating in or with an interest in Hampshire and the Solent participate in the cluster.

A **Steering Group** will provide strategic oversight and coordination.

Sub-groups or working groups may be formed to focus on specific themes such as innovation, skills, investment, or trade.

Members are expected to actively participate in events and contribute to the Super Cluster's goal.

Governance

The Super Cluster will be guided by the Steering Group, which includes representatives from key sectors.

Governance will ensure transparency, inclusivity, and accountability.

Decisions will be made collaboratively, with input from members and stakeholders.

Measuring success

Success will be evaluated through:

- Active participation by business groups and clusters.
- Recognition of the Super Cluster's impact at national level.
- Progress against lobbying and advocacy goals.
- Tangible outcomes in investment, trade, and supply chain development.

Year 1 activities/ deliverables:

- Intersection of skills across sectors
- Investment for Hampshire businesses
- Cross Sector Collaboration
- Inward investment