

# **HPPB Terms of Reference, with amendments agreed at HPPB meeting on 9 March 2026**

## **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 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 – 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 SMART<sup>1</sup> 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.

The Board will seek to work collaboratively with the Hampshire and the Solent Combined County Authority and with the Solent Growth Partnership to ensure strategic join up across the wider geography.

## 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.

---

<sup>1</sup> SMART = Specific, Measurable, Achievable, Realistic, Time-bound

Other than the Chair, appointments to the Board are of individuals, not their roles or organisations. When a Board member steps down, therefore, their replacement needs to be agreed by the Board.

Other than the Chair who is appointed by HCC internal governance processes, Board members are appointed for a term of four years, with the option to extend by one further year if agreed by the Chair.

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
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 (FE) Universities (HE)	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 any 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 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 be 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 decision-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

- Draft minutes will be shared with the Board for approval at the following Board 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.