

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 Local Skills Improvement Plan (LSIP), 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 Strategic Plan.
3. Identify and collate evidence of current and future skills needs including labour market information; collaborate with the Hampshire and the Solent Super Cluster and the LSIP 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 LSIP.
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 and the Solent Super Cluster.

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	Brockenhurst College Farnborough College of Technology, South Hampshire College Group
Members	Education	Higher Education	2	Southampton 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 responsibility for Chairing switches every two years. From July 2026, the Chair (held by a university Vice Chancellor) and Vice Chair (held by a college Principal) roles will switch, meaning that the Chair will become a college Principal and the Vice Chair a university Vice Chancellor. This will remain in place for up to two years, subject to agreement with the membership of the Hampshire Skills Partnership.

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, alternating between in-person and via Teams. Where possible, these will take place at least two weeks before the HPPB meeting to enable any recommendations to be considered at the next available meeting. In-person meetings 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 two 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: <https://www.hants.gov.uk/business/hampshire-prosperity-partnership/hampshire-skills-partnership>. From January 2026, 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.

Any amendments to these Terms of Reference will be presented to and agreed by the Hampshire Skills Partnership.

Date: 11 June 2026