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Hampshire and the Solent Combined County Authority Board

Monday, 28th September 2026
at 2.30 pm
Hosted by Portsmouth City Council in
Executive Meeting Rooms. Guildhall, Portsmouth, PO1 2AB

Agenda

Item	Description	Page
1	**Apologies for Absence**	
	To receive any apologies for absence.	
2	**Declarations of Interest**	
	To receive declarations by members of any disclosable pecuniary interests, personal interests, other registrable interests or any other interests in respect of items on the agenda.	
3	**Minutes of Previous Meeting**	(1 - 8)
	To approve the minutes of the last meeting held on 13 July 2026 as a true and accurate record.	
4	**Exclusion of Press and Public**	
	To consider whether the press and public should be excluded from the meeting during consideration of any item on the agenda.	
5	**Appointments of Members to HSCCA**	(9 - 14)
	To receive appointments to the Hampshire and Solent Combined County Authority (HSCCA) Board and its Regulatory Committees from constituent	

	councils and the appointment of two Non-Constituent Members by the Hampshire and Isle of Wight Local Government Association.	
6	**Appointment of Statutory Monitoring Officer**	(15 - 18)
	To confirm the appointment of future permanent statutory Monitoring Officer to ensure that the Authority maintains continuity of the legally required officers in place to operate effectively and within the law.	
7	**Amendments to the HSCCA Constitution**	(19 - 42)
	To agree identified amendments to the constitution since the inaugural meeting: • Amended Terms of Reference for advisory boards and committees	
8	**Establishment of Advisory Boards and Committees**	(43 - 52)
	To agree the establishment and membership of four Advisory Boards and Committees.	
9	**Budget Variation 2026/2027, Draft Budget 2027/2028 and Medium-Term Financial Strategy (MTFS)**	(53 - 68)
	To consider a variation to budget in 2026/2027 and to receive a progress update on the preparation of the 2027/28 Budget and the Medium-Term Financial Strategy in advance of this being considered at the first Governance and Audit Committee.	
10	**HSCCSA Pay and Grading Framework**	(69 - 78)
	To approve the Pay and Grading Framework for 2026-27 with immediate effect, subject to annual review and note the requirement to publish an annual Pay Statement in line with statutory requirements.	
11	**Local Growth Plan Initial Overview**	(79 - 84)
	Presentation and discussion led by Metro Dynamics on the interviews with the Board and the early evidence.	
12	**Date of Next Meeting**	
	The next meeting is scheduled for Monday 16 November at 2.30pm hosted by Isle of Wight Council.	

Information

Published – 18 September 2026

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Recording - Sound recording, photographing, filming and use of social media is permitted. Please contact kirsty.hunt@hantsandsolent-ca.gov.uk, so that any special arrangements can be made.

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HSCCA Board

13 July 2026

2.30 – 4.30PM

Present:

Councillors Adams-King (Chair), Bacon (Vice-Chair), Bogle, Madgwick and Pitt.

In Attendance:

Councillor North

Ruth Adams, Chief Executive, opened the meeting by welcoming elected members, chief executives and officers of the constituent authorities, members of the set-up team, partners and stakeholders, as well as members of the press, public and those watching online, to the first meeting of the Combined County Authority. She noted the significance of the occasion and the opportunity for the county, city, districts, island partners and stakeholders to come together to realise the benefits and opportunities presented by devolution.

1. Appointment of Members

The members present received the appointments to the Hampshire and the Solent Combined County Authority (HSCCA) Board by the Constituent Councils of Hampshire County Council, Southampton City Council, Portsmouth City Council and the Isle of Wight Council as required under the Hampshire and the Solent Combined County Authority Regulations 2026 (the HSCCA Regulations).

RESOLVED UNANIMOUSLY that the Members of the Hampshire and the Solent Combined County Authority appointed by each Constituent Council as set out in paragraph 3.2.1 of the agenda report be noted.

2. Appointment of Chair

On the proposition of Councillor Pitt, seconded by Councillor Bogle it was

AGREED UNANIMOUSLY that Councillor Nick Adams-King be appointed as the Chair of the Hampshire and the Solent Combined County Authority.

3. Appointment of Vice-Chair

On the proposition of Councillor Madgwick, seconded by Councillor Adams-King it was

AGREED UNANIMOUSLY that Councillor John Bacon be appointed as the Vice-Chair of the Hampshire and the Solent Combined County Authority.

COUNCILLOR NICK ADAMS-KING IN THE CHAIR

The newly elected Chair thanked members for their appointment and expressed pride in being elected to the role. The Chair recognised the significant work undertaken over a number of years to establish the Hampshire and Solent Combined County Authority, acknowledging the contributions of councillors, officers, government, businesses and regional partners.

Particular thanks were given to the Chief Executives of the establishing councils and their officer teams for their leadership, collaboration and commitment in navigating the complex process of creating the Authority. The Chair also recognised the contributions of former Council Leaders who had played an important role in progressing devolution arrangements and helping to bring the Authority into being.

The Chair noted that the meeting marked the beginning of a new chapter and highlighted the collective responsibility of members to develop a strong and effective Authority, ready for the election of a Mayor and focused on delivering tangible benefits for local communities.

It was also noted that the membership of the Authority would develop over time, with representatives from Hampshire district and borough councils joining as non-constituent members. The Chair welcomed Councillor Phil North, Leader of Test Valley Borough Council, as the anticipated non-constituent member representative and noted that Councillor David Neighbour was expected to be nominated as a further representative. Both appointments remained subject to formal nomination and confirmation at the next meeting.

4. Apologies for Absence

There were no apologies for absence.

5. Declarations of interest

There were none.

6. Exclusion of Public and Press

It was noted that there no indication within the reports that the public and press would be required to be excluded from the meeting during consideration of any items on the agenda.

7. Hampshire and the Solent Combined County Authority Governance Arrangements

The Board considered the procedural and governance matters set out within the report required to enable the HSCCA to operate effectively from its inception and meet its legal, financial and governance obligations from the outset.

Susan Zeiss, Director of Law and Governance drew the meeting's attention to tabled revised wording within the constitution along with amended wording for recommendation F. The amended wording was accepted by the meeting.

In response to the query by Councillor Madgwick about amending voting approaches the Chair reflected that it would only be voting members of the Board who would be required to come to a consensus on these key issues until the Mayor was elected. The Board unanimously supported his proposal to write a joint letter to the new Prime Minister seeking alignment of the HSCCA mayoral elections with the shadow authority elections scheduled for May 2027.

On the proposition of Councillor Adams-King, seconded by Councillor Pitt it was

RESOLVED UNANIMOUSLY that:

a) the Constitution at Appendix A, as amended, be approved and adopted as the Constitution of the Hampshire and the Solent Combined County Authority (HSCCA);
b) the Local Assurance Framework at Appendix B be approved;
c) the Hampshire and Isle of Wight Local Government Association be designated as the Nominating Body for the two initial Non-Constituent Members of the Hampshire and the Solent Combined County Authority Board and authority be delegated to the Chief Executive to write to the Nominating Body and seek their consent to the nomination;
d) the Policies of the Hampshire and the Solent Combined County Authority listed in paragraph 3.4 of the agenda report be approved;

e) authority to be delegated to the Interim Monitoring Officer, in consultation with the Chair and the Vice Chair,
   i) establish and convene an independent remuneration panel, including agreeing the terms of reference and reasonable allowances for that panel, so that the independent remuneration panel can, at the earliest opportunity, undertake a review and make recommendations regarding a scheme of allowances for the Combined County Authority to consider at a future meeting of this Board.
   ii) advertise and make recommendations to a future meeting of this Board for the appointment of the independent member on the Audit and Governance Committee, having first consulted with the Chair and Vice Chair about the recruitment and interview processes to be followed.
   iii) advertise and make recommendations to a future meeting of this Board for the appointment of two Independent Persons for standards under S28 of the Localism Act 2011, having first consulted with the Chair and Vice Chair about the recruitment and interview processes to be followed.
   iv) to take such steps (in consultation with the Chief Executive, Interim Chief Finance Officer (Section 73) and Chair of the Board) including entering into any agreements with the Constituent Councils as may be required to Agenda Item 6 ensure that the HSCCA can compliantly operate economically, efficiently, and effectively.
f) to delegate to the Chief Executive, in consultation with the Board, the responsibility of guiding the process of recruiting an Independent Chair of the Business Board in consultation with business communities across the Hampshire and the Solent Combined County Authority area.

8. Establishment of Regulatory Committees, Composition and Political Proportionality

The Board considered the report setting out the political balance calculations for application to the Authority's Regulatory Committees within its governance framework. It sought the Board's approval of the calculations and addressed related appointment considerations for the Overview and Scrutiny Committee and the Governance and Audit Committee.

On the proposition of Councillor Adams-King, seconded by Councillor Pitt it was

RESOLVED UNANIMOUSLY that:

a) the establishment of the two Regulatory Committees: Governance and Audit Committee and Overview and Scrutiny Committee be agreed; and

b) the political balance calculations set out in paragraph 3.2 and 3.3 of the agenda report be approved.

9. Appointment of Statutory Officers

The Board considered the report proposing the appointment of those roles necessary to support the HSCCA through the inaugural meeting in order to discharge its statutory responsibilities.

On the proposition of Councillor Admas-King, seconded by Councillor Bacon it was

RESOLVED UNANIMOUSLY that:

a) the appointment of Ruth Adams to the post of Chief Executive and Head of Paid Service on a fixed term basis be approved;
b) the appointment of Debbie Simpson to the post of Chief Finance Officer (Section 73) on an interim basis be approved;
c) the appointment of Susan Zeiss to the post of Monitoring Officer, on an interim basis be approved;
d) the appointment of Adam Swain to the post of Chief Finance Officer (Section 73) on a permanent contract subject to the successful completion of all required due diligence and pre-employment checks and the expiry of any required notice period be approved;
e) the interim appointment in resolution b above would automatically cease on the taking up by Adam Swain of the position of Chief Finance Officer (Section 73); and
f) the recommended appointment for a permanent Monitoring Officer would be brought for approval to the next meeting of the Hampshire and the Solent Combined County Authority Board.

10. Budget 2026-27

The Board considered the report establishing the initial, interim budget and financial governance arrangements for Hampshire and the Solent Combined County Authority as well as how expenditure would be funded.

On the proposition of Councillor Adams-King and having been seconded by Councillor Madgwick, a recorded vote was taken.

To approve the budget 2026-27 and associated recommendations:	
Councillor Adams-King	For

Councillor Bacon	For
Councillor Bogle	For
Councillor Madgwick	For
Councillor Pitt	For
Carried	

The result was five for, none against and no abstentions.

It was therefore **RESOLVED that**:

a) the balanced 2026/27 revenue and capital budget be approved, as set out in Appendix A of the agenda report;
b) the acceptance of known funding be approved and authority be delegated to the Chief Executive, in consultation with the Section 73 Officer, to accept future funding allocations in accordance with the Authority's approved schemes of delegation;
c) the proposed approach to the establishment and use of earmarked reserves for 2026/27 be approved, as set out in paragraph 3.10.6 of the agenda report, noting that a comprehensive Reserves Strategy would be presented to a future meeting of the Authority; and
d) the arrangements for internal and external Audit be approved, as detailed in 3.12 of the agenda report, and that an update of the appointment of the external auditor via Public Sector Audit Appointments, would be bought to the next HSCCA meeting.

11. Responding to the Young People and Work Report

The Board considered the report which sought guidance as to how it wished to build the priority of young people and work into the terms of reference for the Employment and Skills Advisory board and in its work to develop the Local Growth Plan and Skills and Employment Strategy.

Members highlighted a range of interconnected issues affecting employment outcomes, including skills shortages, labour market demand and supply imbalances, rising youth unemployment, declining entry-level employment opportunities, increasing health-related barriers to work, and transport accessibility. Concern was also expressed regarding the visibility of vulnerable groups, including young people not in education, employment or training (NEETs), care leavers, young people involved in the justice system, and those living in areas of significant deprivation.

The Board discussed the Combined County Authority's role in convening partners and improving collaboration across local authorities, the voluntary and community sector, education providers, employers, health partners and government agencies. Members emphasised the need for a more coherent and simplified system to support individuals into work and to better align employment, skills, health and transport interventions.

Councillor Madgwick left the meeting at 15:29

Several members stressed the importance of developing a robust evidence base before determining specific interventions and priorities. Suggestions included mapping existing provision, funding streams and partnership activity; improving data sharing and analysis; identifying examples of good practice; and considering place-based approaches to addressing deprivation and worklessness.

It was agreed to extend recommendation C to write to Department for Work and Pensions and the Department for Education Minister on issues relating to their aspirations and concerns for vulnerable young people and employment outcomes.

Councillor Madgwick returned to the meeting at 15:54

On the proposition of Councillor Adams-King, seconded by Councillor Bogle it was

RESOLVED UNANIMOUSLY:

a) that additional research and local analysis was required in order to respond to recommendation B on the agenda report;
b) that an invitation would be made to Alan Milburn and the research team asked to host a round table stakeholder discussion to inform and contribute to the development of the HSCCA Local Growth Plan and supplementary Skills and Employment Strategy; and
c) that a letter would be written to the Department for Work and Pensions and the Department for Education Minister on issues relating to the Combined County Authority's aspirations and concerns for vulnerable young people and employment outcomes.

12. Calendar of meetings

The Board considered the report setting out a draft Committee Calendar for 2026/27 to accommodate existing scheduling clashes with activity in constituent councils and create a pattern of meetings designed to accommodate HSCCA business needs.

RESOLVED UNANIMOUSLY that the calendar of meetings for the rest of the 2026/27 Municipal Year as set out in paragraph 3.3 of the agenda report be approved.

Before closing the meeting, the Chair extended particular thanks to Devolution Programme Directors Munira Holloway and Clare Fuller for all their hard work and support throughout the process. He noted their patience, professionalism and willingness to assist, often dealing with a wide range of requests and queries, and thanked them for the significant contribution they had made.

MEETING CLOSED

Meeting:			**Hampshire and the Solent Combined County Authority Board**
Date:			28 September 2026
Report Title:			**Appointments of members to HSCCA**
Chief Officer:			Susan Zeiss, Interim Monitoring Officer
Key decision:			No
Exempt Report:	YES ☐	NO ☒	
Voting arrangements:			The Board will work to progress decisions via consensus, if a vote is required then it is by simple majority.

Recommendation(s):	
The authority is recommended to;	
A	Note the Substitute Members of the Hampshire and the Solent Combined County Authority appointed by each Constituent Council as set out in paragraph 3.1.2 of this report.
B	Note the Non-Constituent Members of the Hampshire and the Solent Combined County Authority as set out in paragraph 3.2.3 of this report.
C	Designate the Office of the Police and Crime Commissioner as the Nominating Body for a Non-Constituent Member of the Hampshire and the Solent Combined County Authority Board and delegate authority to the Chief Executive to write to the Nominating Body and seek their consent to the nomination.
D	Note the Members and Substitute Members appointed by the Constituent Councils to the Governance & Audit Committee as set out in paragraph 3.3.3 of this report.
E	Note the Members and Substitute appointed by the Constituent Councils to the Overview & Scrutiny Committee as set out in paragraph 3.4.3 of this report.
F	Appoint the Chair of the Overview and Scrutiny Committee from the eligible nominees listed in paragraph 3.4.3 of this report noting the restrictions listed as at 3.4.4 of the report.

1. Purpose

1.1 The purpose of this report is to receive the appointments to the Hampshire and the Solent Combined County Authority (HSCCA) Board and its Regulatory Committees by the Constituent Councils of Hampshire County Council, Southampton City Council, Portsmouth City Council and the Isle of Wight Council as required under the Hampshire and the Solent Combined County Authority Regulations 2026 (the HSCCA Regulations).

1.2 The report also receives the appointments of two Non-Constituent Members by the Hampshire and Isle of Wight Local Government Association.

2. Executive Summary

2.1 This report presents the formal appointments made to date by the Councils of Hampshire County Council, Southampton City Council, Portsmouth City Council and the Isle of Wight Council to the HSCCA Board as required under the HSCCA Regulations 2026.

2.2 Each Constituent Council has concluded its internal democratic processes to confirm its nominated members and substitutes. By receiving and recording these appointments, the Authority can move forward with its initial decision-making, governance, and operational responsibilities.

2.3 The appointment of members and their substitutes provide the foundation for effective and continuous joint working, ensuring the Authority is properly constituted, able to conduct meetings lawfully, and capable of delivering its functions consistently and without interruption.

3 Main Discussion

3.1 Substitute Appointments to the Hampshire and the Solent Combined County Authority

3.1.1 Under Schedule 1 of the Hampshire and the Solent Combined County Authority Regulations 2026 and the Articles in the HSCCA constitution, the Authority is required to appoint a named substitute member for each member of the Board. These appointments will be brought to the next meeting of the Board for approval.

3.1.2 The following substitute appointments have been made to the Combined County Authority:

Constituent Authority	**Substitute Member Appointment**	
Hampshire County Council	Councillor Roz Chadd	Councillor Kirsty North
Isle of Wight Council	Councillor Bill Nigh	N/A
Portsmouth City Council	Councillor Darren Sanders	N/A
Southampton City Council	To be confirmed	N/A

3.2 Non-Constituent Members of Hampshire and the Solent Combined County Authority

3.2.1 The Hampshire and the Solent Combined County Authority Regulations 2026 provide that the HSCCA may appoint up to five non-constituent or associate members. Non-constituent members do not have the right to vote unless this had been expressly agreed by resolution of the HSCCA Board.

3.2.2 At the meeting held on 13 July 2026 the Hampshire and Isle of Wight Local Government Association were designed as the Nominating Body for the two initial Non-Constituent Members of the Hampshire and the Solent Combined County Authority Board.

3.2.3 The Chief Executive wrote to the Nominating Body who confirmed their consent to the nomination and advised the following nominations:

Non-Constituent Member Nominee	Representing
Councillor Phil North	Test Valley Borough Council
Councillor David Neighbour	Hart District Council

3.2.4 It is proposed that the Office of the Police and Crime Commissioner be designated as a further Nominating Body for the purpose of nominating a non-constituent member to the Hampshire and the Solent Combined County Authority Board. It is noted that the Nominating Body must consent to the nomination and therefore it is proposed that the Chief Executive writes to them.

3.3 Governance and Audit Committee

3.3.1 The membership principles, skills required and political proportionality for the Governance and Audit Committee were agreed at the meeting held on 13 July 2026.

3.3.2 Constituent Councils were therefore asked to appoint members who serve on their own audit committees and/or have relevant skills or experience in financial management and governance. The Committee requires members who can provide independent challenge and ensure the Combined County Authority is well run.

3.3.3 The following member and substitute member appointments have been made to the Governance and Audit Committee:

	Representatives	Substitute members
Hampshire County Council 4 representatives: • 2 Conservative • 1 Liberal Democrat • 1 Reform	Cllr Jack Davies	Cllr Steven Broomfield
	Cllr Richard Harris	Cllr Tanya Park
	Cllr Stephen Reid	Cllr Tom Thacker
	Cllr Ian Young	Cllr Paul Woolley
Isle of Wight 2 representatives: • 2 Reform	Cllr Gordon Adam	Cllr Robert Newton
	Cllr Les Kirkby	Cllr Paul Williams
Portsmouth 2 representatives: • 2 Liberal Democrats	Cllr Stuart Brown	Cllr Gerald Vernon Jackson CBE
	Cllr Ian Holder	Vacant
Southampton 2 representatives: • 2 Labour	Cllr Eamonn Keogh	To be confirmed
	Cllr David Shields	To be confirmed

3.4 Overview and Scrutiny Committee

3.4.1 The membership principles, skills required and political proportionality for the Overview and Scrutiny Committee were agreed at the meeting held on 13 July 2026.

3.4.2 Constituent Councils were therefore encouraged to appoint members who demonstrated the appropriate skills, independence and commitment to strengthen the effectiveness of the Overview and Scrutiny Committee and provide robust, constructive challenge in support of better decision-making.

3.4.3 The following member and substitute member appointments have been made to the Overview and Scrutiny Committee:

	Representatives	**Substitute members**
Hampshire County Council 4 representatives: • 2 Conservative • 1 Liberal Democrat • 1 Reform	Cllr Chrissie Bainbridge	Cllr Stuart Bailey
	Cllr Antonia Cox	Cllr Paul Carter
	Cllr Chris Dorn	Cllr Juliet Henderson
	Cllr Colin Towell	Cllr Dan Poole
Isle of Wight 2 representatives: • 2 Reform	Cllr James Whelan	Cllr Paul Williams
	Cllr Reuben Loake	Vacant
Portsmouth 2 representatives: • 2 Liberal Democrats	Cllr Steve Andrews	Cllr Kate Donnington
	Cllr Matthew Winnington	Cllr Gerald Vernon-Jackson CBE
Southampton 2 representatives: • 2 Labour	Cllr Lorna Fielker	To be confirmed
	Cllr Paul Kenny	To be confirmed

3.4.4 The agreed Terms of Reference provide that the appointment of the Chair of the Overview and Scrutiny Committee is to be made by the HSCCA Board from the list of eligible representatives referred to in paragraph 3.4.3 above. In accordance with both the Regulations and the HSCCA Constitution, the Chair of the Overview and Scrutiny Committee must be appointed from a political party other than that of the Chair of the HSCCA Board.

4 Partnership & Engagement

4.1 The HSCCA Monitoring Officer has engaged with the Monitoring Officers in the Constituent Authorities to facilitate appointment arrangements in their councils.

5 Alternative Options Considered

Option	**Summary**	**Why not recommended**

None		

6 Appendices

6.1 None

Board is required to consider the following identified implications;

7 Financial Implications

7.1 There are no direct financial implications from the recommendations contained within the report.

8 Legal Implications

8.1 This report complies with the provisions set out in The Hampshire and the Solent Combine County Authority Regulations 2026. The method to determine political balance was discussed and the calculations for 2026-27 was accepted at the meeting held on 13 July 2026.

9 Equality & Diversity Implications

9.1 There are no negative equality or diversity implications arising directly from the recommendations in this report.

10 Other Significant Implications

Risk	☐	Assurance Framework	☒	Procurement	☐
Improvement	☒	Environment	☐	HR & IT	☐

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Meeting:			**Hampshire and the Solent Combined County Authority**
Date:			28 September 2026
Report Title:			**Appointment of Statutory Monitoring Officer**
Chief Officer:			Polly Hicks, Head of People and OD
Exempt Report:	YES ☐	NO ☒	
Voting arrangements:			The Board will work to progress decisions via consensus, if a vote is required then it is by simple majority.
Recommendation(s): The authority is recommended to;			
A	Approve the appointment of Reena Roojam to the post of Monitoring Officer on a permanent basis.		

1. Purpose

1.1 This report proposes the appointment of a permanent person to the role of Monitoring Officer, as contemplated in the report to the Board at its meeting on 13 July when an interim Monitoring Officer was appointed.

2. Executive Summary

2.1 The Hampshire and the Solent Combined County Authority (HSCCA) is required to appoint a Monitoring Officer under the Local Government and Housing Act 1989.

2.2 An independently run appointment process was convened which included a technical interview, involving an experienced MO from a different region, and officer of the HSCCA and an external recruiter and a final politically led panel interview. Following this process the Panel recommended appointment to the position.

2.3 This report proposes the appointment of a permanent person to this role, as contemplated in the report to the Board at its meeting on 13 July when an interim Monitoring Officer was appointed.

3 Main Discussion

3.1 Following a competitive recruitment process undertaken in line with the procedure set out in Part 5G of the constitution it is recommended to the Board that Reena Roojam be appointed the designated Monitoring Officer to the Authority on a permanent basis.

3.2 <u>Appointments Panel</u>

3.2.1 In the formation stage of the Authority, the Leaders of the Constituent Authorities were asked to consider the format for the Appointments Panel for the recruitment of the

substantive Statutory Officers. The preferred approach was to establish a Panel with a minimum requirement for two Board Members, and / or their nominated Deputy.

3.2.2 In line with the constitution, an appointment panel was established to interview and recommend the permanent Monitoring Officer to the Board.

3.3 Monitoring Officer

3.3.1 The Appointment Panel for the interviews for the permanent Monitoring Officer included Councillors Bacon and Sanders (Deputy CCA Member for PCC) and recommends that Reena Roojaman be designated the permanent Monitoring Officer for HSCCA from 2 November 2026.

3.3.2 The appointment of Susan Zeiss as Interim Monitoring Officer will terminate on this date.

4 Partnership & Engagement

4.1 In the process to appoint the substantive Monitoring Officer, officers supported the initial sift. An established Monitoring Officer from out of the region supported a technical interview process leading to a short list of recommended candidates for the formal politically led Appointments Panel.

5 Alternative Options Considered

Option	Summary	Why not recommended
Secondments (Section 113 Agreements)	The Local Government Act 1972 provides that local authorities may place their employees at the disposal of other local authorities through secondment or other arrangements	Existing statutory officers in constituent authorities already hold significant responsibilities and expressed they felt unable to provide the capacity required and that the dual role would create capacity and resilience risks, conflicts of interest where priorities of constituent councils and the Strategic Authority diverge and a reduced ability to provide independent statutory advice.

6 Appendices

6.1 None

Board is required to consider the following identified implications;

7 Financial Implications

7.1 The appointment will result in ongoing employment costs associated with the Monitoring Officer role, which have been considered as part of the Authority's staffing and financial planning. No additional funding is requested because of this report.

8 Legal Implications

8.1 The Monitoring Officer is required to be designated under Section 5 Local Government and Housing Act 1989; and that Officer has personal responsibility:

- To report on actual, and anticipated, illegality within the Authority
- To report cases where the Ombudsman has found maladministration on the part of the Authority
- To maintain the Register of Members' Interests; and to administer, assess and investigate complaints of Members' misconduct

9 Equality & Diversity Implications

9.1 No specific implications were identified in the preparation of this decision. In administering the process and appointing a partner to assist in the search for candidates, the devolution set up team scrutinised the equality and diversity plan to deliver a diverse field of candidates.

10 Other Significant Implications

Risk Ensuring the CCA commences in a safe and legal way	☒	Assurance Framework	☐	Procurement	☐
Improvement	☐	Environment	☐	**HR & IT** All recruitment activity will comply with: The HSCCA Constitution, Employment law, Public Sector Equality Duty, and HSCCA's HR policies and procedures	☒

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Meeting:			**Hampshire and the Solent Combined County Authority Board**
Date:			28 September 2026
Report Title:			**Amendments to the HSCCA Constitution**
Chief Officer:			Susan Zeiss: Interim Director Law & Governance (Monitoring Officer)
Key decision:			No
Exempt Report:	YES ☐	NO ☒	
Voting arrangements:			In the period before a Mayor has been elected, any decision to amend the constitution requires the unanimous vote of all Board Members.
Recommendation(s): The authority is recommended to;			
A	Approve and adopt the amendments to the constitution as set out in paragraphs 3.5 – 3.8 of the report		
B	Request that a review of the constitution is undertaken and a report brought to the Board for consideration and approval on the recommendation of the Governance an Audit Committee during Spring 2027.		

1. Purpose

1.1 This report requests that the Board approves changes to the Terms of Reference in relation to Membership and Chairing for the Advisory Boards in the HSCCA Constitution.

2. Executive Summary

2.1 The Board wishes to demonstrate leadership across all the areas of competence granted to it under the English Devolution and Community Empowerment Act 2026 and other associated legislation.

2.2 The proposed amendments will allow the Advisory boards and committees to each be chaired by members of the HSCCA Board, leaving the remaining membership to be taken up by elected representatives from constituent councils as well as co-opted attendees (where applicable).

2.3 As the constitution is a ‘living’ document, it should be formally reviewed from time to time. This report reflects the Board’s wish that such a review be undertaken with the oversight of Governance and Audit Committee after a reasonable period of use in order to consider any required amendments.

3 Main Discussion

3.1 Part 3.5 Responsibility for Functions - The Combined County Authority Board (Reserved Functions) of the HSCCA constitution requires that the Board approves any adoption and amendment of the constitution (other than changes delegated to the Monitoring Officer).

3.2 Regulation 4 of the Hampshire and the Solent Combined County Authority provides that, before the first mayor's term of office begins, recommendations relating to the amendment of the HSCCA's constitution must be agreed by the unanimous of all five Board members.

3.3 In occupying the role of Chair, members of the HSCCA Board can be more accessible to advisory board/committee membership to hear the emerging thinking and advice which emanates from these.

3.4 By members of the HSCCA Board taking the role of chair, this will free up all board/committee places to be held by elected representatives and other members as set out in the constitution, allowing for a broader and more diverse range of contributions.

3.4 The Board is requested to approve the following amendments to the Terms of Reference of the following Advisory Boards and Committees.

3.5 <u>Transport Committee</u>

3.5.1 The Transport Committee may exercise such non-Mayoral transport functions of the HSCCA as are delegated to it by the HSCCA Board as well as provide advice and guidance to the Board on matters related to its Transport functions. No decision-making powers have been delegated by the Board to the Committee at this time.

3.5.2 The Board is requested to agree an amendment to the Terms of Reference for the Transport Committee contained in Part 4.1 of the constitution which increases the membership of the Committee to 7 members including two Co-Chairs who will be appointed annually by the HSCCA Board from among its members. The Co-Chairs will share the chairing responsibilities for the Committee between them and will not attend Committee meetings at the same time.

3.5.3 The proposed amendment is set out by way of striking through text to be removed and adding new text in **bold** in Appendix A to this report.

3.6 <u>Economic Growth and Regeneration Advisory Board</u>

3.6.1 This committee is advisory only and provides strategy advice and guidance to the HSCCA Board. The Board is requested to agree an amendment to the Terms of Reference contained in Part 4.8 of the constitution which increases the membership of the Committee to 10 voting members two non-voting Co-Chairs and one non-

voting member who will be a member of the Business Advisory Board. The Co-Chairs will be appointed annually by the HSCCA Board from among its members.

3.6.2 The Co-Chairs will share the chairing responsibilities for the Committee between them and will not attend Committee meetings at the same time.

3.6.3 The amendment to the Terms of Reference also removes the requirement for this Board to be politically balanced.

3.6.4 The proposed amendment is set out by way of striking through text to be removed and adding new text in bold in Appendix B to this report

3.7 Skills and Employment Support Advisory Board

3.8.1 This committee is advisory only and provides strategy advice and guidance to the HSCCA Board. The Board is requested to agree an amendment to the Terms of Reference contained in Part 4.7 of the constitution which increases the membership of the Committee to 5 voting members, two non-voting Co- Chairs and one non-voting member who will be a member of the Business Advisory Board. The Chair will be appointed annually by the HSCCA Board from among its members.

3.8.2 The Co-Chairs will share the chairing responsibilities for the Committee between them and will not attend Committee meetings at the same time.

3.8.3 The Skills and Employment Support Advisory Board may appoint further non-voting members from stakeholder bodies such as Further Education colleges, Independent Training and Unemployment Support providers.

3.8.4 The proposed amendment is set out by way of striking through text to be removed and adding new text in **bold** in Appendix C to this report.

3.8 The Planning Advisory Board

3.8.1 This Board will provide non-binding strategic advice on housing policy, spatial planning and infrastructure development. It is advisory only.

3.8.2 The HSCCA Board is requested to agree an amendment to the Terms of Reference contained in Part 4.5 of the constitution which increases the membership of the Committee to 17 voting members and two non-voting Co-Chairs. The Co-Chairs will be appointed annually by the HSCCA Board from among its members.

3.8.3 The Co-Chairs will share the chairing responsibilities for the Committee between them and will not attend Committee meetings at the same time.

3.8.4 The Local Planning Authorities and National Parks represented on this Board are:

- Basingstoke & Deane Borough Council
- East Hampshire District Council
- Eastleigh Borough Council

- Fareham Borough Council
- Gosport Borough Council
- Hart District Council
- Havant Borough Council
- New Forest District Council
- Rushmoor Borough Council
- Test Valley Borough Council
- Winchester City Council
- South Downs National Park Authority
- New Forest National Park Authority

3.8.5 The proposed amendment is set out by way of striking text to be removed and adding new text in **bold** in Appendix D to this report.

3.9 It is proposed that a review of the constitution be undertaken in order to identify any amendments or adjustments that may been to be made after a period of testing through practical use. This will also allow for provisions to be incorporated as a result of any new powers that have been transferred to the HSCCA as well as a forward look to readiness for the election of the Mayor.

4 Partnership & Engagement

4.1 TBC

5 Alternative Options Considered

Option	Summary	Why not recommended
Do nothing	If unamended, each of these committee/boards would have one elected member representative from the constituent council represented by the member of the HSCCA Board who is Chair at any given time	This would mean that the committee/board would not have the benefit of full and balanced representation.

6 Appendices

6.1 Appendix A - Amendments to the Terms of Reference for the Transport Committee in Part 4.1 of the constitution

6.2 Appendix B – Amendments to the Terms of Reference for the Economic Growth and Regeneration Board in Part 4.8 of the constitution

6.3 Appendix C – Amendments to the Terms of Reference for the Skills and Employment Support Advisory Board in Part 4.7 of the constitution

6.4 Appendix D – Amendments to the Terms of Reference for the Planning Advisory Board in Part 4.5 of the constitution.

Board is required to consider the following identified implications;

7 Financial Implications

7.1 The proposed amendments are primarily constitutional and governance changes. No direct financial implications have been identified from the changes to membership and chairing arrangements. Any additional costs arising from the operation of the Advisory Boards will be accommodated within existing approved budgets.

8 Legal Implications

8.1 The HSCCA Board unanimously agreed the first constitution for the Authority at its inaugural meeting on 13 July 2926.

8.2 The Schedule to The Hampshire and the Solent Combined County Authority Regulations 2026 provides that, until the first mayor's term of office begins, any approval or amendment of the Authority's constitution must be agreed by the unanimous vote of all five members of the HSCCA Board.

9 Equality & Diversity Implications

9.1 There are no known Equality and Diversity implications arising from the proposed amendments to the constitution

10 Other Significant Implications

Risk	☐	Assurance Framework	☐	Procurement	☐
Improvement	☐	Environment	☐	HR & IT	☐

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Appendix A

Part 4.1 - Terms of Reference

Transport Committee

4.1.1 The Transport Committee will exercise those non-mayoral functions that the HSCCA Board may delegate to it in relation to its transport function.

The Constituent Authorities shall remain Local Transport Authorities until 8th May 2028 and will remain Highways Authorities even when the HSCCA is the sole Local Transport Authority for the region.

The Transport Committee does not exercise the functions of a Constituent Council, it is not a joint Committee of the Constituent Councils and it does not act on behalf of nor exercise any functions of Constituent Councils. Any statutory requirement for the consent of a Constituent Council to the exercise of a transport function shall be fulfilled by that council separately, and not by participation in the Transport Committee.

The Transport Committee may exercise such non-Mayoral transport functions of the HSCCA as are delegated to it by the HSCCA Board.

4.1.2 The Transport Committee will seek to act in a regional capacity to develop the transport vision for the Combined County Authority area and, amongst other things, will provide advice to the HSCCA Board and the Mayor (once elected) where relevant on matters related to the HSCCAs transport responsibilities as set out in paragraph 4.1.8 of this terms of reference.

4.1.3 <u>Membership</u>

The Committee shall comprise of members appointed by the HSCCA Board, including members of Constituent Councils and such other members as the HSCCA Board determines in accordance with the HSCCA Constitution and these terms of reference.

The Transport Committee's membership shall include **the Co-Chairs; and Five (**5**)** voting members (comprised of one voting member from each constituent authority with the exception of Hampshire County Council, which shall have two voting members) who is:

- The Cabinet Member with the responsibility for Transport, or, in the case of the Isle of Wight Council, the Chair of the committee with responsibility for Transport.

- in the case of Hampshire County Council one other member.

Appointment to the Transport Committee does not in and of itself confer any voting rights. Voting rights are conferred only upon constituent members in accordance with paragraph 4.1.6 below and the HSCCA Constitution.

4.1.4 Chairing the Committee

The **Co-**Chair**s** of the Transport Committee shall be appointed **annually** by the HCSSA Board and shall be **two** ~~one~~ of the ~~constituent~~ members of HSCCA Board and **are** ~~is~~ in ~~substitution for~~ **addition to** that authority's other appointed Committee member**/s** ~~(and in the case of Hampshire County Council it shall replace one of its representatives).~~

The Co-Chairs shall have no vote. The Co-Chairs will share the chairing responsibilities between them.

A Vice-Chair will be appointed by the Transport Committee from the Transport Joint Committee voting membership.

4.1.5 Quorum

The quorum will be 4 voting members ~~including~~ plus the Chair (or Vice Chair) in attendance. When exercising delegated decision-making functions, at least one voting member drawn from each constituent council must be present and voting and **the meeting** must include the Chair (or in the absence of the Chair, the Vice Chair).

4.1.6 Voting

Any matters that are to be decided by the committee are to be decided by consensus of the committee where possible.

Where the Transport Committee is exercising decision-making functions delegated to it by the HSCCA Board, decisions shall be taken by a majority of voting members present and voting.
A person may vote at a meeting of the Transport Committee only if:

(a) they are a Councillor of a Constituent Council; or

(b) they are a non-constituent member who has been given voting rights by virtue of s11 Levelling Act 2023.

The Chair does not have a ~~casting~~ vote.

4.1.7 Frequency

The committee will meet upon the required members and officers being in post, and within the financial year in which the HSCCA is constituted.

Transport Committee meetings shall be held in public with provision for public forum.

4.1.8 Functions

The Transport Committee will provide advice to the HSCCA and the Mayor (once elected and where required in relation to mayoral functions) on matters related to transport for the region. In doing so, the Transport Committee shall oversee and may advise on:

Strategy and Policy

- Development, review and monitoring of the regional Local Transport Plan and supporting evidence base.

- The development of the proposed transport budget including, but not confined to the allocation of Government transport funding i.e. Integrated Transport funding, Bus Services funding and Highway Maintenance, including the passporting of funds to the Highways Authorities;

- Development and delivery of regional transport policies and guidance to inform and influence delivery by constituent authorities.

- Development and review of a regional bus strategy (excluding decisions reserved to the Mayor).

- Development and review of a regional traffic management policy such as, moving traffic offences, lane rental, parking policy, and similar with the aim of improving consistency, delivering transport plans and alignment across the HSCCA area.

- Input into, and shaping of, the HSCCA Growth Strategy, ensuring transport priorities support economic growth, regeneration and productivity.

- Input into, and shaping of, the Spatial Development Strategy (SDS), to ensure alignment between transport investment, land use planning and spatial growth.

Bus and Public Transport (non-mayoral functions)

Preparation and oversight of analytical, evidential and programme development work to support future bus reform decisions reserved to the Mayor.

Concessionary Travel

Oversight of transition planning for the HSCCA's future concessionary fares responsibilities.

4.1.10 Sub Groups

The Transport Committee may establish advisory sub-groups, including stakeholder groups, as the committee considers appropriate to support the effective discharge of its functions.

4.1.11 Delegations

The Transport Committee shall have responsibility for the discharge of any specified non-mayoral transport functions that may have been delegated to it by the HSCCA.

In the first year of the HSCC it is likely that such delegations may include the agreement and monitoring of annual transport work programmes.

4.1.12 Accountability and Scrutiny

The Transport Committee is accountable to the HSCCA Board and shall report decisions and recommendations in accordance with the HSCCA Constitution.

Overview and Scrutiny arrangements for transport matters shall be exercised through the HSCCA's Overview and Scrutiny Committee in accordance with statutory requirements.

4.1.13 Review

The terms of reference of the Transport Committee will be reviewed annually by the Combined County Authority.

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Appendix B

Part 4.8 - Terms of Reference

Economic Growth & Regeneration Advisory Board

4.8.1 This is an advisory board to the Combined County Authority. It seeks to provide strategy advice and guidance on Economic Development & Regeneration matters in support of the exercise of Combined County Authority.

4.8.2 The Economic Growth and Regeneration Board provides strategic monitoring of economic development, regeneration, and business engagement aligned with the Local Growth Plan the Hampshire and Solent region. It promotes inclusive growth, supports investment priorities, and advises the Combined County Authority on matters relating to the regional economy.

4.8.3 Membership

The membership of the Economic Growth & Regeneration Advisory Board shall consist of:

- **Two members of the HSCCA Board who shall be the Co-Chairs and elected annually by the HSCCA Board in addition to the members listed below.**
- A member from each constituent authority (two for Hampshire County Council).
- One additional member from each constituent authority (two for Hampshire County Council).
- A member of the Business Advisory Board in a non-voting capacity.

4.8.4 In appointing members to Economic Development & Regeneration Advisory Board the Combined County Authority must ensure that the members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the constituent councils when taken together.

The board may appoint additional Non-Voting Membership from partner and stakeholder bodies relevant to the remit of the committee (including representatives from District & Borough Councils), with the approval of the **HS**CCA Board.

4.8.5 Chairing the Board

The **Co-**Chair**s** of the Economic Growth & Regeneration Advisory Board shall be appointed annually **by the HSCCA** and shall be **two** ~~one~~ of the constituent members of HSCCA Board ~~and replaces that authority's representative~~. **The Co-Chairs will share chairing responsibilities between them.**

The Co-Chairs shall have no vote.

A Vice-Chair will be appointed by the Economic Growth & Regeneration Advisory Board from amongst the constituent authority membership.

4.8.6 Quorum

The quorum will be 4 voting members ~~including~~ **plus** the Chair (or Deputy Chair).

4.8.7 Voting

Any matters that are to be recommended by the board are to be decided by consensus of the board where possible.

When a vote is required, only voting members of the board will be entitled to vote at meetings, the Chair does not ~~exercise~~ **have** a ~~casting~~ vote.

4.8.8 Frequency

The board will first meet upon the required members and officers being in post, and within the financial year in which the HSCCA is constituted.

Economic Growth & Regeneration Advisory Board meetings shall be held in public with provision for public participation.

4.8.9 Functions

The Economic Growth & Regeneration Advisory Board will take a lead on and advise the Combined County Authority in respect of the below, subject to the committee exercising these functions in accordance with the strategic and budgetary framework agreed by the Combined County Authority:

- Oversee the development of the Local Growth Plan and associated engagement and consultation.
- Oversee the developing strategic priorities across the constituent authorities and as underpinned by the evidence base, to support engagement with government to agree these.
- To oversee development of a strategic investment portfolio for the region, aligned to the Local Growth Plan and investment strategy for HSCCA.
- To have visibility of the developing strategic priorities across the constituent authorities and to support engagement with the government in respect of their approval.
- To oversee the development of a strategic investment portfolio for the region, aligned to the LGP and the Investment Strategy for the HSCCA.
- Drive economic growth and productivity across the region.
- Support regeneration initiatives and infrastructure development.
- Promote innovation, skills development, and employment opportunities.
- Advise on the allocation and delivery of relevant funding streams.
- Foster collaboration between public, private, and third sector stakeholders.

4.8.10 Review

The terms of reference of the will be reviewed annually by the Combined County Authority.

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Appendix C

Part 4.7 - Terms of Reference

Skills & Employment Support Advisory Board

4.7.1 This is an advisory board to the Combined County Authority. It seeks to provide strategy advice and guidance on skills and employment support matters in support of the exercise of Combined County Authority function.

4.7.2 The Skills & Employment Support Advisory Board will engage and seek advice from a range of key stakeholders including Combined County Authority area local authorities, FE colleges and independent training providers, key government agencies such as the Department for Work and Pensions, as well as employers in relation to developing funding priorities for the consolidated Adult Skills Funding (ASF) devolution.

4.7.3 The Board will:

- Develop for CCA Board consideration the emerging consolidated ASF priorities and advise on future ASF priorities through engagement with key stakeholders. Accountable for monitoring of eligibility criteria for ASF and achievement of all requirements within the prescribed timescales from DfE/DWP.

- Develop for CCA Board consideration, thematic strategy and key policy, engaging key stakeholders and partners to develop proposals to assist delivery of the Combined County Authority's strategic objectives.

- To act in a regional capacity to support the development of the skills and employment vision for the Combined County Authority area.

- Monitor the development of a regional skill strategy once the Local Growth Plan has been agreed, aligned to the LGP and other key strategic plans.

- Accountability for taking on strategic ownership of a single regional Get Britain Working plan, in conjunction with the DWP and the ICB.

- Accountability for and monitoring of future employment support schemes, subject to government or other funding.

Membership

4.7.4 The membership of the Skills & Employment Support Advisory Committee shall consist of:

- **Two members of the HSCCA Board who shall be the Co-Chairs and appointed annually by the Board from amongst its members, in addition to the members listed below.**
- A member from each constituent authority (two for Hampshire County Council)
- Representatives from skills providers (FE Colleges, Independent Training Providers and unemployment support providers) can be invited.
- A member of the Business Advisory Board in a non-voting capacity.

4.7.5 The board may appoint non-voting members from partner or stakeholder organisations relevant to its remit, including representatives from district and borough councils. With the approval of the **HS**CCA Board, representatives from skills providers, such as FE colleges, independent training providers, and unemployment support organisations, may also be invited to participate. A member of the Business Advisory Board will sit as an embedded non-voting member.

Chairing the Board

4.7.6 The **Co-**Chair**s** of the Skills & Employment Support Advisory Board shall be **appointed from** ~~one of~~ the constituent members of HSCCA Board ~~and replaces that authority's representative~~. **The Co-Chairs will share chairing responsibilities between them.**

4.7.7 A Vice-Chair will be appointed by the Skills & Employment Support Advisory Board from amongst the constituent authority membership.

Quorum

4.7.8 The quorum will be 4 voting members ~~including~~ **plus** the Chair (or Deputy Chair).

Voting

4.7.9 Any matters that are to be recommended by the board are to be decided by consensus of the committee where possible.

4.7.10 **The Co-Chairs shall have no vote.** ~~The Chair does not exercise a casting vote.~~

Frequency

4.7.11 The board will first meet upon the required members and officers being in post, and within the financial year in which the HSCCA is constituted.

4.7.12 Skills & Employment Support Advisory Board meetings shall be held in public with provision for public participation.

Functions

4.7.13 To make recommendations to the Combined County Authority in relation to:

- Approval and review of the ASF Assurance Framework;
- Approval of ASF programme plan each year and monitoring of its implementation;
- Employment Strategy
- Consolidated Adult Skills Fund Strategy;
- Commissioning Strategy;
- Local Skills Improvement Plan (LSIP);
- Relevant governance and decision-making arrangements;
- allocation the consolidated Adult Skills Fund including the main budget categories, including Grant, procured provision and associated costs for the consolidated Adult Skills Fund;
- ASF commissioning strategy, including ‘indicative’ and ‘final’ provider allocations;
- In-year budget changes where funding is transferred between the main budget categories;
- Strategic direction and priorities (including those identified through stakeholder consultation activities);

- Policy decisions that cannot be aligned to the overall strategic direction;
- Annual agreement of consolidated ASF Funding Rules and Rates;
- Termination of an ASF contract for services/grant agreement;
- Substantive in-year changes to ASF Funding Rules and Rates to improve provider management.

Review

4.7.14 The terms of reference of the will be reviewed annually by the Combined County Authority.

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Appendix D

Part 4.5 - Terms of Reference

Planning Advisory Board

4.5.1 The Planning Advisory Board will provide non-binding strategic advice on housing policy, spatial planning, and infrastructure development across the Hampshire and Solent region for the purpose of informing the HSCCA Board in the exercise of its statutory functions, including in relation to the delivery of regional housing and planning priorities.

The Planning Advisory Board shall not make decisions and shall operate within the remit approved by the HSCCA.

4.5.2 Membership

The membership of the Planning Advisory Board shall consist of:

- **Two members of the HSCCA Board who shall be the Co-Chairs and appointed annually by the Board from amongst its members, in addition to the members listed below.**

- An elected member from each constituent council (with two members for Hampshire County Council), ~~not to include any member who is also a member of the HSCCA Board~~; and

- A member from each of the local planning authorities; and
- **The Chairs of Planning Committees for** ~~elected members appointed to~~ national park authorities within, or partly within, the area of the CCA, each as put forward by that body in accordance with its own procedures.

Where a member of the Planning Advisory Board is also involved, whether beforehand or afterwards, in decision-making on a related matter in another capacity, that member must have regard to the risks of conflict of interest, predetermination or apparent bias.

4.5.3 Chairing the Planning Advisory Board

The **Co-**Chair**s** of the Planning Advisory Board shall be appointed annually and shall be ~~a~~ member**s** of the ~~Planning Advisory~~ **HSCCA** Board ~~who is also a member of one of the HSCCA's constituent councils~~.

The **Co-**Chair**s** shall have no ~~casting~~ vote. **The Co-Chairs will share the chairing responsibilities between them.**

A Vice-Chair will be appointed by the Planning Advisory Board from amongst its constituent authority membership.

Quorum

4.5.4 The quorum will be 9 members.

Procedure

4.5.5 The Planning Advisory Board is not a decision-making body. Any advice to be given by the Planning Advisory Board shall be arrived at by consensus where possible. If the members of the Planning Advisory Board cannot reach a consensus in respect of any particular matter, the range of views expressed by the Planning Advisory Board's members shall be summarised for the HSCCA Board.

4.5.6 Frequency

The board will first meet upon the required members and officers being in post, and within the financial year in which the HSCCA is constituted.

Planning Advisory Board meetings shall be held in public with arrangements for public participation to be determined by the Combined County Authority.

4.5.7 Functions

The Planning Advisory Board will provide advice to the Combined County Authority on matters relating to strategic planning, housing and infrastructure for the region, including matters relevant to the preparation or review of a Spatial Development Strategy as appropriate.

In doing so, the Planning Advisory Board may take into account the following considerations, as far as relevant and appropriate:

- Increasing the supply, diversity, and affordability of housing across the region;
- the contribution of strategic planning to sustainable and inclusive communities;
- the alignment of housing delivery with transport, employment, and environmental objectives; and
- Promoting innovation in housing design, construction, and energy efficiency.

- Facilitating collaboration between local authorities, developers, and housing providers.

4.5.8 Review

The terms of reference of the Planning Advisory Board will be reviewed annually by the Combined County Authority.

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Meeting:			**Hampshire and the Solent Combined County Authority Board**
Date:			28 September 2026
Report Title:			**Establishment of Advisory Boards, Committees and Membership**
Chief Officer:			Susan Zeiss, Interim Monitoring Officer
Key decision:			No
Exempt Report:	YES ☐	NO ☒	
Voting arrangements:			The Board will work to progress decisions via consensus, if a vote is required then it is by simple majority.

Recommendation(s): The authority is recommended to;	
A	Agree to the establishment of the four Advisory Boards and Committees: • Planning Advisory Board • Transport Joint Committee • Skills and Employment Support Advisory Board • Economic Growth and Regeneration Advisory Board
B	Agree the Members and Substitute Members of the four Advisory Boards and Committees as nominated by relevant bodies as set out in Appendix A.
C	Subject to agreement of amendments to the Constitution at agenda item 7, agree the Co-Chairs of the Advisory Boards and Committees as listed in Appendix A.

1. Purpose

1.1 This report presents the collation of nominations for appointment to the various Advisory Boards and Committees once established. It addresses related appointment considerations and advises range of nominating bodies and scope for additional representation in the future.

1.2 The report has been drafted incorporating the amendments to the Constitution that are subject to agreement at agenda item 7.

2. Executive Summary

2.1 The Hampshire and Solent Combined County Authority (HSCCA) will be supported by five Advisory Boards and Committees. While these bodies provide strategic advice and influence decision-making on matters affecting the region, the Transport Committee may also have responsibility for making joint decisions should this capability be delegated to it by the HSCCA Board. Further information on the role and remit of these bodies is provided in section 3 and detailed within the HSCCA Constitution.

2.2 The skills, knowledge, experience and representation required across these bodies vary significantly according to their respective functions and responsibilities. This

ensures that decisions are informed by appropriate expertise and that the diverse perspectives of communities, sectors and stakeholders from across the region are effectively represented.

2.3 The English Devolution Accountability Framework sets out requirements for a 'business voice' with all Strategic Authorities required to embed a strong, independent, and diverse local business voice into their decision-making processes. This report does not cover the Business Advisory Board whose membership will be drawn from across different sectors as well as education and skills providers will help ensure policy and direction setting are robust and bring different perspectives to considerations.

3 Main Discussion

3.1 Planning Advisory Board

3.1.1 The Planning Advisory Board will provide non-binding strategic advice to the HSCCA Board on matters relating to housing, spatial planning and infrastructure across the Hampshire and Solent region. In doing so, it will support the exercise of the HSCCA's statutory functions, including the delivery of regional housing and planning priorities and, where appropriate, the preparation or review of a Spatial Development Strategy.

3.1.2 In carrying out its role, the Planning Advisory Board may consider, where relevant and appropriate:

- increasing the supply, diversity and affordability of housing across the region;
- the contribution of strategic planning to sustainable and inclusive communities;
- the alignment of housing delivery with transport, employment and environmental objectives;
- promoting innovation in housing design, construction and energy efficiency; and
- facilitating collaboration between local authorities, developers and housing providers.

3.1.3 The membership of the Planning Advisory Board will be comprised of:

- two members of the HSCCA Board who shall be the Co-Chairs and appointed annually by the Board from amongst its members in addition to the members listed below;.
- an elected member from each constituent council (with two members for Hampshire County Council),
- a member from each of the local planning authorities; and
- the Chairs of Planning Committees for national park authorities within, or partly within, the area of the CCA, each as put forward by that body in accordance with its own procedures.

3.1.4 It should be noted that where a member of the Planning Advisory Board is also involved, whether beforehand or afterwards, in decision-making on a related matter in another capacity, that member must have regard to the risks of conflict of interest, predetermination or apparent bias.

3.1.5 Nominations for both member and substitute members have been collated across all the Constituent Councils, local planning authorities and national park authorities as set out in Appendix A.

3.2 Transport Joint Committee

3.2.1 The Transport Committee will provide advice to the HSCCA Board and the Mayor (once elected, where relevant to mayoral functions) on matters relating to the region's transport responsibilities. Acting in a strategic regional capacity, the Committee will support the development of the transport vision for the Combined County Authority area and provide oversight and advice on transport-related priorities and initiatives.

3.2.2 The Transport Committee will exercise those non-mayoral functions that the HSCCA Board may delegate to it in relation to its transport function.

3.2.3 The Transport Committee's membership will include two Co-Chairs and 5 voting members (comprised of one voting member from each constituent authority except for Hampshire County Council, which will have two voting members) who are:

- the Cabinet Member with the responsibility for Transport, or, in the case of the Isle of Wight Council, the Chair of the committee with responsibility for Transport; and
- in the case of Hampshire County Council one other member.

3.2.4 The Co-Chairs of the Transport Committee shall be appointed annually by the HSCCA Board and shall be members of HSCCA Board and are in addition to that authority's other appointed Committee member/s.

3.2.5 In addition, a non-voting member of the Business Advisory Board will be nominated by that body once it is established.

3.2.6 Matters should be decided by consensus of the committee wherever possible. Where the Transport Committee is exercising decision-making functions delegated to it by the HSCCA Board, decisions will be taken by a majority of voting members present and voting. Further details regarding the voting rights of attendees are listed at Part 4.1of the HSCCA constitution.

3.2.7 It should be noted that the Constituent Authorities will remain Local Transport Authorities until 8th May 2028 and will remain Highways Authorities even when the HSCCA is the sole Local Transport Authority for the region.

3.2.8 The Transport Committee does not exercise the functions of a Constituent Council, it is not a joint Committee of the Constituent Councils, and it does not act on behalf of nor exercise any functions of Constituent Councils. Any statutory requirement for the consent of a Constituent Council to the exercise of a transport function will be fulfilled by that council separately, and not by participation in the Transport Committee.

3.2.9 Nominations for both member and substitute members have been collated across Constituent Councils and are as set out in Appendix A.

3.3 Skills and Employment Support Advisory Board

3.3.1 The Skills and Employment Support Advisory Board will seek to provide strategy advice and guidance on skills and employment support matters in support of the exercise of Combined County Authority function.

3.3.2 It will do this by engaging and seeking advice from a range of key stakeholders including Combined County Authority area local authorities, Further Education (FE) colleges and independent training providers, key government agencies such as the Department for Work and Pensions, as well as employers in relation to developing funding priorities for the consolidated Adult Skills Funding (ASF) devolution.

3.3.3 The Board will:

- advise the HSCCA Board on skills, employment and Adult Skills Fund priorities, ensuring compliance with relevant funding requirements.
- support the development and delivery of a regional skills and employment vision, including the Skills Strategy, Local Growth Plan and related policies.
- provide strategic oversight of regional employment and skills initiatives, including the Get Britain Working Plan and other employment support programmes, working with key partners and stakeholders.

3.3.4 The membership of the Skills and Employment Support Advisory Committee be made up of:

- two members of the HSCCA Board who shall be the Co-Chairs and appointed annually by the Board from amongst its members, in addition to the members listed below;
- a member from each constituent authority (two for Hampshire County Council)
- a member of the Business Advisory Board in a non-voting capacity.

3.3.5 The board may appoint non-voting members from partner or stakeholder organisations relevant to its remit, including representatives from district and borough councils. With the approval of the HSCCA Board, representatives from skills providers, such as Further Education colleges, independent training providers, and unemployment support organisations, may also be invited to participate.

3.3.6 Any matters being recommended by the Advisory Board should be decided by consensus where possible.

3.3.7 Nominations for both member and substitute members have been collated across the Constituent Councils and are set out at Appendix A.

3.4 Economic Growth and Regeneration Advisory Board

3.4.1 The Economic Growth and Regeneration Advisory Board seeks to provide strategy advice and guidance on Economic Development & Regeneration matters in support of the exercise of Combined County Authority.

3.4.2 The Advisory Board provides strategic monitoring of economic development, regeneration, and business engagement aligned with the Local Growth Plan the Hampshire and Solent region. It promotes inclusive growth, supports investment priorities, and advises the Combined County Authority on matters relating to the regional economy.

3.4.3 The membership of the Economic Growth and Regeneration Advisory Board will consist of:

- two members of the HSCCA Board who shall be the Co-Chairs and elected annually by the HSCCA Board in addition to the members listed below;
- a member from each constituent authority (two for Hampshire County Council).
- one additional member from each constituent authority (two for Hampshire County Council); and
- a member of the Business Advisory Board in a non-voting capacity.

3.4.4 The board may appoint additional Non-Voting Membership from partner and stakeholder bodies relevant to the remit of the committee (including representatives from District & Borough Councils), with the approval of the CCA Board.

3.4.5 The Economic Growth and Regeneration Advisory Board will take a lead on and advise the Combined County Authority in respect of the below, subject to the committee exercising these functions in accordance with the strategic and budgetary framework agreed by the Combined County Authority:

- oversee the development and delivery of the Local Growth Plan, including stakeholder engagement and consultation.
- provide strategic oversight of regional economic priorities and investment aligned with the HSCCA Investment Strategy.
- support economic growth, productivity, regeneration, innovation, skills and employment across the region.
- advise on funding and investment opportunities and their delivery.
- foster collaboration between public, private and third sector partners to support regional priorities.

3.4.6 Nominations for both member and substitute members have been collated across the Constituent Councils and are as set out in Appendix A.

3.5 It is recommended that the HSCCA Board agrees to establish these Advisory Boards and Joint Committees as set out above with their detailed terms of reference as previously adopted at the meeting held on 13 July 2026 and amended as proposed at agenda item 7.

4 Partnership & Engagement

4.1 The HSCCA Monitoring Officer has engaged with the Monitoring Officers in the Constituent Authorities, district and unitary councils as well as officers from the National Park Authorities to facilitate nomination arrangements.

5 Alternative Options Considered

Option	Summary	Why not recommended
None		

6 Appendices

6.1 Appendix A – Membership of Joint Committees and Advisory Boards

Board is required to consider the following identified implications;

7 Financial Implications

7.1 There are no direct financial implications from the recommendations contained within the report.

8 Legal Implications

8.1 This report complies with the provisions set out in The Hampshire and the Solent Combine County Authority Regulations 2026.

9 Equality & Diversity Implications

9.1 There are no negative equality or diversity implications arising directly from the recommendations in this report.

10 Other Significant Implications

Risk	☐	Assurance Framework	☒	Procurement	☐
Improvement	☐	Environment	☐	HR & IT	☐

Appendix A: Membership of Committees and Advisory Boards

Planning Advisory Board		
Organisation	**Representative**	**Substitute**
HSCCA Board	Co-Chair Cllr Nick Adams-King	
	Co-Chair Cllr Sarah Bogle	
Hampshire County Council	Cllr Martin Eyre	Cllr Ken Tranter
Hampshire County Council	Cllr Sandra Gidley	Cllr Chrissie Bainbridge
Isle of Wight Council	Cllr Paul Fuller	Cllr Bill Nigh
Portsmouth City Council	Cllr Hugh Mason	Cllr Chris Attwell
Southampton City Council	To be confirmed	To be confirmed
New Forest National Park Authority	Steve Trow	Mary Davies
South Downs National Park Authority	John Hyland	To be confirmed
Basingstoke & Deane Borough Council	Cllr Andy Konieczko	Cllr Kate Tuck
East Hampshire District Council	Cllr Robert Mocatta	To be confirmed
Eastleigh Borough Council	Cllr Keith House	Cllr Ian Corben
Fareham Borough Council	Cllr Malcolm Daniells	Cllr Ian Bastable
Gosport Borough Council	To be confirmed	To be confirmed
Hart District Council	Cllr Graham Cockarill	Cllr Richard Quarterman
Havant Borough Council	Cllr Phil Munday	Cllr Richard Brown
New Forest District Council	Cllr Derek Tipp	Cllr Steve Davies
Rushmoor Borough Council	Cllr Keith Dribble	Cllr Gareth Williams
Test Valley Borough Council	Cllr Phil Bundy	Cllr Phil North
Winchester City Council	Cllr Jackie Porter	To be confirmed

Transport Joint Committee			
Organisation	**Role**	**Representative**	**Substitute**
HSCCA Board	Co-Chair	Cllr Johnathan Bacon	
	Co-Chair	Cllr George Madgwick	
Hampshire County Council	Cabinet member with responsibility for Transport	Cllr Steve Forster	Cllr Michael Ford
Hampshire County Council		Cllr Martin Tod	Cllr Tim Groves
Isle of Wight Council	Chair of the committee with the responsibility for Transport	Cllr Julie Jones-Evans	Cllr Reuben Loake
Portsmouth City Council	Cabinet member with responsibility for Transport	Cllr Peter Candlish	Cllr Vernon Jackson
Southampton City Council	Cabinet member with responsibility for Transport	To be confirmed	To be confirmed
Member of Business Advisory Board			

Skills and Employment Support Advisory Board		
Organisation	**Representative**	**Substitute**
HSCCA Board	Co-Chair Cllr Sarah Bogle	
	Co-Chair Cllr Steve Pitt	
Hampshire County Council	Cllr Paul Barrett	Cllr Julie Vigor
Hampshire County Council	Cllr James Batho	Cllr Malcolm Wade
Isle of Wight Council	Cllr Reuben Loake	Cllr Michael Lilley
Portsmouth City Council	Cllr Suzy Horton	Cllr Kimberly Barrett
Southampton City Council	To be confirmed	To be confirmed
Member of Business Advisory Board		

Economic Growth and Regeneration Advisory Board		
Organisation	**Representative**	**Substitute**
HSCCA Board	Co-Chair Cllr Johnathan Bacon	
	Co-Chair Cllr Steve Pitt	
Hampshire County Council	Cllr Keith House	Cllr Gavin James
Hampshire County Council	Cllr Zoe Huggins	Cllr Kirsty North
Hampshire County Council	Cllr Paul McCormick	Cllr Michael Rennie
Hampshire County Council	Cllr Alan Oliver	Cllr Andy Tree
Isle of Wight Council	Cllr Julie Jones-Evans	Cllr Nick Stuart
Isle of Wight Council	Cllr James Whelan	Cllr Chris Jarman
Portsmouth City Council	Cllr Steve Pitt	Cllr High Mason
Portsmouth City Council	Cllr Mark Jeffery	Cllr Gerald Vernon-Jackson CBE
Southampton City Council	To be confirmed	To be confirmed
Southampton City Council	To be confirmed	To be confirmed
Member of Business Advisory Board		

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Meeting:			**Hampshire and Solent Combined County Authority Board**
Date:			28 September 2026
Report Title:			**Budget variation 2026/2027, Draft Budget 2027/2028 and Medium-Term Financial Strategy (MTFS)**
Chief Officer:			Debbie Simpson, Interim Chief Finance Officer (Section 73)
Key decision:			No
Exempt Report:	YES ☐	NO ☒	
Voting arrangements:			Until the commencement of the first Mayor's term of office, any decision relating to the approval or amendment of the Combined County Authority's budget shall require the unanimous support of all five Constituent Members.
Recommendation(s): The authority is recommended to;			
A			From the 2026/2027 Investment Fund allocation, approve use of Investment Fund to support the £0.14m shortfall in the costs associated with the delivery of the Growth Hub in 2026/2027.
B			From the 2026/2027 Investment Fund allocation, to approve the use of up to £0.5m of Investment Funding to repay Local Authority overhead costs, on a one-off basis, associated with the Combined Authority set up.
C			To note that Public Sector Audit Appointments have appointed Ernst and Young LLP as GLCCA external auditor.
E			To note progress with planning the 2027-28 budget and MTFP, including the suggested use of £1m of 2027/2028 investment fund revenue to fund the transfer of various organisations into the CA.

1. Purpose

1.1. This report provides and update on financial matters, including seeking approval for the allocation of some investment fund revenue from the 2026/27 available investment fund budget. It also provides early sight of the work to prepare for the 2027/2028 budget and the Medium-Term Financial Plan (MTFP) due to come to the HSCCA Board for final approval by the HSCCA Board in January 2027, having been considered by the Governance and Audit Committee.

2. Executive Summary

2.1. As HSCCA approaches the end of Quarter 2 of the first financial year, the HSCCA remains in its establishment and set-up phase. Work has continued to put finalise the operating structure and staff requirements, required to

support the Authority as it develops and takes on the required statutory responsibilities set out in the Devolution and Community Empowerment Act and the newer recently announced planned additional responsibilities.

2.2. The staffing structure reflects the core responsibilities of the HSCCA and identifies the key leadership, operational and support roles required to deliver the proposed operating model effectively and fulfil expectations. Recruitment is being phased, with appointments made in line with operational requirements, service demand, available resources and organisational maturity.

2.3. Public Sector Audit Appointments have appointed Ernst and Young LLP to audit the accounts of Hampshire and the Solent Combined County Authority for 2 years, for the audits of the accounts from 2026/27 to 2027/28. This appointment is made under the provisions of the Local Audit and Accountability Act 2014 and the Local Audit (Appointing Person) Regulations 2015. The appointment was approved by the PSAA Board and is effective from 03 June 2026.

3 Main Discussion

3.1 To provide greater transparency over the Authority's financial position, expenditure and forecast performance, budgets are being developed by directorate/budget-holding area. This will also provide a clearer basis for identifying emerging pressures, underspends and required management action. The current key areas for budgets responsibility are as follows:

3.1.1 **Economy and Delivery -** Teams in this area will lead economic policy, particularly the production of the Local Growth Plan and outcomes framework, establish a data, insight and intelligence function to support key strategies including the Spatial Development Strategy. This team will lead the furtherance of devolution policy working with Number 10 north, other MCA/MCCA and the DPP partnership. In the fullness of time this team will produce the MCCA Corporate Plan and will lead communications and public affairs. The delivery element of the team will programme manage schemes and transitions including the transition to a single LTA, the Accountable Body for the Freeport, Office of the Police and Crime Commissioner (OPCC) and Fire Authority transfer. An SLA with Hampshire CC has been entered to provide data, and intelligence and with Southampton CC to provide IT support.

3.1.2 **Growth, Business and Skills -** The team translates the priorities in the Local Growth Plan into the strategies and commissioned activity across business growth, inward investment, skills and employment, housing, infrastructure,

planning and regeneration. The specialist teams will include subject matter experts to lead specialist engagement work with government departments, partner organisations and delivery agents / organisations. Early requirements include a single regional Growth Hub, single system for Careers Advisor work, statutory responsibility for Adult Skills commissioning and the strategic partnership with Homes England.

3.1.3 **Transport -** As with Growth, Business and Skills, this team houses the specialist transport experts. It will be built from the TUPE of in-scope employees from the existing Local Transport Authorities. Responsibilities include leading work on strategic transport, transport innovation, bus partnerships and/or franchising and commissioning transport infrastructure.

3.1.4 **Governance and Legal –** Provides Monitoring Officer statutory functions, Democratic Services, Legal, Risk and Assurance, Human Resources, Organisational Development and Executive Support. An agreement has been entered into with OPCC to provide Information Governance support

3.1.5 **Finance -** Provides Section 73 statutory responsibilities including risk management, audit and financial processing and controls. An SLA with Portsmouth CC to provide internal audit and information governance has been agreed, and a further agreement has been entered into with HCC for the provision of an integrated finance and HR system, treasury functions and payroll.

3.1.6 The HSCCA finance system is live, and a finance assistant has been employed. The intention is to transfer responsibility for all funds and transactional finance support from Southampton City Council to the HSCCA at the end of September. Given the Authority's current stage of development, the volume of financial transactions remains low with expenditure to date primarily associated with recruitment, staffing and establishment costs. As activity increases over the remainder of the financial year, financial monitoring and reporting arrangements will continue to develop to provide an increasingly clear picture of the Authority's financial position and forecast outturn.

3.2 **Budget Amendments 2026 / 2027**

3.2.1 Following the approval of the 2026/2027 budget the following requests have been made for Board to consider:

a. £0.14m to fund the shortfall in Growth Hub funding for 2026/2027

b. Provide a one-off capped amount of up to £0.5m in 2026/2027 to reimburse costs incurred by UTLAs, in the establishment of the Combined Authority. This is limited to evidence-based costs and direct leadership

and does not extend to recharging for officer time to participate in joint meetings, which is to be expected in a partnership arrangement.

3.3 Budget and MTFS 2027 / 2028

3.3.1 Planning has commenced for the HSCCA to take on statutory functions and to integrate services currently run by DWP and/or partner agencies or organisations. The DPP areas receive minimal funding for transition work (to date limited to £150k for the statutory transfer of ASF over two years), therefore costs associated with managing transitional activity required to be undertaken needs to be budgeted from HSCCA resources. An indicative budget of £1.5m has been included for 2027/28. A series of programmes will run concurrently, with both HSCCA and the incoming organisation represented in work streams and on programme boards. Financial due diligence will be integral to the transfers and the outcomes reflected in the MTFP.

3.3.2 Financial assumptions have been made for financial planning purposes:

a. **Funding:** Income is based on funding currently known or anticipated to be available, with services operating within their respective funding envelopes. Additional funding will be secured to support the Authority's initial operating costs, reflecting the current shortfall in Mayoral Capacity Funds.
b. **Expenditure:** Expenditure is based on anticipated costs and current estimates.
c. **Borrowing:** No external borrowing is assumed in 2027/28.
d. **Recruitment:** Recruitment will be phased to reflect mobilisation throughout the year. The recent announcement of secondment of c6-9 Civil Servants for a 6–9-month secondment may affect the phasing of some planned recruitment if the secondment provides additional short-term capacity required.
e. **Pay and staffing:** Staffing costs remain indicative pending final organisational design and Pay Policy approval. A 3.3% pay uplift is assumed.
f. **Pensions:** Pension costs assume participation in the Hampshire Pension Fund, subject to confirmation.
g. **Inflation:** Inflation is assumed to remain stable with no additional material pressures.
h. **Transition:** Transition costs are assumed to remain within the available funding envelope.
i. **SLA costs:** SLA costs are assumed to remain within budget.
j. **Growth Hubs:** Growth Hubs will operate within available grant funding; with additional investment fund expenditure considered, linked to the board priority to contribute to a more comprehensive business support system. This is subject to the Board agreeing to top-up the allocation received by DBIST in 2026/2027.

k. **Adult Skills:** Adult Skills will operate within its allocated funding envelope, with the 50% Careers Hubs match requirement funded from Adult Skills.
l. **Transport:** £1.3m of transport revenue funding will be top sliced for transition costs and strategic transport planning.
m. **Capitalisation:** Planned activity is assumed to meet the relevant capitalisation criteria, subject to the nature and delivery of the activity remaining unchanged.
n. **Additional funding:** Additional funding is assumed to support Year 1 operating costs and address the current Mayoral Capacity Funding shortfall, reducing reliance on investment funding for revenue costs in future years.
o. **Capital Strategy:** A formal Capital Strategy will be developed in line with the CIPFA Prudential Code.
p. **Elections:** Election costs are based on indicative forecasts and will be refined.

3.4 **Funding Streams 2027/2028**

3.4.1 For 2027/28 HSCCA has very few funding streams. Additional funding is expected during 2027/28, with more significant funds received once the mayor is elected. This presents a challenge as significant preparatory work, delivery plans, scheme mobilisation and transfers into HSCCA require progressing at pace and managing. The Mayoral Capacity Funds and the Adult Education transition budget are insufficient to cover the staffing and legal and other costs.

3.4.2 Some costs, linked to specific outputs, can be allocated to an associated revenue stream. As an illustration, it is anticipated the production of the Spatial Development Strategy will be covered by the SDS grant received and a future further proposed allocation. Some funds will, however, need to be taken from either the Investment Funds or a top slice from programme funding, this includes Adult Skills and Transport Funds to progress the transition to a single LTA. These sums will be kept as low as possible and incoming organisations will be asked to contribute staff and money to facilitate the transfers; Fire and Rescue have been allocated transition funds.

3.4.3 Confirmed allocations for 2027/28 include:

3.4.4 **Mayoral Capacity Funding (MCF) -** An initial allocation was granted for 2025/26 with a further three-year settlement granted up to 2028/29. The 2027/28 budget includes £2.8m MCF.

3.4.5 **Spatial Development Strategy Fund (SDS) -** A total allocation of £0.76m has been made to the HSCCA, based on two payments one made in 2025/2026 and one in the financial year 2026/27. The original allocation was profiled over three years, however given the level of work required, the entire balance has been moved to 2027/28. Whilst HSCCA is expecting a further £2-

3M for spatial development, there remains a risk that government priorities will change, therefore any commitment to commissioned work, or staffing, will take this risk into account.

3.4.6 **Investment Fund -** The Authority will receive £17.8m of Investment Fund (IF) funding in 2027/28, comprising £8.9m revenue funding and £8.9m capital funding. The proposal for allocation of this funding based on earlier decisions and two new requests for funding are that the revenue allocation will contribute towards:

a. the costs of staffing and overhead costs associated with economic development
b. £1.5m for costs associated with mobilising the transitional programmes where no specific budget is provided
c. £1.8m contribution to the election reserve.

3.4.7 **Adult Skills Fund Transition -** A nominal budget of £0.05m has been provided to undertake activities required for HSCCA to be ready to accept the Adult Skills Fund.

3.4.8 **Adult Skills Fund Budget -** From August 2027, HSCCA will be in receipt of the Adult Skills Fund. The exact allocation will be confirmed by DWP late September. It is estimated this will be c£24m per annum. The allocation runs on academic years August to July and therefore the budget received will be pro-rata to cover the financial year period.

3.5 **Revenue Expenditure 2027/2028**

3.5.1 Indicative management and overhead costs for 2027/28 are shown in table 1 below. These include sums for transition activity.

Table 1: Indicative resource costs

Staffing costs	Total	6,339,631
Non Staffing Core costs	Total	735,050
Legal and Governance	Total	481,000
Commissioned activities	Total	4,888,397
Corporate Financing	Total	-
TOTAL EXP	Total	12,444,078

3.5.2 Staffing Costs include salaries, employer National Insurance and pension contributions, recruitment costs, training and development, and agency costs. The 2027/28 budget provides for a mix of directly employed officers and

secondees to enable rapid mobilisation and early delivery of regional benefits. With many roles still to be evaluated, salaries are based on similar roles, however some are being assessed at lower levels of renumeration than in the budget. Staff costs are therefore likely to be lower than profiled.

3.5.3 Where funding conditions permit, costs will be charged to individual schemes to reflect the resources required to deliver those programmes. Expenditure against each revenue stream will be monitored and reported. It is assumed that a top slice from the transport and adult education budgets will be taken to enable strategic planning work and transition activities.

3.5.4 The above costs can be funded through a range of income source; this is illustrated in table 2 below.

Table 2: resourcing the HSCCA management and overhead in 2027/2028

IF (capitalised)	2,500,000
IF revenue	3,188,436
MCF (2.8m)	2,800,000
Adult Skills transition	50,000
ASF top slice management fee	640,000
Spatial development (451k)	451,000
Transport top slice	1,300,000
Growth Hub grant	476,964
	1,037,678
Interest on funds held	360,000
Internal recharges	677,678
Total Income	**12,444,078**

3.5.5 For 2027/28 there will be a heavy reliance on investment fund revenue to enable both transitions and delivery. The investment fund will also be drawn on to build reserves for the election and a general reserve. Table 3 demonstrates that these overheads can be met from the Investment Fund, with funds remaining for wider distribution.

Table 3: Proposed funding model

Investment Fund Allocation		**8,900,000**
Management and transition costs	-	3,188,436
Mayoral election reserve	-	1,800,000
General reserve provision 5% of core budget 7.5m	-	375,000
	-	**5,363,436**
Grant available for distribution		**3,536,564**

3.5.6 The Medium-Term Financial Plan will include additional functions that are transferring into HSCCA, providing a framework for financial planning, resource allocation, workforce planning and financial stewardship as the Authority continues its transition towards the establishment of a Mayoral model of governance.

3.5.7 Detail on funding and liabilities associated with transferred functions is still to be confirmed. The budget will be refined as further information becomes available and prior to taking the budget to Governance and Audit for approval

3.5.8 **Capital Budget 2027/2028**

3.5.9 The current known capital budget comprises solely of £8.9m investment funds. The allocation will be used to support scheme development. The Authority's wider investment priorities are currently being developed and will be subject to Member approval through the appropriate governance processes.

3.5.10 A request has been made by the existing LTA for the transport strategic modelling tool to be updated to provide a robust evidence base for future transport schemes, especially as the recent announcements on further devolution seek to raise the financial threshold to £500m for local determination of transport capital investment. The estimated total cost of this is c£5m with a request for £2.5m in 2027/28, and it is proposed that this is taken from the Capital pot.

3.6 **Treasury Considerations 2027/2028**

3.6.1 The Authority expects to receive significant funding that includes both revenue and capital elements from Investment Fund capital held prior to distribution. The 2027/28 budget assumes an average of £12m held in treasury, Interest on balances held will be used to help fund operating costs. The Treasury Management Strategy will be taken to Governance and Audit Committee in November.

3.7 MTFS and the Transfer of Functions

3.7.1 HSCCA will transfer in several organisations during the term of the MTFP which will radically change the size and shape of the budget. Details of the financial impact of transfers is starting to be developed. Where figures have been included in the MTFP, these should be considered indicative, and as transfer arrangements, funding and associated financial responsibilities are confirmed, they will be adjusted.

3.7.2 Provision of £1.5m has been made in the 2027/28 budget for the costs associated with the transfers. This will be taken from the investment fund. Discussions will be held with the incoming organisations around funding the transitions.

Each transfer is discussed below:

3.7.3 **Office of the Police and Crime Commissioner (OPCC) -** The functions of the Police and Crime Commissioner are expected to transfer to the Mayor when elected in 2028. The OPCC functions will transfer to the Authority. Detailed financial implications of these transfers cannot yet be confirmed. The relevant transfer regulations and associated governance and funding arrangements are still to be established and will inform the financial treatment of the functions within the HSCCA. The MTFP will be updated as greater certainty emerges.

3.7.4 **Fire and Rescue -** The governance and financial arrangements for the Hampshire and Isle of Wight Fire and Rescue Service transition in April 2028 will be developed over the coming months. The Government has previously legislated to allow a Mayoral Combined County Authority to exercise shadow fire and rescue functions during the 12 months prior to the transfer of fire governance, and while the detailed arrangements for governance, funding and precepting during that period are to be established through the transfer regulations and are currently being consulted upon. As with the OPCC, as more certainty emerges this will inform the financial treatment of the functions within the HSCCA and the MTFP will be updated.

3.7.5 **Solent Freeport Accountable Body -** Solent Freeport is a company limited by guarantee and is independently governed solely by a Board of Directors. The company does not directly manage day to day finances or produce company accounts with Freeport funds held and administered on its behalf by its accountable body, Portsmouth City Council. Arrangements for the transfer of Accountable Body functions for Solent Freeport are being developed, and the transfer must be concluded by June 2028.

3.7.6 The Freeport's revenue budget for 2027/ 28 is £1.46m comprising £1.21m for staffing and operational costs and £0.25 for delivery of skills, business

growth, innovation and decarbonisation. Freeport has a 25-year indicative stream of income from retained rates and interest on funds held. Accountable Body support costs are £0.1m per annum, which covers transactional finance, processing of seed capital claims, monitoring of retained rates, production of all financial data for reports, audit. The plan is that HSCCA will take on the Accountable Body (AB) role. Discussions on future delivery models are also taking place, including whether the team is fully integrated into HSCCA. The impact on HSCCA operating budget is expected to be neutral, as all HSCCA costs are covered by retinted rates income and interest on funds held. HSCCA will be able to borrow against the retained rate income stream, however, with only two tax sites currently generating retained rates, caution should be exercised until site development is at a stage that provides greater certainty. Figures will be included in the budget once confirmed.

3.7.7 **Transport -** From 2027/28, HSCCA is expected to receive devolved transport funding. Until the Mayor takes office, local transport planning functions will continue to be held concurrently by HSCCA and the existing Local Transport Authorities. Following the Mayoral election in May 2028, the Mayor will assume responsibility for the relevant public transport and bus franchising functions.

3.7.8 Over the MTFP period, HSCCA will progressively take on its strategic transport responsibilities. This will include:

a. developing the future transport strategy and Strategic Transport Plan;
b. establishing the Key Route Network;
c. planning for the transfer and use of devolved transport funding;
d. developing the Authority's approach to future transport investment and funding, including consideration of Mayoral precepting; and
e. developing the future approach to bus services, including consideration of bus franchising.

The financial implications of the transfer will be modelled and reflected in future iterations of the MTFP as the transition plans develop.

3.7.9 During the transition period, it is proposed that most of the transport funding is passported to the constituent councils based on existing funding ratios, while HSCCA retains a proportion of the funding to support strategic transport work and transition to the new arrangements.

Two broad models for the passporting of funding could be considered:

a. **Passport funding** – HSCCA retains overall accountability for the funding, while the funding is passported to constituent councils for delivery.
b. **Devolve funding and accountability** – both the funding and responsibility for delivery are transferred to the constituent councils.

Under either model, a formal agreement between HSCCA and the constituent councils will set out the respective responsibilities, reporting requirements and assurance arrangements for the exercise and delivery of transport functions during the transition period. The Local Area Framework (LAF) and Local Transport Plan (LTP) will provide the overarching governance, assurance and funding frameworks.

3.7.10 Transport funding - Based on published Department for Transport (DfT) allocations, set out in table 2, the authorities within the HSCCA geography are expected to receive the following amounts, which are anticipated to transfer to HSCCA from 2027/28:

Table2: Local Transport Grant Allocation

Authority	**2026/27 (£m)**	**2027/28 (£m)**	**2028/29 (£m)**	**2029/30 (£m)**	**Total 2026/27–2029/30 (£m)**
Hampshire County Council	5.722	9.374	12.846	16.318	44.260
Isle of Wight Council	1.568	2.317	3.175	4.034	11.095
Portsmouth City Council	2.031	2.691	3.688	4.685	13.096
Southampton City Council	2.324	2.977	4.080	5.182	14.563
HSCCA Area Total	**11.645**	**17.359**	**23.789**	**30.219**	**83.014**

Source: Department for Transport, Local Transport Grant capital allocations 2026/27 to 2029/30.

3.7.11 To resource the transition to a single Local Transport Authority, the proposal is to top slice from the transport allocation to support the transition work for either additional staff resource or to complete additional elements of work required, for example:

a. **Bus franchising assessments** – Government guidance indicates that franchising assessments can incur costs of approximately £1.2 million to £3.3 million, including consultation and associated specialist work. The current MTFP does not make provision for a full franchising assessment. However, an allowance will be required for initial feasibility and assessment work to inform any future decision by the mayor on whether bus franchising should be pursued. This sum is included in the £1.5million top slice retained in 2027/28.
b. **Strategic transport plan development** – The top slice allows for costs associated with development of the Authority's strategic transport arrangements, in line with the requirements set out in the Government's *Devolution Framework – Mayoral Strategic Authorities*.
c. **Specialist transition support** – HSCCA may need to procure specialist support to assist with the transition, drawing on organisations with

relevant experience and knowledge of the establishment of transport functions within Mayoral Combined Authorities. Any such support would be procured through an appropriate tender process and based on research into similar costs incurred by other Combined Authorities.

3.7.12 Following the Mayoral election, it is proposed that a **Mayoral Transport Fund (MTF)** is established, with funding allocated in line with agreed strategic priorities. Detailed proposals for the operation and governance of the MTF will be developed and presented to the relevant committees for consideration, comment and approval. The development of the MTF will need to take account of the emerging Strategic Transport Plan, the Key Route Network, the future allocation of devolved transport funding and the Mayor's wider strategic priorities. The transport funding arrangements will evolve over the MTFP period, with the initial focus on maintaining continuity of delivery through the constituent councils while HSCCA establishes the strategic, governance and operational arrangements required to assume its longer-term transport responsibilities.

3.7.13 The proposed top slice has been included in the budget, but the final allocations and associated costs will be included once confirmed.

3.7.14 **Growth Hub** – The settlement granted to the HSCCA, is for £0.48M per year, a reduction on the allocations made when the region resourced two Hubs. DBIST are seeking efficiencies in management and performance monitoring based on a single regional Growth Hub. Costs for grant claims are detailed as £0.27m staff costs and £0.21m delivery costs, balancing exactly to the funding. The MOU with DIST is runs through 2028/28, with funding remaining the same each year; the MTFP will assume that position remains, and that any enhancements to the funding envelope will be based on approval of an enhanced delivery model. Growth Hub figures have been included in the budget, based on known allocations, and on the assumption, delivery is within the funding envelope. As grants are paid in arrears, HSCCA will need to account for expenditure incurred prior to the transfer to HSCCA, as well as ensuring sufficient funds are available to support delivery until claims are reimbursed.

3.7.15 **Careers Hub –** The Careers Hub contract will transition to the HSCCA from September 2027, and delivery staff salaries will require 50% match funding from the CCA. It is anticipated that this funding, if eligible will come from the Adult Skills Fund. Careers Hub figures are not yet included in the MTFP but will be once confirmed. The working assumption is that activities will be funded from within the grant envelope, with match for staff salaries the only financial support required. Figures will be included once confirmed

3.8 **Financial Risks**

3.9 Budget planning for HSCCA is taking place during a period of significant uncertainty. The Authority's financial position will continue to evolve as arrangements for fiscal devolution and the wider funding framework for Strategic Authorities develops, alongside the transfer of functions and the associated financial liabilities and responsibilities.

3.10 The key financial risks will require ongoing review through the budget monitoring and medium-term financial planning process. These risks will be managed through the development of a corporate approach to risk management, with financial and delivery risks monitored and reviewed regularly as part of this framework

3.11 The main risks are set out below:

a. Underestimation of SLA costs resulting in higher-than-budgeted expenditure
b. Changes to the Government's approach to devolution and the funding Strategic Authorities could affect the level, timing or flexibility of future funding available to HSCCA, creating uncertainty for the MTFS.
c. Failure to secure additional funding may require greater reliance on investment funding or reductions in recruitment and delivery, creating longer-term sustainability risks.
d. Costs and liabilities arising from transferred functions exceed available funding, creating ongoing revenue pressures.
e. Capitalisation assumptions prove incorrect, resulting in expenditure needing to be funded from revenue and creating an unbudgeted pressure.
f. Outgrowing current premises, leading to unbudgeted relocation or expansion costs.
g. Inflation exceeding the 3.5% assumption, increasing costs.
h. Delay in receipt of funding or income, impacting cash flow and delivery timelines.
i. Unplanned demand for services, leading to additional cost pressures.
j. Dependency on third-party delivery partners, creating financial pressures if costs escalate or delivery changes.
k. Inability to recruit staff leads to use of interims, increasing staffing costs.
l. Staffing costs exceed budget due to pay awards, incremental progression or changes to the planned workforce profile.
m. Transition costs exceed estimates.
n. Growth Hub incurs delivery costs upfront but may not recover the full cost if the required outputs are not achieved, resulting in a funding deficit.

4. Partnership and Engagement

4.1. Discussions have taken place with partners to build the basis for the draft 2027/2028 budget and MTFS. In the run up to the formal approval of the budget further discussions with Departments and local partners will be scheduled.

5. Alternative Options Considered

Option	Summary	Why not recommended
None		

6 Appendices

None

Board is required to consider the following identified implications;

7 Financial Implications

7.1 The financial implications are set out in the paper and will be kept under review. Committees will be updated as plans are firmed up.

8 Legal Implications

8.1 The Local Government Act 2003 requires the Board of the HSCCA to approve any amendments to the Authority's budget.

8.2 It is a requirement of the Hampshire and the Solent Combined County Authority Regulations 2026 that any approval of or amendment to the HCCA budget be approved by the unanimous vote of all five Board members.

8.3 The above legislation is reflected in the provisions of the HSCCA constitution.

9 Equality & Diversity Implications

9.1 TBC

10 Other Significant Implications

Risk	☒	Assurance Framework	☐	Procurement	☐
Improvement	☐	Environment	☐	HR & IT	☐

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Meeting:			**Hampshire and the Solent Combined County Authority Board**
Date:			28th September 2026
Report Title:			**HSCCA Pay and Grading Framework**
Chief Officer:			Polly Hicks – Head of People and Organisational Development
Key decision:			Yes
Exempt Report:	YES ☐	NO ☒	
Voting arrangements:			The Board will work to progress decisions via consensus, if a vote is required then it is by simple majority.
Recommendation(s): The authority is recommended to;			
A			Approve the Pay and Grading Framework contained within this report and appendices, with immediate effect subject to annual review.
B			Note the additional requirements to draft and publish an annual Pay Statement in line with statutory requirements.

1 Purpose

1.1 To seek Board approval of the HSCCA Pay and Grading Framework and accompanying Pay and Grading Structure. Together, these provide a clear, fair and consistent basis for setting pay across the Authority.

2 Executive Summary

2.1 HSCCA is establishing its employment framework as a new organisation. The proposed approach is designed to support the attraction and retention of the skills needed to deliver the Authority's priorities, while remaining proportionate, affordable and transparent.

2.2 The proposals have been developed with pay and reward support from Local Government South East and Osborne Thomas. Benchmarking against Combined Authorities, Local Authorities and the wider regional public sector indicate that the proposed salary ranges sit at the median of appropriate comparators.

3 Main Discussion

3.1 **Key Features of the Framework** – The HSCCA Pay and grade framework is set out in full in Appendix A. It has been developed to include:

a) A modern 11-grade structure, from trainee Grade T through to Chief Executive Grade K.

b) Alignment with NJC and JNC local government arrangements and established job evaluation schemes.

c) Six spinal column points within Grades A to I, supporting consistent progression subject to satisfactory performance.

d) Independently benchmarked spot salaries for Executive Director and Chief Executive roles.

e) A lowest hourly rate of £14.82, above the 2026 National Living Wage and Real Living Wage figures referenced in the framework.

f) Clear principles of fairness, transparency, attraction, scalability, consistency, defensibility and public accountability.

3.2 **Implementation**:

3.2.1 Subject to approval, the framework will take immediate effect for new starters employed on HSCCA terms. Seconded staff will move to the nearest spinal column point within their salary band. The framework will be reviewed at least annually.

3.2.2 A Pay Policy Statement will be required to be formally approved by the Board before the start of the budget year in accordance with sections 38-43 of the Localism Act 2011. This will then be published on the HSCCA website.

4 Partnership and Engagement

4.1 People Working group being set up across upper tier authorities and Fire and OPCC.

5 Alternative Options Considered

Option	Summary	Why not recommended
Further Review Options	Undertake further salary structure/benchmarking work.	• Unable to meet this report September 2026 deadline. • Inability to meet November payroll deadline set up with HCC. • Additional Resource Costs.

6 Appendices

Appendix A: HSCCA Pay and Grading Policy

Board is required to consider the following identified implications;

7 Financial Implications

7.1 Subject to implementation remaining within approved budgets, there are no specific financial objections to the proposed framework, with any material additional costs considered through the Authority's normal financial approval and budget monitoring arrangements'.

8 Legal Implications

8.1 The Local Government and Housing Act imposes a duty on the Head of Paid Service to make provision for the numbers and grades of such staff as are required to fulfil the functions of the Authority as well as to provide for the organisation and proper management of such staff.

8.2 The Local Government Act 1972 permits the Authority to pay staff such reasonable remuneration as it sees fit.

9 Equality & Diversity Implications

9.1 An equality impact assessment will be undertaken once we have sufficient workforce data and reviewed on an ongoing basis.

9.2 Periodic equal pay audits are to be undertaken independently to ensure appropriate compliance with Equal Pay and the Equality Act 2010.

10 Other Significant Implications

Risk	☒	Assurance Framework	☐	Procurement	☐
Improvement	☐	Environment	☐	HR & IT	☒

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Appendix A

Hampshire and Solent Combined County Authority

Pay and Grading Policy Framework 2026/2027

1 Summary

1.1 As a new organisation, Hampshire and the Solent Combined County Authority (HSCCA) has opportunity to establish a fair, equitable and market-competitive pay structure.

1.2 This Pay and Grading Framework and accompanying job evaluation process are fundamental to enabling the right foundations for HSCCA to attract, recruit and retain talent whilst remaining affordable and is required to support the attraction and retention of the skills and talent needed to deliver high-quality services across the region.

1.3 A Pay and Grading Framework provides reasonable levels of assurance to Members, partners, and the public regarding the stewardship of public funds.

1.4 This framework reflects HSCCA's continued development as a Strategic Authority and demonstrates a transparent, evidence-led, proportionate approach to pay.

1.5 The framework confirms that the lowest rate of pay (£14.82 per hour) will be above both the 2026 National Living Wage (£12.71 per hour) and Real Living Wage (£13.45 per hour).

1.6 Rates of pay for senior roles are to remain proportionate when compared with median and lowest workforce pay.

1.7 A Pay and Grading framework:

a. Supports HSCCA's ambition to be a lean, agile, and outward-facing organisation.
b. Enables fairness, transparency, and equal pay compliance.
c. Provides flexibility to respond to labour-market pressures.
d. Creates a scalable structure aligned with comparator Authorities national local government frameworks.
e. Reinforces HSCCA's public accountability and responsible use of public funds.

1.8 This pay and grading framework proposal has been developed alongside pay and reward expertise and support from Local Government South East (LGSE), (previously known as South East Employers). Initial work was also undertaken by Osborne Thomas who have also worked with East Midlands Combined County Authority (EMCCA).

2 Pay and Grading Framework

2.1 The proposed pay and grading framework is outlined in Table 1 below. Note: Salary bandings shown are from April 2026 to March 2027. Local Government

nationally agreed annual pay award % uplifts for both 2026/27 NJC and JNC having been applied.

Table 1: HSCCA Pay and Grade Framework

Hampshire and Solent Combined County Authority

Pay and Grading Framework Proposed					
Grade	Scale Points	Salary Bands 26/27	Job Group Descriptor	JE Scheme	
T	SCP 12-18	£29,542 - £32,578	Trainee Roles - Apprentices and Interns	NJC	
A	SCP 19–24	£33,119 - £36,581	Process Related Roles	NJC	
B	SCP 25–30	£37,563 - £42,123	Process Plus Roles	NJC	
C	SCP 31–36	£43,149 - £48,738	Technical & Practitioner Roles	NJC	
D	SCP 37-42	£49,817 - £55,224	Professional & Specialist Roles	NJC	Top of NJC
E	SCP 43–48	£56,293 - £61,966	Strategic Lead/Senior Professional Roles	NJC	SCP43
F	SCP 52 -57	£68,963 - £78,723	Strategic Mgr/Strategic Expert / Small HOS	Chief Officer	
G	SCP 61 - 66	£86,403 - £97,097	Head of Service / Strategic Lead	Chief Officer	
H	SCP 68 - 73	£101,744 - £117,107	Director	Chief Officer	
I	SCP 75 - 80	£120,304 - £132,233	Corporate Director	Chief Officer	
J	Spot Salary - Benchmarked	£139,455 - £160,115	Executive Director	Chief Officer	
K	Spot Salary - Benchmarked	£185,940 - £211,765	Chief Executive	Chief Officer	

Note: Each grade band A to I would consist of six spinal column points [with the exception of Grades J and K that are to be spot salaries]. Version 27 Aug 2026 with Apr 2026 3.3% LG pay award included

2.2 NJC local government services ‘green book’ alignment remains and now also includes encompasses a new trainee (apprentice/intern) grade ‘T’ utilising SCP 12 – SCP 18. The maximum SCP 43 is retained within the core NJC design. The NJC design runs from Grade A – E with Grade A commencing at SCP 19 alongside with some minor adjustments to SCPs across the framework to enable greater consistency on numbers of SCPs at all grade levels. Grade E is further enhanced by inclusion of spinal column points up to and including SCP48.

2.3 Scale points enable progression through annual incremental progression (subject to satisfactory levels of individual performance) are retained as a core pay design principle for all grades A through to I.

2.4 Grades J (Executive Director) and K (Chief Executive) are benchmarked spot salaries, reviewed independently annually.

2.5 The Pay and Grading framework ensures fair progression, internal comparability, and pay alignment within the region. A selection of salary benchmarking against the market has taken place and will continue to ensure that current salary band ranges are competitive and fair, particularly in any areas reasonably demonstrated as difficult to recruit.

2.6 Benchmarking nationally against other Combined Authorities and other Local Authorities and wider public-sector at a regional level has taken place. This work was undertaken using the CIPD’s independent salary benchmarking tool.

It confirmed that proposed salary band ranges sit at the median of comparable organisations, ensuring competitiveness without exceeding public-sector norms. In addition, a selection of live data was explored from regional and national advertisements from Councils and CAs. Additional insight was also drawn from CAs and their published pay policy statements. The published policy statements reviewed were West Yorkshire, West of England, Cambridge and Peterborough, Tees Valley, Lancashire, West Midlands, Manchester and Liverpool Combined Authorities. Examples of live vacancy roles included Kent and Medway; and West of England Combined Authority.

2.7 The Pay and Grading framework reflect the realities of the evolving workforce structure to enable this framework to remain proportionate, market-aligned, and suitable for a new CCA that must reasonably balance market competitiveness for salaries with fiscal responsibility and transparency.

2.8 **Legislative Framework**

2.9 In determining pay and remuneration for all employees, HSCCA will comply with all relevant employment legislation. This includes, but is not limited to the Employment Rights Act 2025, Equality Act 2010, Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, Agency Workers Regulations 2010 and, where relevant, Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).

2.10 HSCCA will always aim to ensure there is no pay discrimination within its pay structures and that any differentials can be objectively justified through equality-proofed job evaluations and the undertaking of regular pay audits.

2.11 Transparency within a pay and grading framework system means providing sufficient information and training for HSCCA employees and managers.

2.12 **Statutory Context**

2.13 Sections 38-43 of the Localism Act 2011 require HSCCA to prepare, approve and publish a Pay Policy Statement for each budget year. The legislation is intended to strengthen transparency and accountability around senior pay in the public sector. It requires authorities to be explicit on:

- How senior pay is set and governed.
- How lowest-paid colleagues are remunerated.
- The relationship between senior pay and pay across the wider workforce.
- The approach to pay progression, severance, discretionary payments.

2.14 To meet the statutory requirement for transparency, the Pay Policy Statement will report on pay differentials, median pay, and pay multiples. These measures will show how pay is distributed across HSCCA and how the Chief

Executive and other senior management roles pay compares to wider workforce pay.

3 Job Evaluation

3.1 There continues to be ongoing change within the local government and combined authority landscape in the form of new and evolving job roles, against a background of a need to align organisation structures to reflect how services are delivered at both regional and local community levels.

3.2 A job evaluation scheme is a way of systematically assessing roles objectively, while avoiding prejudice or discrimination.

a. To establish relative job size.
b. To ensure equal value and avoid discrimination.
c. To provide a foundation for a pay structure.
d. To provide an understanding of jobs and organisations.
e. To help define job relationships.

3.3 The purpose of Job Evaluation: HSCCA operates the Local Government National Joint Committee (NJC) Green Book and Local Government Chief Officer job evaluation schemes. These have enabled HSCCA to commence creation of a systematic, consistent, and fair approach to determining a hierarchy of jobs that make up HSCCA's pay and grading framework.

3.4 Having a consistent and robust, gender-neutral method for assessing and comparing the value of different jobs is vital to achieving equal pay. Operating these job evaluation schemes helps HSCCA to meet its legal obligations regarding equal pay under the Equality Act 2010. An overview of the NJC Local Government Services and the Chief Officers Local Government Scheme and any relevant additional details are available through the HSCCA Head of People & OD or LGSE.

4 Pay and Grading Structure

4.1 HSCCA's pay and grading framework is based on the following principles:

a. Fairness and transparency: clear pay ranges, no overlaps, equal pay compliance.
b. Attraction: benchmarking nationally against other Combined Authorities, Local Authorities, and wider public-sector partners at a regional level.
c. Scalability: suitable for HSCCA's start-up phase and future expansion, alongside considerations on developing the framework further to include opportunities for trainee roles, apprentices, interns, and career grading for professional and specialist roles.
d. Consistency: alignment with NJC and JNC national local government frameworks.

e. Defensibility: underpinned by NJC and Chief Officer local government job evaluation schemes and methodology.
f. Public accountability: clear governance in place for annual statutory HSCCA pay policy statement publishing.

4.2 The Framework aims to:

a. Create a modern and simplified 11-grade pay structure.
b. Incorporate NJC SCPs appropriately within the grade structure.
c. Enable competitive salaries appropriately benchmarked within the relevant marketplace.
d. Provide a transparent and equitable pay structure with a degree of flexibility.
e. Enables sufficient agility during HSCCA's start-up and growth phases.

4.3 Ongoing review and refresh of this Pay and Grading Framework, along with drafting of an annual pay policy statement will be undertaken by the Head of People and OD in consultation with relevant stakeholders. Details of any market supplements, retention payments or other related allowances will be published accordingly within the pay policy statement should these become an essential requirement to address any specific recruitment or retention challenges in the future.

4.4 Consistent and robust contractual arrangements will be in place around the application of this pay and grading framework alongside any locally determined HSCCA pay allowances developed with considered alignment with other nationally agreed local government terms and conditions for NJC local government services employees and JNC Chief Officers and Chief Executives.

4.5 Pay arrangements are to be applied with immediate effect for all new starters contracted to the new HSCCA terms and conditions. Any seconded staff will move to the nearest salary spinal column point within their salary band.

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Meeting:			**Hampshire and the Solent Combined County Authority Board**
Date:			28 September 2026
Report Title:			**Local Growth Plan initial overview**
Chief Officer:			Clare Fuller, Devolution Programme Director
Key decision:			No
Exempt Report:	YES ☐	NO ☒	
Voting arrangements:			The Board will work to progress decisions via consensus, if a vote is required then it is by simple majority.
Recommendation(s): The authority is recommended to;			
A			Receive and consider the initial insights presented by MetroDynamics' early work as set out in paragraph 3.2.6 alongside the developing evidence base.
B			To note and agree the timeline as set out in paragraph 3.2.3 for development of the Local Growth Plan, including the key dates for further HSCCA Board engagement, direction and decision-making.
C			To agree that the Economic Development and Regeneration advisory board should be established as a priority, as set out in paragraph 3.2.4.
D			To agree that engagement will be undertaken with the HSCCA's Business Advisory Board, and to note the contingency plan of engaging with the respective business boards of Hampshire Prosperity Partnership and Solent Growth Partnership if necessary, as set out in paragraph 3.2.5.

1 Purpose

1.1 Officers commissioned a delivery partner to work with the HSCCA on the development of its Local Growth Plan (LGP). The purpose of this item is for the Board to receive an overview of the early emerging themes, highlighting how these insights align with, and are supported by, the wider evidence base informing the programme of work. MetroDynamics will present slides at the meeting for subsequent circulation and publication.

2 Executive Summary

2.1 The HSCCA is a Mayoral Combined County Authority and, under the English Devolution and Community Empowerment Act 2026, is subject to a statutory duty to prepare and publish a Local Growth Plan. The Plan provides a long-term strategic framework for economic growth and productivity across the region. As stated in the Government's guidance, the Local Growth Plan "should be 'the guiding star' that

provides strategic direction for other relevant plans and strategies and the wider work of" the HSCCA. It is a long term strategy with a 10 year horizon. It is imperative that the LGP is underpinned by a robust and impartial evidence base in order for stakeholders, partners, government and investors to coalesce around it.

2.2 This presentation will provide the Board's first collective opportunity to receive a progress update on the process underpinning the LGP, and to consider initial areas of shared purpose and how these relate to the evidence base.

2.3 This paper also outlines the proposed timeline and governance for the development and adoption of the Local Growth Plan, and for its subsequent review.

3 Main Discussion

3.1 Context

3.1.1 A key objective of the Government's approach to devolution in England is to boost economic growth, by providing local leaders with powers and funding that will enable them to do so. The English Devolution White Paper (December 2024) stated that:

> To drive improved economic outcomes, we must devolve core levers over growth – like transport, skills, employment support and strategic planning – and align these across functional economic areas in which people live and work. Similarly, the Government's Industrial Strategy emphasises the role of local leaders in driving economic growth, particularly through joint working between central government and Mayors on the delivery of Local Growth Plans.

3.1.2 Schedule 22 of the English Devolution and Community Empowerment Act sets out a requirement on a mayoral combined authority to prepare and publish a Local Growth Plan for its area. A Local Growth Plan must:

(a) include an overview of the economic conditions of the area (including the main economic characteristics which are likely to influence current and future economic growth),

(b) identify priorities for the economic growth of the area that are agreed with the Secretary of State ("shared local growth priorities"), and

(c) identify key projects for achieving economic growth in the area through private or public investment.

3.1.3 The mayoral combined authority must have regard to guidance issued by the Secretary of State in relation to Local Growth Plans.

3.1.4 The Act also creates a duty for relevant public authorities to have regard to shared local growth priorities under specified circumstances – for example, when preparing a related statutory plan or strategy, or a related public funding bid.

3.1.5 The Government published guidance on Local Growth Plans in 2025. This stated that Local Growth Plans should be "the guiding star" that provides strategic direction for other relevant plans and strategies and the wider work of Mayoral Strategic Authorities, their constituent Local Authorities, and local partners. Other plans and strategies should align with the Local Growth Plan where relevant to the achievement of its aims and ambitions.

3.1.6 The guidance also provided further explanation of the three key requirements of a Local Growth Plan, which must include:

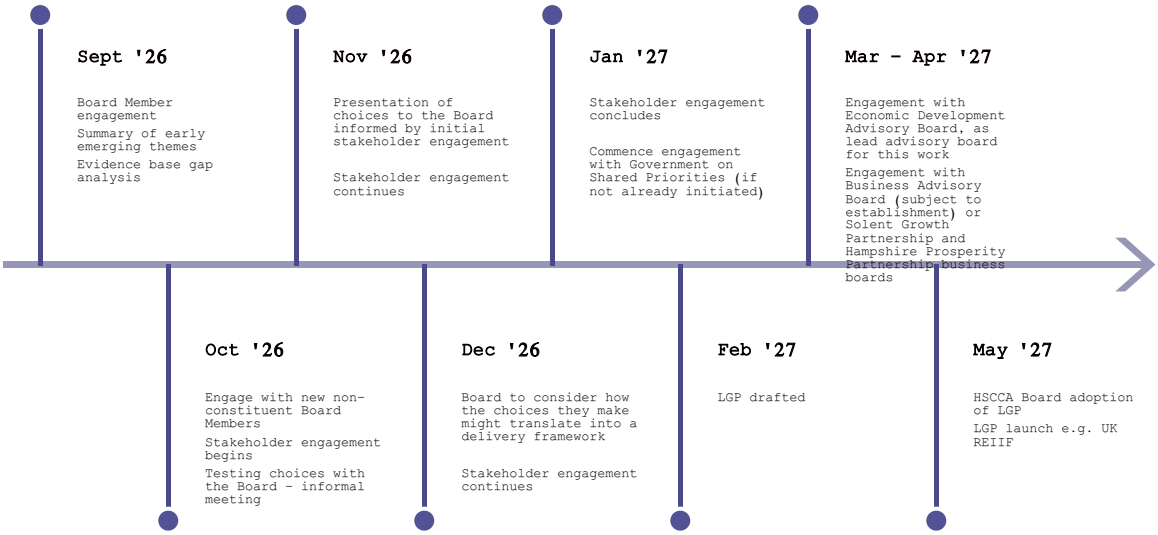
An economic overview	An economic overview of the region, including an ambitious, long-term vision for how to make the region more productive, focussing on how local levers will drive growth and competitiveness. The economic overview should identify the key strengths, opportunities, and challenges for the economy, and include an overview of the most significant growth-driving sectors for the region.
Shared priorities	A number of shared priorities that are agreed with Government. Shared priorities should be the region's most significant opportunities for and constraints to economic growth and should be cross-cutting priorities that can benefit a wide range of sectors and the regional economy at large. Shared priorities already agreed between combined authorities and the Government have been published and can be viewed online.
Key projects	An investment pipeline of priority projects that have specific significance for enabling growth. Local Growth Plans should highlight between four and 10 investment opportunities that are critical for unlocking growth in the region, and which have the potential to attract private investment, either with or without concurrent public investment or commitment. This small number of priority projects will be part of a much larger regional project pipeline.

3.2 Process and timeline

3.2.1 Engagement with stakeholders and partners will take place over the autumn / winter 2026/27 and a draft LGP is anticipated to be prepared in early spring to take through HSCCA governance, for feedback from advisory boards, before it comes to the HSCCA Board for formal adoption in May 2027. This is subject to the relevant advisory boards being established in time for engagement.

3.2.2 At each stage it will be essential to ensure the Board is sighted on progress and able to provide further direction. Therefore, updates are intended to be brought to the HSCCA Board regularly through to the new year. An indicative timeline is set out in figure one below, noting that the Shared Priorities element is subject to Government engagement.

3.2.3 Figure 1: Indicative timeline for the development of the Local Growth Plan



3.2.4 It is proposed that the Economic Development and Regeneration (EDR) advisory board is the lead Member advisory board overseeing the LGP and that therefore this board should be established as a priority. It would be incumbent upon the EDR advisory board to engage with any other relevant HSCCA Member advisory board as far as they deemed appropriate.

3.2.5 It is also proposed that the draft LGP, or key content within it, should be taken to the HSCCA Business Advisory Board, as an independent non-Member board, for their comments. However, it is noted that there is a recruitment process to establishing the Business Advisory Board. Should that process not fit within the LGP timeline it is proposed that the two existing sub-regional business boards, established under

Hampshire Prosperity Partnership and Solent Growth Partnership, be engaged as an interim alternative approach.

3.2.6 Initial engagement has taken place with each Constituent Board Member and each Chief Executive of a Constituent Authority to obtain individual views on the strategic priorities, opportunities and barriers to growth both for their local authority area and for the region. Information on the local and regional economic picture has been provided to inform this and will be shared by MetroDynamics as part of their presentation.

3.2.7 Stakeholder engagement will cover some larger round table events where economic sectors are identified as intersecting and there is merit in bringing different sector bodies and business representatives together. There will also be smaller, dedicated discussions, focussed on key partners and stakeholders that we would anticipate playing a part in the delivery of the LGP. These might include, for example, the Higher Education sector, our public sector partners, and financial institutions, among others.

3.2.8 As outlined above, regular Board engagement is planned as work on the LGP progresses. Once the Board have coalesced around some shared priorities these will be used to inform wider stakeholder engagement.

3.2.9 Whilst the Local Growth Plan is grounded in an in-depth evidence base, it is important to note that it will also reflect political choices and priorities. Consequently, given the ten year duration that government expect a LGP to cover, it will require periodic reviews. With the first Mayoral election currently scheduled for May 2028, it is proposed that this should provide a formal review point for the LGP, enabling the incoming Mayor to consider whether the plan continues to reflect the region's ambitions and manifesto commitments. Subsequent reviews are proposed every 2-3 years but could be triggered earlier by the HSCCA Board, particularly based on annual reviews of progress against the LGP delivery pipeline.

3.3 Conclusion

3.3.1 The Hampshire and the Solent Local Growth Plan will play a pivotal role in setting the strategic direction of the HSCCA, demonstrating its ambition for the region to the Government and other stakeholders, supporting our businesses to grow, and increasing opportunities and prosperity for our residents. It will provide the strategic framework for future investment decisions and prioritisation of HSCCA activity. The Local Growth Plan will be a strategic regional plan whose delivery is collectively owned by the HSCCA and our relevant partners and stakeholders locally, regionally and nationally.

4 Partnership & Engagement

4.1 Engagement arrangements are set out above.

5 Alternative Options Considered

Option	Summary	Why not recommended
None		

6 Appendices

6.1 Appendix A – Presentation slides will be appended following their delivery at the Board meeting on 28 September 2026.

Board is required to consider the following identified implications;

7 Financial Implications

7.1 There are no immediate financial implications arising from the recommendations in this report. The development of the Local Growth Plan will require officer and partner resources and may give rise to expenditure as the Plan progresses. Any expenditure requiring approval will be subject to the appropriate financial and governance arrangements and will be brought forward for consideration at the relevant stage.

8 Legal Implications

8.1 Production of a Local Growth Plan is a statutory duty of the HSCCA.

9 Equality & Diversity Implications

9.1 None in this report.

10 Other Significant Implications

[Select other implications provided and provide detail in box below]

Risk	☐	Assurance Framework	☐	Procurement	☐
Improvement	☐	Environment	☐	HR & IT	☐