

# CIVIC AGREEMENT FOR SURREY







Tim Oliver  
Leader of the Council  
Surrey County Council



Prof. Max Lu  
President and Vice-Chancellor  
University of Surrey



Prof. Julie Sanders  
Vice-Chancellor and Principal  
Royal Holloway,  
University of London



Prof. Jane Roscoe  
President and Vice-Chancellor  
University for the Creative Arts

The Civic Agreement for Surrey unites Surrey County Council and local universities in a shared commitment to deliver more for our residents, communities and businesses.

By pooling our resources and expertise, the partners are better placed to address local needs, drive innovation, and create a more inclusive and resilient Surrey by 2030.

Our Civic Agreement for Surrey aligns with Surrey County Council's Vision for 2030, emphasizing 'people' and 'place' goals and ensuring no one is left behind.

Our agreement sets out shared objectives, and projects through which we will address them aligned to our key strategic priorities of:

- **Growing a sustainable economy so everyone can benefit.**
- **Tackling health inequality.**
- **Enabling a greener future.**
- **Empowered & thriving communities.**

We hope you will join us in celebrating this first issue of our Civic Agreement for Surrey, and look forward to working with our partners and communities to deliver our shared objectives.

# INTRODUCTION

As anchor institutions in the county of Surrey, Surrey County Council (SCC), the University of Surrey (UOS), Royal Holloway, University of London (RHUL) and University for the Creative Arts (UCA) (the Parties) commit to strengthening their existing cross-organisational collaboration through this Civic Agreement for Surrey.

Surrey's universities affect individuals and society as centres for research, education and knowledge generation. They are influential in shaping our workforce, driving regional economic impact through innovation and entrepreneurship, and enhancing cultural and social development. Through national and international partnerships, our universities connect Surrey globally, accelerating Surrey's prized global knowledge-based economy.

Our universities are at the forefront of scientific and technological advancements, influence government policy, and preserve cultural heritage whilst promoting lifelong learning.

Critically, they recognise the need to adapt in the face of changing societal expectations, functioning sustainably, operating inclusively and delivering through global instability.

Our Civic Agreement will leverage the combined strength of our organisations, maximising impact to benefit residents, communities and businesses, and the environment across Surrey.

The Civic Agreement will further dialogue and deepen the collaboration between the parties, and with strategic regional partners. Aligned to the principles of the Civic University Network, our Civic Agreement will ensure our activities and outputs are closely aligned to the needs of the Surrey community, amplifying, and accelerating our cooperation beyond what can be achieved by organisations working in isolation, or in an ad-hoc manner through existing collaboration.

Surrey County Council's Vision for Surrey 2030, which identifies key issues around the themes of 'people' and 'place' in Surrey.

The Vision for Surrey 2030 highlights the need to strengthen ties and collaborate with government and local partners including universities to deliver its people and place ambitions.

Our Civic Agreement will evolve over time, and may accommodate other Surrey anchor institutions in the future as required to achieve our shared objectives.

Developing this first iteration of our Civic Agreement will, in turn, reduce duplication of effort, enable more efficient planning and drive better investment and value for money for the residents, communities and businesses of Surrey.

## 2030 VISION – NO ONE LEFT BEHIND

### The 2030 Vision includes ambitions for our people which are:

- Children and young people are safe and feel safe and confident.
- Everyone benefits from education, skills and employment opportunities that help them succeed in life.
- Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing.
- Everyone gets the health and social care support and information they need at the right time and place.
- Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life.

### The 2030 Vision includes ambitions for our place which are:

- Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities.
- Journeys across the county are easier, more predictable, and safer.
- Everyone has a place they can call home, with appropriate housing for all.
- Businesses in Surrey thrive.
- Well connected communities, with effective infrastructure, that grow sustainably.

### Our Civic Agreement is further informed by operation strategies aligned to our 4 priority areas, including:

- Surrey Health and Wellbeing Strategy – 2022.
- Surrey Climate Change Strategy – 2023.
- Surrey's Economic Future – 2020.







# OUR STRATEGIC PRIORITIES



**Our strategic priorities are:**

- **Growing a sustainable economy so everyone can benefit.**
- **Tackling health inequality.**
- **Enabling a greener future.**
- **Empowered & thriving communities.**

We can address the challenges that matter most to the communities we serve, with the Civic Agreement serving as a consistent validation of our shared ambition, ensuring our work is taking us in the desired direction overall.

The Civic Agreement for Surrey addresses our priorities and programmes for the next 5 years, which we believe strikes the right balance between strategic direction, and responding to a dynamic geopolitical environment.

The Civic Agreement is structured and intended to be a living document, which can be revised and updated by the parties as priorities and objectives evolve.

We recognise that the pace of change continues to increase, and as Civic institutions it is critical that we retain the ability to react and respond to this changing socioeconomic landscape.

However, we also understand that through setting ambitious long-term objectives we realise the full strength of our organisations.

By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.

We will achieve this by delivering a shared programme of work, uniting our organisations behind agreed tactical outputs that intentionally progress towards our mutually agreed strategic objectives.



Preparation of this agreement highlighted that focus on some specific domains will be beneficial across all four of our strategic priorities. These are innovation, data and artificial intelligence, and collaboration and cohesion.



## INNOVATION

Surrey's universities are engines for regional innovation, with a profound impact across all four strategic priorities. The partners are committed to ensuring our residents, communities and businesses can easily access and benefit from our region of innovation organisations, assets and networks. These all play a part in addressing the four objectives of our agreement.

Strengthening our innovation economy will encourage startups and support growth. It will attract foreign direct investment (FDI) and inward investment from innovative companies, further enriching our innovation district.

University infrastructure plays a key role, with unique and world-class innovation assets attracting the people, and the skills to solve our most challenging technological problems.

Universities also bring expertise in behaviour change and social sciences, required alongside new technology to address challenges throughout our four strategic priorities, particularly around net zero transition.

Surrey's universities continue to innovate within the creative and digital arts and humanities and are also helping to drive economic growth in the creative sector, while also contributing to a sense of place and belonging through their cultural activities and collaborations.

## DATA AND ARTIFICIAL INTELLIGENCE

The rapid development of big data, artificial intelligence (AI) and associated technologies will drive vast change over the next decade.

The partners are committed to ensuring that all of our strategic priorities will benefit from this opportunity.

This work will involve both direct application of the technology through our work programmes, as well as public engagement to ensure our residents, communities and businesses can also engage with these technologies in an inclusive, safe and impactful manner.

Our universities are leaders in this field, shaping policy and engaging with stakeholder groups, whilst SCC are undergoing a transformation in data analysis and application to improve service delivery for our communities.

## COLLABORATION AND COHESION

It is noted that the partners already collaborate with each other and other Civic institutions on a regular basis.

Our agreement is structured to enable the addition of other partners on a permanent, or temporary basis as appropriate for the objective or planned project.





## PRIORITY 1

# GROWING A SUSTAINABLE ECONOMY SO EVERYONE CAN BENEFIT



### Objectives:

- Create the conditions for sustainable economic growth within Surrey, to maintain the county's position as one of the strongest economies outside of London.
- Raise the profile of Surrey as a region with a thriving innovation economy.
- Connect innovation assets and services, ensuring that the breadth of Surrey business has access.
- Ensure residents across Surrey benefit from regional economic growth, recognising the vital role it plays in improving the health and wellbeing of residents and general living standards.
- Nurture Surrey's innovation ecosystem, through supporting networks, infrastructure and our leading business clusters to grow Surrey's economy.
- Ensure Surrey remains an attractive place to live and do business.
- Work with partners and the business community to align skills provision with business needs, so that residents can benefit from local employment opportunities, and businesses can access a strong talent pipeline that meets their needs.
- Proactively tackle economic inequality across the county, enabling access to jobs and tackling wider determinants of health, supporting the delivery of local government services.
- Access for all in all places to a high-quality cultural education and routes into the creative industries from schools through to further and higher education and employment.

### Ongoing Activity Programme

- The Surrey CoSTAR Satellite Studio – A prototyping lab for virtual production providing creative businesses studio and incubation studio facilities, R&D and knowledge exchange and IP/commercialisation.
- The Games and Innovation Nexus (GAIN) project is driving connections between academia and industry in the games sector.
- Surrey Cyber Security Cluster – Raising the profile of, and recognising Surrey's strengths in Cyber Security. (UKC3 partnership).
- Centre for Doctoral Training (CDT) in AI for Digital Media Inclusion, delivering unique cross-disciplinary training embedded in real-world challenges and creative practice, and to address the industry need for people with responsible AI, inclusive design and creative skills.
- Inspire Surrey empowers residents of all ages, backgrounds and gender to pursue a career in digital occupations. The Inspire Surrey programme connects our Surrey residents with businesses from our leading business clusters, equipping them with insights on careers opportunities and pathways, whilst helping employers strengthen their local talent pipeline.
- Enhance support for the creative economy across Surrey, encompassing digital, media, games, and arts, through strategic partnerships with regional studios.
- The Centre for Britain and Europe located within the UOS department for Politics continuing to serve as the authoritative voice for local stakeholder engagement and a nexus for research teaching and outreach on a wide range of UK and EU issues.
- Transformation of the local cultural education partnership (LCEP) Culture Box Surrey.

## Future Plans

- Raise the profile of Surrey with national stakeholders through promotional activity and key events (e.g. Dept. for Business and Trade activity).
- Identify priority strategic innovation clusters in partnership with industry through a strategic innovation / economic growth board.
- Connect Surrey's unique innovation assets and infrastructure to promote Innovation Surrey as an internationally recognised hub of innovation, for example virtual reality and extended reality, space, and games development facilities.
- Execute PixelRise – a regional initiative that positions Surrey's games cluster as a globally recognised hub, setting new industry standards and shaping the future of interactive entertainment.
- Use existing mechanisms to improve access to finance for start-ups and growth companies, and attract investment in our innovation infrastructure.
- Integrate university expertise around human resource management, diversity, the digital workplace, hybrid working, innovation, multinationals and inward investment, SMEs, and environmental sustainability into SCC's work programmes.
- Explore opportunities for student placements and to drive knowledge transfer and broaden inter-institutional expertise across Surrey.
- Ensure Higher Education institutions continue to deliver the future skills requirements for tomorrow's workforce aligned to growth industry sectors (e.g. green Tech, AI).
- Promote career pathways connecting our young people with growth sectors such as the green tech and creative economies.
- Bring experts together through 'hackathon' type events promoting creative problem solving.
- Further develop, cultural/creative apprenticeship schemes to support future employment in creative industries.

## Underpinned by: Facilities

- Business School for the Creative Industries (UCA).
- CoSTAR National Research & Development Lab for Creative Technologies (RHUL / UOS).
- Innovation Hub (UCA).
- Institute for Cyber Security Innovation (RHUL).
- Institute for people centred Artificial Intelligence (UOS).
- Institute for Sustainability (UOS).
- Omnidrone research and innovation centre (RHUL).
- School of Business and Management (RHUL).
- StoryFutures: Immersive Storytelling (RHUL).
- Surrey Business School (UOS).
- Surrey Research Park (UOS).

## Services

- Business Surrey: Gateway to Growth (including supporting investment, Surrey Growth Hub, and Surrey Careers Hub).
- Research, Innovation and Impact professional services.

## Forums

- One Surrey Growth Board convening partners from across the public and private sector to support economic growth across Surrey and oversee delivery activity.
- Surrey Business Leaders Forum.
- Surrey Creative Industries Network - 200+ members.
- Surrey Innovation Board.
- Surrey Place Leaders Group.
- Surrey Skills Leaders Forum.



## PRIORITY 2 TACKLING HEALTH INEQUALITY

### Objectives:

- Tackle inequality of life expectancy through helping Surrey residents to stay healthy.
- Support and improve the general health of a growing and ageing population, where more are people likely to be living in worse health in their later years.
- Address widened inequalities across physical, mental and social health (for example caused by issue of loneliness and social isolation) as a result of the pandemic.
- Prevent poor physical and mental wellbeing, recognising that they impact on each other, and are both key to maintaining good health outcomes in Surrey.
- Drive collaboration between healthcare and community professionals, working across the system to close the gap and reduce inequalities for adults and children alike, integrating cultural and creative programs to support holistic health.
- Accelerate health and social care integration to ensure the safety and wellbeing of our residents, responding to new demands.
- Build on the strengths that residents have in their families and networks, supporting them to be independent at home so they stay connected to their communities and feel safe.
- Putting in place a strategic approach to health and wellbeing that recognises the preventative and health benefits of culture in supporting our residents and improving the quality of life for everyone.

### Ongoing Activity Programme

- National Institute for Health and Care Research, Applied Research Collaborations (Kent, Surrey, and Sussex) programmes– e.g. “In our Own Words”, a youth research programme that aims to give young people control to decide on the focus of the research, in particular, young people and mental health.
- Health Determinants Research Collaboration (HDRC) to build the local evidence-base on addressing the wider determinants of health.
- “Be Your Best”- a children’s weight management programme tackling obesity led by Active Surrey.
- Delivery of a whole system food strategy, via Surrey Food System Partnership
- Development of SCC Joint Strategic Needs Assessment.
- Applied Behavioural and Social Sciences Knowledge Exchange Hub hosted by SCC.
- Small / Medium Enterprises come together to inform evidence-based approaches and research methodology including co-production.
- Identification of the nature and location of regional health inequalities, and understanding existing community collaboration within groups addressing those inequalities.
- Mapping outreach activities that are currently run between local community organisations, health and social care departments and 3rd sector groups working with the identified populations and how they communicate.
- UCA Innovation Hub strategic partnership priorities on Creative Convergence: Exploring the Intersection of Health, Art, Technology, and Innovation.
- Loan of health and activity trackers to support healthy lifestyle choices.
- Locally accessible and inclusive cultural infrastructure for all, addressing the structural inequalities exacerbated by the pandemic. This will be developed through the transformation of libraries as cultural hubs.



## Future Plans

- Develop integrated approach to data sharing to accelerate healthcare research.
- Connect SCC adult social care delivery teams with UOS's Centre of Excellence on Ageing to ensure Surrey residents continue to enjoy independent, happy and healthy lives as they grow older.
- Develop health and lifestyle initiatives through research that address vaping, drug and alcohol use in young people.
- Develop a targeted approach supporting young people with healthy eating based on insight and evidence from the "13- to 17-year-old whole system approach" research project.
- Embed research capacity through skill gap analysis, development of postgraduate Public Health related course, teaching and training, and pursue / identify wider funding opportunities.
- Tackle specific elements pertaining to Health Determinants Research Collaboration such as: wellbeing among children, digital health, health and wellbeing in prisons, homelessness and poverty.
- Promote knowledge and skill exchange through student exchange schemes.
- Establish process for research governance ethics.
- Identify initiatives that address long term physical and mental health conditions.
- Deliver community café events to ensure those at risk of health inequality (including people with lived experience) engage with programmes designed to address it. Understand the barriers and facilitators to engagement and participation.
- Strengthen existing collaboration between Surrey universities and the Frimley Arts and Creative Health Charity.

## Underpinned by Facilities

- Department of Health Studies (RHUL).
- Health Determinants Research Council – National Institute for Health and Care Research funding.

## Services

- Adult social care.
- Children and lifelong learning.
- NHS Primary Care Networks and the Integrated Care Board.
- Public Health.

## Forums

- Health Determinants Research Collaborative Board.
- Prevention and Wider Determinants of Health Board.
- Surrey Academic Health and Care Science Partnership – a collaborative health and care focussed consortium.
- Surrey Health and Wellbeing Board.





## PRIORITY 3 ENABLING A GREENER FUTURE

### Objectives:

- Make Surrey a leading county offering wellbeing and healthy living for all, ensuring it remains an attractive place full of biodiversity, blue-green infrastructure, and nature recovery projects, with clean, safe and green communities that support the wider determinants of health.
- Make Surrey resilient to weather extremes, including fire and flood events by tackling the biggest causes of climate change and ensuring that the most vulnerable are protected against the impact of the changing climate. Accelerate reductions in carbon emissions to meet the county's net zero carbon target by 2050, considering for example transport, local renewable energy, water conservation, green construction and building retrofit, and optimisation of waste management.
- Encourage increased use of public and active transport modes and accelerate the uptake of sustainable travel options (including zero emissions vehicles), whilst making our highways network safe, efficient and sustainable.
- Support Surrey residents, community organisations and businesses in fulfilling their environmental responsibilities including addressing both local impact and environmental challenges e.g. indoor and outdoor air quality. Create opportunities across industry and the workforce to create a thriving low carbon economy with communities integral to the transformation.
- Build new green and (increasingly) circular industry pathways, ensuring resilience of supply chains.
- Collaborate with residents, community organisations, and businesses to accelerate all these activities.

### Ongoing Activity Programme

- Together 4 Surrey: Greener Future & Institute for Sustainability Webhub. One stop-shop digital resource co-designed and shared with a wide range of climate action partners, to encourage and support residents, communities and businesses to take action towards climate change.
- Local Nature Recovery Strategy (LNRS) ensuring that we are working collaboratively to ensure nature restoration (in rural and urban locations) is embedded in our delivery and decision making activity.
- Establishing test bed to support deployment of hydrogen fuel for blue light vehicles.
- Applied Behavioural and Social Sciences Knowledge Exchange Hub, where SMEs come together to inform research methodology and evidence based approaches to decarbonisation.
- Project on effective planning and governance of solar farm applications to preserve and promote biodiversity.
- Developing maker fixer circular economy movement, positioning Surrey as a national leader in repair café product circularity.
- Surrey Cricket Foundation (SCF) supports cricket gear reuse project, ensuring disadvantaged communities can access equipment essential to the UK's second most popular game.





## Future Plans

- Green Economy Centre. Building a local centre to accelerate future proofing of homes to achieve net zero.
- Develop a new joint approach to climate change/environment sustainability related governance, increasing community ownership and integration between economic, social and environmental policy.
- Deliver 'Be Nature' Guidance for School in Partnership with Surrey Wildlife Trust (linked to objective 1)
- Grow the community of companies certified to meet high standards of social and environmental performance, transparency, and accountability in Surrey ("B Corps").
- Establish 'CIFAL' Surrey (Centre International de Formation des Autorités et Leaders) to strengthen the capacities of government officials and civil society leaders to advance sustainable development.
- Pursue the decarbonising of blue light services through with hydrogen.
- Address the green skills gap through collaboration with further education partners.
- Deliver implementation phase of the River Thames scheme.
- Collaborative PhD projects, including RHUL's net zero journey, focusing on transport/mobility (links to Sustainable Transport Working Group agenda).
- Expand Surrey/Farnham Product process and Repair Centre.

- Drive behaviour change required to improve air quality in collaboration with Surrey Air Quality Alliance.
- Create active, healthy neighbourhoods which provide access to green space whilst improving air quality and boosting mental and physical health.
- Explore opportunities to develop technological solutions (for example AI) to tackle environmental and climate challenges – i.e. smart home/building sensors.
- Launch e-bike share scheme in Guildford.

## Underpinned by: Facilities

- Centre for Ecology Evolution and Behaviour (RHUL).
- Centre for Energy and Resources (RHUL).
- Centre for Environmental Psychology (RHUL).
- Centre for Planetary Health (RHUL).
- Centre for Plant Molecular Science (RHUL).
- Centre for Research into Sustainability (RHUL).
- Centre for Sustainable Design (UCA).
- Farnham Repair Café (UCA).
- Institute for Sustainability (including Centre for Environment and Sustainability, Centre for Understanding Sustainable Prosperity, Global Centre for Clean Air Research) (UOS).
- Surrey Research Park (UOS).

## Services

- The Surrey B Corp non-profit network.
- Surrey Climate Commission.
- Surrey Highways.
- Surrey office for data analytics (SODA).
- Sustainable Business Network.
- Sustainability Innovation Hub.
- Zero Carbon Guildford.

## Forums

- Greener Futures Board (co-Chaired between Surrey County Council and the Institute for Sustainability).
- Greener Futures Funding Programme.
- One Surrey Growth Board.
- Surrey climate adaptation forum – Climate Change Adaptation. Flood Risk and Climate Resilience Team.
- Heathrow Strategic Planning Group (HSPG).
- Sustainable Transport Working Group.



## PRIORITY 4

# EMPOWERED AND THRIVING COMMUNITIES

### Objectives:

- Reinvigorate our relationship with local residents to ensure that they participate, engage with and have a voice in how things are done, on matters that impact them and the place where they live.
- Empower communities with the knowledge and skills essential for meeting current and future challenges across the county.
- Foster compassionate, connected and sustainable communities to promote independence and quality of life, extend life expectancy, reduce health inequalities, and tackle the causes of climate change.
- Grow sustainable and thriving local economies.
- Develop new approaches to local engagement and operational delivery that bring residents together with local government, other public services and broader partners to decide priorities, tackle local issues and grasp opportunities within Surrey communities.
- Maximise the use of vacant spaces and existing local networks to engage with and communicate with the local community.
- A power shift towards place-led approaches that enable a greater diversity of communities, cultural providers and practitioners to shape local decision making.

### Ongoing Activity Programme

- Delivery of schools programme of educational arts activities (RHUL).
- Supporting the design of deliberative democracy – e.g. Citizens Panel in Runnymede (with Runnymede Borough Council).
- Surrey Living Lab – piloting and evaluating innovative new ideas in local community settings.
- Showering Smartly – driving water conservation through promoting behavioural change around showering habits in student communities.
- Understanding, promoting and empowering clean air in local communities (Global Centre for Air quality Research).
- Co-designing and co-producing (with local stakeholders and residents) activities to benefit local residents (e.g. 'Be Your Best': an intervention for families with overweight children).
- Developing activities that support people moving into retirement communities.
- Collaborating with local, national, and international stakeholders on whole life ageing.
- Supporting health and greener futures agendas through environmental psychology programmes.
- Delivery of local impact projects through our impact accelerator account.
- Farnham Craft Town and October Craft Month. A range of activities at UCA to encourage the local community to participate with UCA in Farnham.
- UCA students in Farnham and Epsom organize a pop-up arts and culture festivals, collaborating with local stakeholders such as Oxfam, Farnham Maltings, The Spire Church, and Farnham Park. The festivals feature a variety of community engagement activities, including exhibitions and workshops, fostering a vibrant cultural exchange and enriching the local community.
- Co-design framework for transforming libraries as cultural hubs and cultural provision across the county.



### Future Plans

- MSc Behaviour Change – research and practical projects in local settings to promote health and sustainability, and address challenges in local communities.
- Bespoke courses for local communities (e.g., engaging young people).
- Applied Behavioural Social Science collaboration.
- Building pipelines with local further education institutions and schools for local students, geared towards our regional universities, and pathways for employment for our students when they graduate (e.g. in Surrey Arts).
- Establish a new Centre for Doctoral Training (CDT) in AI for Digital Media Inclusion.
- Enhancing youth voice through the study and dissemination of research on disadvantaged groups.

- Storytrails 3.0 model of community engagement, with libraries as cultural centres for upskilling with creative digital storytelling.
- Citizen Science projects to harness enthusiasm, insights and engagement among local residents in knowledge generation and outputs that benefit local communities.
- Working together to enable local authorities to develop and deliver meaningful place-led strategies for culture.
- Working with universities to form a coordinated approach to develop an effective evidence base for culture and place in order to measure value and shape future investment.
- Continue to promote the activities from across our institutions schools to ensure that schools and community groups continue to benefit from regional universities. e.g. students experiencing live music, leading community discussions, talks and workshops etc.

### Underpinned by Facilities

- Creative AI lab (UCA) and Institute for People Centred AI (UOS).
- Immersive media resources (UCA).
- Media Arts recording and editing suites (RHUL and UCA).
- Motion capture lab (UCA).
- Music and sound recording facilities (UCA and RHUL).
- Professional Drama facilities including theatres and studios (RHUL).
- XR Lab (UCA).

### Services

- Children and lifelong learning.
- Creative Industry access to state-of-the-art facilities and services (including innovation vouchers).
- Programme of free and low-cost arts activities and concerts.
- Workshops engaging local schools and young people in HE.

### Forums

- Health Determinants Research Council (HDRC).
- One Surrey Growth Board (OSGB).
- Surrey Place Leaders Group.





# GOVERNANCE AND OPERATING STRUCTURE



## STEERING COMMITTEE

### Purpose

Provide overall and strategic direction for the Civic Agreement. Identify opportunities and risks to the strategy, building on their own knowledge and understanding of evolving organisational priorities.

### Members

Vice Chancellors, or their nominated C-Level representatives.

Other key stakeholders such as strategic champions, local business representatives, community leaders, and relevant experts shall be invited to support discussion as required. Only the parties to this agreement shall have voting rights.

### Frequency

The Steering Committee shall meet annually to formally review progress against the plan, and where necessary update priorities. Such changes shall be recorded through revisions of this Civic Agreement document. The same individuals may meet more frequently to discuss other matters associated with the One Surrey Growth Board. Lead institution and location for the steering committee shall rotate between the members.

## WORKING GROUPS

### Purpose

Each working group shall have delivery oversight of one of the four strategic priorities. They are responsible for delivery of the current action plan, as well as ensuring progress against the strategic 2030 objectives.

### Members

Each organisation shall nominate a "Strategic Champion", responsible for coordinating efforts in their domain on behalf of their organisation. These champions shall be senior representatives from the Universities and the County Council – e.g. Academics, Domain Experts, Senior Council Officers.

External experts, project leads and stakeholders relevant to the working group's focus may be invited on a discretionary basis. Only the parties to this agreement shall have voting rights.

### Frequency

The working groups shall get together on a 6-monthly basis to review progress against the delivery plan.



## DISCRETE PROJECT TEAMS

Project teams shall continue to form, execute projects, and close in accordance with specific project requirements, whether existing activity or future plans. Whilst these teams may comprise of stakeholders to the Civic Agreement, they shall remain independent of this agreement / governance.

## PROGRAMME MANAGEMENT

The Civic Agreement for Surrey is deliberately light touch in terms of programme management in order to maintain focus on execution of activities set out under the four strategic priorities.

In keeping with the agreement's intentions to drive collaboration and activity in a consistent and strategic direction, the parties have agreed that all projects shall continue to be managed at a project level, albeit with project highlights being shared regularly and more widely with the associated Civic Agreement working groups to feed into the overall strategic landscape.

No programme management for the Civic Agreement is required. The Steering Committee and working groups shall be self-directed, ensuring our resources are invested in projects delivering results for our community rather than governance and process.

Location for events and meetings associated with the Civic Agreement shall be hosted by the member organisations, on a rotational basis.

## ONGOING STAKEHOLDER CONSULTATION AND COMMUNITY ENGAGEMENT

The objectives and activities highlighted through this first revision of the Civic Agreement for Surrey have been informed by SCC's Community Vision for Surrey 2030.

The partners welcome further engagement with individuals, community groups, businesses, non-profits etc. throughout the delivery of this workplan, in order to further guide and shape future iterations of the Civic Agreement.

Please engage with partners via:  
**[civicagreement@surreycc.gov.uk](mailto:civicagreement@surreycc.gov.uk)**

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

The objectives agreed within our Civic Agreement for Surrey have been identified with the United Nations Sustainable Development Goals (UN SDGS) as a guiding framework.

We recognise that the work we undertake with the Surrey community must be sustainable and aligned to the interests of the broader national and international community.

The UN SDGS provide a recognised structure that ensures the projects we undertake as partners are sustainable in social, human, economic and environmental terms.

**Priority 1:  
Growing a sustainable economy so everyone can benefit**

Create the conditions for sustainable economic growth within Surrey, to maintain the county's position as one of the strongest economies outside of London. [8,9,10,17](#)

Raise the profile of Surrey as a region with a thriving innovation economy. Connect innovation assets and services, ensuring that the breadth of Surrey business has access. [8,9,17](#)

Ensure residents across Surrey benefit from regional economic growth, recognising the vital role it plays in improving the health and wellbeing of residents and general living standards. [1,3,8,9,10,17](#)

Nurture Surrey's innovation ecosystem, through supporting networks, infrastructure and our leading business clusters to grow Surrey's economy. [8,9,17](#)

Ensure Surrey remains an attractive place to live and do business. [3,8,10,11,13,17](#)

Work with partners and the business community to align skills provision with business needs, so that residents can benefit from local employment opportunities, and businesses can access a strong talent pipeline that meets their needs. [4,8,9,17](#)

Proactively tackle economic inequality across the county, enabling access to jobs and tackling wider determinants of health, supporting the delivery of local government services. [1,3,10,16,17](#)

Access for all in all places to a high-quality cultural education and routes into the creative industries from schools through to further and higher education and employment. [3,4,8,17](#)

**Priority 2:  
Tackling Health Inequality**

Tackle inequality of life expectancy through helping Surrey residents to stay healthy. [3,10,17](#)

Support and improve the general health of a growing and ageing population, where more people are likely to be living in worse health in their later years. [3,10,17](#)

Address widened inequalities across physical, mental and social health (for example caused by issues of loneliness and social isolation) as a result of the pandemic. [3,10,17](#)

Prevent poor physical and mental wellbeing, recognising that they impact on each other, and are both key to maintaining good health outcomes in Surrey. [3,17](#)

Drive collaboration between healthcare and community professionals, working across the system to close the gap and reduce inequalities for adults and children alike, integrating cultural and creative programs to support holistic health. [2,3,10,11,16,17](#)

Accelerate health and social care integration to ensure the safety and wellbeing of our residents, responding to new demands. [3,16,17](#)

Build on the strengths that residents have in their families and networks, supporting them to be independent at home so they stay connected to their communities and feel safe. [3,10,11,17](#)

Putting in place a strategic approach to health and wellbeing that recognises the preventative and health benefits of culture in supporting our residents and improving the quality of life for everyone. [3,10,17](#)

**Priority 3:  
Enabling a greener future**

Make Surrey a leading county offering wellbeing and healthy living for all, ensuring it remains an attractive place full of biodiversity, blue-green infrastructure, and nature recovery projects, with clean, safe, and green communities that support the wider determinants of health. [3,6,10,11,13,15,16,17](#)

Make Surrey resilient to weather extremes, including fire and flood events by tackling the biggest causes of climate change and ensuring that the most vulnerable are protected against the impact of the changing climate. Accelerate reductions in carbon emissions to meet the county's net zero carbon target by 2050, considering for example transport, local renewable energy, water conservation, green construction and building retrofit, and optimisation of waste management. [6,7,9,10,11,12,13,14,15,16,17](#)

Encourage increased use of public and active transport modes and accelerate the uptake of sustainable travel options (including zero emissions vehicles), whilst making our highways network safe, efficient, and sustainable. [7,9,11,12,13,17](#)

Support Surrey residents, community organisations, and businesses in fulfilling their environmental responsibilities including addressing both local impact and environmental challenges e.g. indoor and outdoor air quality. Create opportunities across industry and the workforce to create a thriving low carbon economy with communities integral to the transformation. [4,7,8,9,10,11,12,13,16,17](#)

Build new green and (increasingly) circular industry pathways, ensuring resilience of supply chains. [8,9,11,12,13,15,17](#)

Collaborate with residents, community organisations, and businesses to accelerate all these activities. [16,17](#)

**Priority 4:  
Empowered and thriving communities**

Reinvigorate our relationship with local residents to ensure that they participate, engage with and have a voice in how things are done, on matters that impact them and the place where they live. [3,5,16,17](#)

Empower communities with the knowledge and skills essential for meeting current and future challenges across the county. [4,5,8,11,13,16,17](#)

Foster compassionate, connected and sustainable communities to promote independence and quality of life, extend life expectancy, reduce health inequalities, and tackle the causes of climate change. [3,8,10,11,12,13,15,16,17](#)

Grow sustainable and thriving local economies. [8,9,17](#)

Develop new approaches to local engagement and operational delivery that bring residents together with local government, other public services and broader partners to decide priorities, tackle local issues and grasp opportunities within Surrey communities. [3,8,12,13,16,17](#)

Maximise the use of vacant spaces and existing local networks to engage with and communicate with the local community. [9,11,16,17](#)

A power shift towards place-led approaches that enable a greater diversity of communities, cultural providers and practitioners to shape local decision making. [11,16,17](#)





