

Category	Recommendation	Action	Corporate monitoring		Responsible Committee	Deadline	Status as at Nov 23	Status as at Aug 24	Comment
			Officer	Board					
Accountability		Bring to the June S&R committee a report setting out how each of the Inquiry's recommendations will be implemented.	Chief Executive	Senior Leadership Board	Strategy and Resources	19-Jun-23	Complete	Complete	
		Report against progress on these actions and those for other recent reports during winter 2023.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Dec-23	Complete	Discharged	
		Report against progress on these actions and those for other recent reports during summer 2024.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Jul-24	Not yet due	Complete	
Reconciliation	1 and 3	Overarching apology agreed, hosted in a permanent location on the Council's website and proactively distributed to local media and interested bodies named in the Inquiry report.	Director of Policy and Democratic Engagement	Performance and delivery	Strategy and Resources	30-Jun-23	Complete	Discharged	
		Apologies based on the overarching apology issued to the nine categories of people and organisations detailed in the June 2023 S&R report.	Director of Policy and Democratic Engagement // General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	01-Sep-23	Initial phase complete, phase 2 on track	Partially complete	All apologies either given or individual processes in place with those owed an apology to factor in other steps, such as resolving complaints.
		Mechanism to enable individuals who are owed an apology to self-identify in place and apologies given.	Director of Policy and Democratic Engagement	Performance and delivery	Strategy and Resources	31-Oct-23	Complete	Discharged	
	4	Drop pursuit of outstanding Court ordered costs resulting from legal action during the dispute.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	Mar-23	Complete	Discharged	
		Reimburse people who made payments against Court ordered costs resulting from legal action during the dispute.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	Apr-23	Complete	Discharged	
	10 May Extraordinary General Meeting motion	Install a plaque "in recognition of those who fought for our environmental heritage and were vindicated, and to serve as a reminder to all elected members that this failure of leadership will never happen again."	Director of Street Scene & Regulations Services	Performance and delivery	Strategy and Resources	Mar-24	In progress - on track	Discharged	
7	Have designs in place for all roads outstanding from 2018, including the Sheffield Street Tree Partnership in this process.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Mar-24	In progress	Complete		
	Complete work on roads outstanding from 2018.	Director of Street Scene & Regulations Services			30-Apr-25	Not yet due	Not yet due	See accompanying narrative in main report	
5	Ensure director level Sheffield Street Tree Partnership membership from the Council and director level oversight from Amey.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Ongoing	Complete	Discharged		
	Chief Executive to meet with the Sheffield Street Tree Partnership annually.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Ongoing	On track	On track		
	Complete recruitment for a Business Manager post to provide dedicated administrative and facilitation support to the Sheffield Street Tree Partnership.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	30-Sep-23	Complete	Discharged		
	Investigate how to support the Sheffield Street Tree Partnership to continue to develop and continuously improve including looking at: decision making, elected member engagement, information sharing, external scrutiny and status.	Director of Street Scene & Regulations Services	Performance and delivery	Strategy and Resources	Jul-24	Not yet due - on track	Complete	Activity has been completed for all of these actions, and supporting the SSTP to develop and continuously improve has been incorporated into the Street Scene and Regulation Business Plan.	

Streets Ahead	6	Create new roles and capacity to support Streets Ahead: contract requirements; budget and statutory duties; approaches which evolve to meet local needs; preparation, design, delivery and recording of work to existing and new sections of the highway; working across Council boundaries.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Oct-23	Complete	Discharged	
	7	Work with Amey to ensure that the design of the tree inspector capacity meets the needs of the current street tree stock and the ambitions of the Sheffield Street Tree Partnership strategy.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Dec-23	Complete	Discharged	
	6	Update and keep as a living document the Streets Ahead business case, in line with best practice.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Dec-23	Delayed	Incorporated in CIPFA commission - see below	
		Review the function of the strategic management board.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Dec-23	Complete	Discharged	
		Comprehensive analysis of the capacity and skills needed to manage the Streets Ahead contract strategically across the next 14 years.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Apr-25	Not yet due	On track	
		Develop high-level principles to set the approach for planning the end of the contract in 2037 at least 7 years in advance of the end of the contract.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Dec-29	Not yet due	Not yet due	The council has opened discussions with Amey on high level principles related to hand back of assets, whilst we acknowledge this is not required until 7 years in advance of the contract, the council realises the importance having a plan in place for this work.
Commence work with Amey, other authorities and central government to understand the impact of many PFI projects coming to an end within a short period of time.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Apr-25	Not yet due	Not yet due	See commentary in main report		
Wider Council	8	Commission case studies which exemplify the issues highlighted by a range of reports and the good practice which exists across the organisation (particularly on partnership working).	Chief Operating Officer	Performance and delivery	Strategy and Resources	Dec-23	Partially complete	Complete	Set out in appendix to report on community engagement considered by S+R Committee in July 24
	10 & 8	Develop plans to embed a climate of engagement.	Director of Policy and Democratic Engagement	Performance and delivery	Strategy and Resources	Apr-24	Not yet due - on track	Complete	Initial paper endorsed by Strategy and Resources Committee in July 2024 including framework for good engagement. Governance Committee to undertake further work during 24/25 municipal year
	11	Implement any immediate actions arising from the consensual ICO FOI audit.	Programme Director, Future Sheffield	Performance and delivery	Strategy and Resources	30-Sep-23	Complete	Discharged	
		Contact the LGO to liaise with them on the Inquiry report and the Council's plans to respond to the recommendations.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	30-Sep-23	Complete	Discharged	
	10	Prioritise work on the cultural aspects of governance.	Director of Policy and Democratic Engagement	Performance and delivery	Strategy and Resources	Apr-24	Not yet due - on track	Ongoing	On track - Contained within actions from 6 month review of governance including Member Development Working Group refreshed and commissioning activity; officer guidance prepared
	9	Create a Senior Manager Pledge.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Dec-23	Delayed	Ongoing	Progress set out in section 4.6 of report - linked to wider work on employee engagement
		Take to audit and standards committee a report on whether the standards regime and Councillor Code of Conduct need updating.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	Dec-23	Complete	Discharged	Report considered by Audit and Standards on 23 November 2023
	11	Embed ways of working which support good information management and communication.	Programme Director, Future Sheffield	Performance and delivery	Strategy and Resources	Jul-24	Not yet due	Ongoing	Recommendations from ICO audit being implemented; work underway to actively manage and reduce FOI backlog
10 & 8	Implement further options identified to increase engagement.	Director of Policy and Democratic Engagement	Performance and delivery	Strategy and Resources	Apr-25	Not yet due - on track	On track	To be considered as part of wider work on engagement as set out in report	

	Implement any recommendations from the LGO.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	Timings to be determined based on LGO view	On track	Complete	
10	Commence assessing the relative merits of different models for overseeing large scale contracts.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Apr-25	Not yet due	Not yet due	See commentary in main report
	Commence investigating how we enable peer support between organisations with similar governance responsibilities.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Apr-25	Not yet due	Not yet due	See commentary in main report
9	Further develop and implement an employee engagement strategy.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Apr-25	Not yet due	Not yet due	Will form part of new People Strategy.
	Take forward actions identified by the report to audit and standards committee on the standards regime and Councillor Code of Conduct.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	Apr-25	Not yet due - on track	Not yet due	See commentary in main report

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