

# BUSINESS PLAN

## PLANA GNOTHACH

### 2025/26



**CROFTING COMMISSION**  
**COIMISEAN NA CROITEARACHD**

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## FOREWORD

Over the past year we have continued to implement our 2023-28 Corporate Plan. During this time, previously planned staff training has continued and alongside this, more progress has been made improving and developing our in-house IT systems.

Our Regulatory team has continued to review and update processes while continuing to assess process and policy changes designed to facilitate a more efficient clearance of applications. As a result of this, refinements to policies on decrofting applications and how objections to applications are handled were introduced, helping to streamline the application process even further. To support this, the Board of the Commission have further empowered staff to make decisions under the scheme of delegation which has also helped us achieve quicker turnaround times. As a result, by December 2024, the Commission had reduced the outstanding volume of casework to below 700, three months ahead of last year's business plan targets.

In 2025-26 we will continue to target both the overall outstanding volume and the median turnaround times for applications but also focus on coming to a resolution on a few older, but more complex, cases that are recognised as having been in progress for too long.

To complement the work of the Regulatory and Registration team, the Commission has embarked on a programme of duties enforcement. While we endeavour to work with crofters and landlords to find an equitable solution to breaches of duties, we do take action where this is not possible. As a result of this we have terminated 24 croft tenancies since 2020, thus affording the opportunity for new entrants to take up crofting. Alongside this we believe that to support our work, legislative changes are required, so we have been inputting to the process that is currently in place to bring a Crofting Reform Bill to the Scottish Parliament in 2025.

As always, though, all of our teams, from the Regulation and Registration team through to Policy, Research and Projects, Grazings, Residency and Land Use, Customer Services, and our vital back-office teams, are committed to regulating the crofting system fairly and efficiently, and to securing a strong and effective crofting system for the future.

**Gary Campbell– Chief Executive**

March 2025

## PURPOSE OF THE BUSINESS PLAN

Each year, our Business Plan presents the Commission's key objectives for the coming year. These are set out in the tables below, which describe our key intentions and aims. During the year, the Business Plan becomes a tool for monitoring our progress and to assist in managing our staff, finances and other resources, to achieve the desired outcomes.

Progress against this Plan will be reviewed regularly by the Executive and Senior Management Teams and reported to the Board through our quarterly performance management reports. Regular reporting helps to ensure that we remain focused on our priorities and have the appropriate resources in the right place at the right time.

The Corporate Outcomes in our Corporate Plan for 2023-2028 are as follows:

<b>Outcome One</b>	<b>Crofting is regulated in a fair, efficient and effective way</b>
<b>Outcome Two</b>	<b>Crofting continues to thrive and to evolve</b>
<b>Outcome Three</b>	<b>Crofts are occupied and used</b>
<b>Outcome Four</b>	<b>Our workforce is skilled and motivated, and our governance processes are best practice</b>

### OUTCOME ONE – CROFTING IS REGULATED IN A FAIR, EFFICIENT AND EFFECTIVE WAY

We are committed to providing a quality and professional service to all our customers. We are committed to fairness in all our decision-making, and we monitor all turnaround times.

We also seek continuous improvement of our internal processes, to deliver consistent and fair decision making that is compliant with legislation and delivers value for the public purse. By refining how we deliver our services to customers, we can provide a faster, more consistent and more informative service, thereby improving customer satisfaction and confidence while simultaneously improving value for money.

## **OUTCOME TWO – CROFTING CONTINUES TO THRIVE AND TO EVOLVE**

The Commission has a responsibility to promote the interests of crofting, and to advise the Scottish Government about crofting issues. Our Policy, Research and Projects Team and Grazings Team are in place to support crofters, grazings committees and those interested in crofting. Along with other agencies we will endeavour to ensure that crofting communities continue to be resilient.

## **OUTCOME THREE – CROFTS ARE OCCUPIED AND USED**

By ensuring crofters are compliant with their Duties and by working with crofting communities and stakeholders, we can maintain the number of crofts that are occupied and well managed.

## **OUTCOME FOUR – OUR WORKFORCE IS SKILLED AND MOTIVATED, AND OUR GOVERNANCE PROCESSES ARE BEST PRACTICE**

Through continued investment in appropriate resources and ensuring that our staff and Board Members have appropriate training, we can develop a high-performing workforce. We will also ensure that our organisation fulfils its legal requirements and contributes to the Scottish Government's broader objectives for Scotland, including the reduction of carbon emissions.

## NATIONAL OUTCOMES

The outcomes of our Corporate Plan are aligned with those of others in the public sector to bring about delivery of the Scottish Government's National Outcomes contained in the new National Performance Framework. We believe that we contribute to four of the National Outcomes:

- We value, enjoy, protect and enhance our environment.
- We live in communities that are inclusive, empowered, resilient and safe.
- We have a globally competitive, entrepreneurial, inclusive and sustainable economy.
- We respect, protect and fulfil human rights and live free from discrimination.

A summary of how we have contributed to each National Outcome is included in our Annual Report each year.

## MEASURING SUCCESS

In our Corporate Plan for 2023-2028 we identified a range of high-level performance indicators which are reflected in this Business Plan which span all functions of the Commission. These are listed below and are in addition to a range of milestones for each function.

High Level Indicator	Responsible function	2025/26 Business Plan KPI reference
95% of all customer contacts which require escalation to another team are responded to within the Commission standards of service timeframe	Commission ET	1.1
Complete first part of external audit of regulatory decision-making process	Commission ET	1.2
New SharePoint redesign implemented, and document management policy effected	Commission ET	1.3
Achieve median turnaround times	Regulatory / registration	2.1
Reduce the number of Regulatory cases taking more than 52 weeks to zero (where possible)	Regulatory / registration	2.2
Achieve customer satisfaction rates of at least 4.25 out of 5 (satisfied or better)	Regulatory / registration	2.3
90% of Regulatory decisions show no material process or procedural failures	Regulatory / registration	2.4
Contact at least 2,000 crofters about croft succession	Policy, research and projects	3.1
Produce Policy Plan supplementary guidance to make application requirements clearer	Policy, research and projects	3.2
Achieve Commission presence at all key stakeholder meetings through the year	Policy, research and projects	3.3
All grazings committees going out of office have contact from the Commission prior to this	Grazings	4.1
95% of grazings enquiries responded to within Commission standards of service	Grazings	4.2
All outstanding grazings regulations confirmed	Grazings	4.3
90% of potential shareholder anomalies resolved within 1 calendar month	Grazings	4.4
12 grazings workshops delivered through the year	Grazings	4.5
Deliver at least 150 resolutions to breaches of duties, unresolved successions or vacant crofts	Residency and land use	5.1 – 5.4
Completed notifications of action	Residency and land use	5.5
Achieve average GIS case turnaround of 2 weeks	GIS	6.1
All commission laptops migrated to Windows 11 by July 2025	Information services	6.2
Handovers available natively in the CIS	Information services	6.3



## Crofting Commission Business Plan 2025/26

Carry out BETA of self-service interactive mapping service	Information services	6.4
Migrate Commission website to new technology by May 2025	Information services	6.5
20% of digital application types automatically populate in the CIS to reduce manual inputting	Information services	6.6
Achieve an employee index rating of 63% or greater in the 2025 people survey	Corporate and customer service	7.1
Achieve carbon emissions below 18.5 tCO2e and embed carbon management plan	Corporate and customer service	7.2
Achieve efficiency savings of at least 3%	Corporate and customer service	7.3
All Commission teams use singular handover log to measure response rates are being met in line with service standards	Corporate and customer service	7.4
Scan and digitally index a minimum of 15 croft files per week (750 per year based on 50 working weeks on average)	Corporate and customer service	7.5

## COMMISSION WIDE MILESTONES AND KPIs

The Board, Executive and Senior Management teams will work through 2025/26 to ensure correct governance is applied across the organisation, with a key focus on delivering a high level of customer service to anyone interacting with the Commission. This will be achieved by being bold with internal audits topics and focussing on the core regulatory functions of the Commission. The Commission will align its standards across all functions to ensure a consistent level of service is delivered for all customer contacts.

### Key Milestones

Number	Date	Milestone
1a	Mar 26	Ensure the highest of customer service in line with our service of standards pledge by bringing all areas of the Commission into a single process to enable effective measuring
1b	April 25	Complete all internal audits, including first audit of best practice on regulatory function
1c	Feb 26	SharePoint redesign complete and in place with new information management policy effected
1d	Mar 26	Create workflows for key application types that do not have one currently (multiple business areas)

### Key Performance Measures

Number	Aim	Baseline	Target/Indicator	Measure
1.1	All customer contacts that require follow up cleared within the agreed standards of service timescale.	95.1% on 29 February 2024	95%	Administrative records show % responded to in time.
1.2	Carry out first partial audit of regulatory function, focusing on ensuring scheme of delegation and stage of decision making is correct and complies with best practice	n/a	Audit complete by end of April 25	Audit report
1.3	Complete redesign of Commission SharePoint, including the design and implementation of a document management policy	n/a	Redesign signed off and policy document live	Documents

## REGULATORY AND REGISTRATION FUNCTION

In 2021/22, staff turnover and the ongoing effects of the Covid19 pandemic resulted in an increasing backlog of regulatory casework. Recruitment of additional staff to reverse this problem took place between February 2022 and summer 2023. With an expanded team and a strong Board and management focus on processing casework, 2022/23 and 2023/24 saw an increase in the number of applications, but also increases in the number of regulatory cases discharged, so that by February 2024 the number of live cases was 29% below its summer 2022 peak, and the backlog confined to a limited number of older, complex cases.

The aim for 2025/26 is to clear the remainder of these older cases while ensuring new cases enjoy an efficient turnaround. Overall, process and system improvements combined with increasing staff knowledge, experience and retention have led to a reduction in median application turnaround times and a reduction in the overall outstanding caseload to below 700 as of Dec 2024, exceeding KPI expectation.

During 2025/26 we will continue to focus on improving how we communicate with applicants, devising new processes where gaps exist, and will continue building a multi-skilled team with increased expertise in handling complex cases. In addition, during 2025/26 as part of ongoing improvement work with the policy team we will support the streamlining of regulatory policy and the production of more transparent guidance to facilitate better quality applications.

### Key Milestones

Number	Date	Milestone
2a	Mar 26	Achieve median turnaround times for key application types (tier 1 approvals). No regulatory cases older than 1 year, except where this is out with Commission control.
2b	Jun 25	Implement quality checking at B stage of regulatory decision making, in line with framework established for A grade checking.
2c	Mar 26	Review all regulatory decision letter templates to apply principles of plain English and increase readability.

## Key Performance Measures

Number	Aim	Baseline	Target/Indicator	Measure
2.1	Key application types target median weeks (tier 1 approvals)	Figures for 2024/25 full reporting year <sup>1</sup> : Assignment – 14.1 weeks Decrofting CHSGG – 13.9 weeks Decrofting Part Croft – 19 weeks	Assignment – 14 weeks Decrofting CHSGG – 16 weeks Decrofting Part Croft – 22 weeks	Time taken from receipt to decision complete date.
2.2	No regulatory cases take longer than 52 weeks to process (all tiers, except where held in abeyance for reasons out with Commission control)	Figure at end of Mar 25: 53 outstanding cases over 52 weeks old	At end of March 2026 no regulatory cases outstanding over 52 weeks old (except where outside Commission control)	Age of outstanding cases, record date to end of period
2.3	Customer satisfaction rates	4.08 for 2023/24 reporting year	4.25 average score for 2025/26 reporting year (only known at end of year)	% of respondents answering satisfied or very satisfied to the satisfaction survey issue alongside the annual notice, collected one year retrospectively.
2.4	Improve quality of Regulatory decision making through post decision quality checking.	N/a – no previous process in place to measure.	90% of cases checked show no material process or procedural failures	Material process or procedural failures are considered failed or incorrect actions which would potentially negatively impact the Commission if appealed. Measure is % of checked cases which contained no material errors.

<sup>1</sup> Note, figures were updated post end of reporting year, and targets were based on Q3 actuals prior to this.

## POLICY FUNCTION

In 2023/24 the Crofting Commission commissioned research into the value of crofting. This report demonstrated the extent of the value of crofting to Scotland, both economically and in terms of workforce, population, culture, environment and wellbeing. At the same time, significant progress was also made on the development of a Vision for the future of crofting, which will be published in 2025. The Commission has also contributed to discussions and the consultation for the upcoming Crofting Reform Bill and we have collaborated with stakeholders on a range of issues and strategic areas. Of more direct relevance to crofters, considerable improvements were made to information provided on our website including regulatory applications, information on croft succession and information for crofting landlords.

In the upcoming year, the focus will be on building a solid evidence base to enable a strategic focus for policy development, on the areas that are key to the Vision for Crofting. This will be supported with a dedicated focus on operational policy issues which often cause delays to the processing of casework, as well as a full review of the Commissions policy plan with an aim of publishing a series of supplementary guidance notes designed to make the application and decision processes more transparent and efficient. How the Commission puts its policies into practice, and where changes arise, will be examined and a new process will be developed, to ensure an objective and systematic approach is taken to policy change.

### Key Milestones

Number	Date	Milestone
3a	June 2025	Publish the Vision for Crofting and accompanying document to show where crofting is now in relation to the Vision.
3b	Oct 2025	Launch work to promote croft succession through direct communication with crofters (funding dependent)
3c	Mar 2026	Complete post succession work to determine success and active outcomes from it
3d	May 2025	Implement new process for policy change management within the Crofting Commission, specifically for policies around how the Commission undertakes its regulatory responsibilities.

## Key Performance Measures

Number	Aim	Baseline	Target/Indicator	Measure
3.1	To raise awareness of the importance of considering croft succession, including 'living succession', which is passing on the croft within the crofter's lifetime.	N/a	Issue succession packs to all eligible crofters in relevant areas by Oct 2025.	Records of administrative action of packs issued.
3.2	Undertake a review of the Policy Plan and application guidance for regulatory applications. Produce supplementary guidance for the Policy Plan to make the application process clearer for potential future applicants and streamline the regulatory process by reducing the need for follow up information gathering.	N/a	Production supplementary guidance for all application types through the 2025/26 and 2026/27 reporting year, to feed into the next Policy Plan in 2027.	Published supplementary documents.
3.3	Engagement with external stakeholders to promote the interests of crofting, keep matters relating to crofting under review and collaboration on development within crofting areas.	N/a	Presence at all key stakeholder meetings through the reporting year.	Commission attendance at external meetings.

## GRAZINGS FUNCTION

Since 2016, we have carried out several projects to raise the overall number of grazings committees in office, reaching what is now a consistent level of between 470 – 500. Such projects focused on factors such as the length of time since a committee was in office or specific localities where there was a high percentage of common grazings without a grazings committee. Latterly the team has focused on grazings where a new and positive land use activity was being proposed, such as peatland restoration or renewable energy developments.

The overall number of grazings committees is still an important figure and provides a valuable indicator on the overall health of the crofting system and so will continue to be monitored but will not be a KPI as the success is predominantly dependent on the grazings shareholders themselves.

During 2025/26, given that a relatively consistent level of grazings committees has now been achieved, we will focus our attention on supporting and empowering those existing grazings committees and any shareholders who are proactively wishing to form a new committee, to manage and maintain their common grazings asset.

Given that there are many committee regulations which are now quite dated with many aspects included within them that are obsolete, another of our ambitions is to update existing regulations, initially dealing with any draft regulations already submitted. Thereafter we will then proactively begin address any unregulated common grazings through the establishment of newly formed grazings committees. This regulating of currently unregulated common grazings will provide a recognised structure to manage the grazings effectively and to also establish an accurate list of those who have an interest in these grazings.

Through the above common grazings work, along with addressing individual shareholding queries that arise, the result will be improved accuracy and completeness of common grazings information held on the Register of Crofts.

### Key Milestones

Number	Date	Milestone
4a	May 2025	Establish a standard welcome pack for all newly appointed grazings committees.
4b	March 2026	Process all outstanding draft regulations which have been submitted to the Commission to completion and come back to a steady state of operating.
4c	March 26	Continued work with the Farm Advisory Service to deliver Common grazings related training throughout the crofting counties.
4d	March 26	Make contact with all unregulated grazings committees with a view to becoming regulated (est. 150 in total).

## Key Performance Measures

Number	Aim	Baseline	Target/Indicator	Measure
4.1	Issue reminders to all grazings committees whose term of office expires, within 1 month of the out of office date with standard follow up procedures.	n/a	No committees have gone out of office without contact by the Grazings team.	Administrative records.
4.2	Respond to all correspondence/telephone calls to provide guidance/support within stated timescales	n/a	95% of enquiries responded to within CC service standards timescale (10 working days)	Administrative records.
4.3	Process all submitted drafts of new regulations	14 outstanding submissions	All 14 confirmed	Administrative records.
4.4	Action any potential shareholder anomalies regarding shareholdings highlighted, within one calendar month (where possible).	n/a	90% resolved within a calendar month	Administrative records.
4.5	Education through the delivery of both introductory and advanced workshops to support and empower grazings committees	n/a	12 Workshops delivered (mix of introductory & advanced)	Administrative records.



## RESIDENCY AND LAND USE (DUTIES) FUNCTION

Since 2017, we have been expanding our work to encourage – and where necessary enforce – the requirements for crofters to reside on or near their crofts, and to cultivate and maintain their land.

It has been a consistent call of the Crofting Commission's Board that action to promote croft residency and active land use should be high on the Commission's list of priorities. We will therefore continue to investigate reported breaches of duty, work with public and private crofting landlords, engage with croft tenants who report their own non-compliance through the crofting census or whose breach of duties comes to our attention through regulatory casework, and take action to resolve longstanding intestate succession cases where the tenancy has not been transferred within the statutory timescales.

The team places equal focus on owner-occupier crofters and croft tenants, since the intention of the 1993 Act is that both tenants and owner-occupier crofters are subject to crofting duties. In addition, we selectively investigate individuals who have failed to return their annual notice form but whose address details would indicate that they are not ordinarily resident on their crofts. In addition, we contact landlords of vacant crofts (or parts of crofts) who are not resident and/or do not cultivate the croft, with a view to the seeking a solution either through the landlord ensuring the croft is occupied and worked, or through the Commission taking action under the vacant croft provisions of the 1993 Act to ensure the croft is occupied by a tenant who will comply with the residence and land use duties.

Our approach is both proactive and supportive: we will help advise tenant and owner occupier crofters on the options open to them to resolve their breaches of duty and likewise, we will work with landlords and help them understand how best to ensure that all crofts are managed in a positive way either through their own actions or by the Commission taking steps to ensure the croft is occupied and worked.

### Key Milestones

Number	Date	Milestone
5a	July 2025	Write to a selection of tenant and owner-occupier crofters who have indicated in their 2024 crofting census returns that they are in breach of their duty to be ordinarily resident, obtaining their plans and intentions for resolving the breach and either issuing a notice section 26C(1) of the 1993 Act or establishing that there is a good reason not to issue a notice.
5b	July 2025	Write to a selection of crofters and owner-occupier crofters who have not responded to the 2024 crofting census and whose address would indicate they are in breach of the residence duty. Should correspondence confirm that they are in breach then the case would be followed up in terms of 3a above.
5c	Aug 2025	Launch and publicise a system of investigating reports that owner-occupiers of vacant crofts are not resident on or within 20 miles (32 kilometers) of the croft and/or not working the croft, to determine whether a notice should be issued under section 23(5) of the 1993 Act requiring the landlord to submit proposals for letting the croft.

5d	September 2025	Write to a selection of tenant and owner-occupier crofters who have indicated in their 2024 crofting census returns they are in breach of the duty to cultivate the croft, giving information about their options. This will include both a selection of individuals who are also in breach of the residence duty, and those who are complying with their residence duty.
5e	June 2025	Provide a list of cases (both tenant and owner-occupier crofters) for SGRPID to carry out inspections to report on whether the land use duties are being complied with

## Key Performance Measures

Number	Aim	Baseline	Target/Indicator	Measure
5.1	Number of formerly vacant crofts let by the landlord or the Commission following the Commission initiating action under the unresolved succession (section 11) or vacant croft (section 23) provisions of the 1993 Act.	XX in Apr 23 – Mar 24	At least 150 resolutions to breaches of duty, unresolved successions or vacant crofts delivered through Commission action  (numbers will be reported separately for 5.1 -5.2 but the target relates to the total of the four categories of intervention)	Records of administrative action
5.2	Number of RALU breaches resolved by a crofter or an owner-occupier crofter (i) in breach of their residency duty taking up residence on their croft; or (ii) in breach of their duty to cultivate and maintain the croft resuming cultivation and maintenance of the croft.	XX in Apr 23 – Mar 24		Records of administrative action
5.3	Number of RALU breaches resolved by the assignation, subletting or renunciation of a tenanted croft, by the letting or sale of an owner-occupied croft, or by obtaining Consent to be Absent.	XX in Apr 23 – Mar 24		Records of administrative action
5.4	Number of RALU breaches concluded by tenancy terminations orders (section 26H), or approval of letting proposals submitted by owner-occupier crofters following a direction to do so (section 26J).	XX in Apr 23 – Mar 24		Records of administrative action
5.5	Ensuring owners of vacant crofts resolve their failure to reside or cultivate the croft by (i) taking up residence and/or working the croft (ii) letting the croft or (iii) transferring ownership of the croft.	n/a	Completed notifications of action.	Records of administrative action

## INFORMATION SERVICES FUNCTION

The Information Services Function supports the Crofting Commission’s objectives by providing the essential technological tools and systems that enhance operational efficiency and service delivery. The milestones for 2025/26 reflect our ongoing commitment to improving systems and processes that help meet key organisational goals.

By implementing tools like the structured call logging system and streamlining case management, we aim to improve case turnaround times and ensure that customer queries are handled promptly and accurately. These improvements will directly contribute to more efficient regulatory and registration functions.

Through the development of digital tools such as the notification system and interactive mapping, we aim to improve communication and support for crofters and other stakeholders. The notification system will allow users to subscribe for updates on new and decided cases in selected areas or matching specific keywords, ensuring that stakeholders stay informed about relevant developments. The proposed interactive mapping system will enable applicants to draw compliant maps as part of their online application, simplifying the process, reducing costs, and decreasing the likelihood of applications being returned due to mapping issues.

Technology improvements in the Crofting Information System (CIS) and a strengthened link to our GIS data will help ensure better management of cases involving occupancy and land use. By improving case tracking and providing tools for better communication, the Information Services Function supports staff in addressing issues related to croft occupancy and ensuring that crofters fulfil their duties.

We are committed to equipping our workforce with the necessary tools and training to perform their roles effectively. The Information Services Function’s work on IT infrastructure improvements, such as migrating to Windows 11, is designed to enhance staff productivity and ensure a smooth transition to new technologies.

### Key Milestones

Number	Date	Milestone
6a	Sep 2025	Launch notification system – subscribers to get notified of new applications in selected areas
6b	Dec 2025	Auto population of Online Application form answers into CIS Case Form
6c	Mar 2025	Launch interactive mapping BETA to external testing
6d	July 2025	Windows 11 migration
6e	Sep 2025	Structured call logging feature within CIS, replacing the current Excel sheet method for logging incoming calls and emails. This solution aims to streamline handovers, improve accessibility, and enhance record-keeping.

## Key Performance Measures

Number	Aim	Baseline	Target/Indicator	Measure
6.1	Reduce GIS initial case turnaround time	3-4 weeks in 2024	GIS initial case turnaround time of 2 weeks	Average GIS case turnaround time over the year
6.2	All laptops migrated to Windows 11	< 5% in January 2025	100% in July 2025	Laptops running Windows 11
6.3	Call notes and handover notes accessible in CIS	n/a	All calls / emails requiring handover or follow-up by the regulatory team are logged in CIS as of Sep 2025	Calls/E-mails logged in CIS
6.4	Feedback on interactive mapping Beta	n/a	10% of Decrofting Applications through the Digital Application Portal have used the mapping tool to create a map by December 2025	Number of applications with maps produced by mapping tool  Feedback requested from each applicant/agent using the mapping tool.
6.5	Wordpress platform development & migration	40% in December 2024	100% of current website content and functionality in May 2025	Core functionalities and content items.
5.6	Reduce manual input of data on a case	n/a	20% of application types by Dec 2025	Case types with auto populated case form for online applications

## CORPORATE & CUSTOMER SERVICE FUNCTIONS

The Corporate & Customer Service (C&CS) Function supports the Crofting Commission’s objectives by providing the essential frontline service for customers. The team engages with a wide range of customers, from our key stakeholder cohort of crofters to solicitors, agents and landlords. The team’s remit is to assess and respond to all enquiries, and if necessary, direct relevant correspondence to other teams. The team provides operational support to teams across the Commission. The milestones for 2025/26 reflect the team’s commitment to providing greater focus on customer experience.

The C&CS Team (C&CS) is the first point of contact for customers contacting the Commission. The team has extensive knowledge of regulatory applications, notifications, mapping, registrations, and duties. Improvements to the structured call logging system and the enhanced use of the handover process to other teams has ensured greater efficiency for dealing with enquiries, leading to shorter resolution times. These improvements contribute directly to, and support the work of, the regulatory and registration functions. During 2025-26, the team will collaborate on a new scanning project with the Records Manager which will scan paper-based croft files into a digital format. The move to digital will offer quicker and more effective access to information on croft holdings, which will support the work of teams across the Commission.

Overall, the C&CS team is committed to ensuring that their skills and knowledge is continually updated, so that it can offer the best support to our customers.

### Key Milestones

Number	Date	Milestone
7a	April 2025	Finalise action plan following 2024 People Survey
7c	Sept 2025	Implement action plan following 2024 People Survey
7c	Jan 2026	Update MTFP and Workforce Plan in line with budget allocation and resource needs
7d	July 2025	Relaunch crofter’s newsletter
7e	Jan 2025	Implement consistent processing of enquiries for all teams, to ensure responses to customers meet our standards of service
7f	Mar 2025	File scanning project to begin and first tranche of files, identified by records manager, to be scanned

## Key Performance Measures

Number	Aim	Baseline	Target/Indicator	Measure
7.1	Employee engagement Index	60% in October 2024	63% or above	SG people survey, October 2025
7.2	Corporate carbon emissions	18.5 tCO <sub>2</sub> e in 2023/24	Below 18.5 tCO <sub>2</sub> e in 2024/25 with a view to embedding a carbon management plan in 2025/26.	Baseline now captures Scope 1, 2 & 3 including emissions relating to remote workers. Note that this is measured a year in arrears.
7.3	Redeploy efficiency savings within £4.87m core budget		3%	Funding redeployed as a result of efficiencies in existing operations
7.4	All teams use handover log	75% teams Jan 2025	All teams	Monthly stats show usage per team
7.5	File scanning project	10 files per week	15 files per week	Funding redeployed as a result of efficiencies in existing operations

## BUDGET INFORMATION

We receive Grant-in-Aid funding from the Scottish Government. Public budget decisions which set our Grant-in-Aid allocation are made on an annual basis.

The Crofting Commission has been allocated grant in aid of £4.87m for 2025/26, around 85% of which will be directly allocated for staff salaries, and the remainder covers costs associated with Board members and the standard running costs of the organisation.

In terms of the Business Objectives for 2025/26, we can estimate the cost of delivery for each outcome which is indicated in the table below based on the associated salaries, plus any other costs (for instance for our use of Great Glen House).

Corporate Outcome	Approximate Cost
1. Crofting is regulated in a fair, efficient and effective way	£2.620m
2. Crofting continues to thrive and to evolve	£0.643m
3. Crofts are occupied and used	£0.823m
4. Our workforce is skilled and motivated, and our governance processes are best practice	£0.784m

\* Further information can be sourced from the Crofting Commission Medium-Term Financial Plan and Workforce Plan.