

## SUMMARY

Our Outcome		1. CROFTS ARE OCCUPIED AND MANAGED	RAG Status
Key Milestones	<b>1a September 2021</b> – Create workflows, processes and supporting documentation to support investigations and engagement with landlords (owners of vacant crofts) who are suspected of not being resident and/or not cultivating their crofts.		AMBER
	<b>1b June 2021</b> – Review 2020 Census returns in order to extract all cases where the respondent has identified they are in breach of one or more of their statutory duties.		ACHIEVED
	<b>1c August 2021</b> – Write to a selection of 2020 census respondents who have advised us they are in breach of their duty to be ordinarily resident, obtaining their plans and intentions for resolving the breach and establishing whether there is a good reason not to issue a notice of suspected breach of duty under section 26C(1) of the 1993 Act.		GREEN
	<b>1d October 2021</b> – Write to a selection of crofters and owner-occupier crofters who have not responded to the 2020 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 1c above.		RED
	<b>1e December 2021</b> – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2020 crofting census returns that they are complying with the duty to be ordinarily resident but who are not cultivating the croft, giving information about their options.		GREEN
	<b>1f February 2022</b> – Follow-up with a selection of resident crofters whose crofts are not in use to encourage, and where necessary enforce, the requirements for crofters to cultivate and maintain the land.		AMBER
Performance Measures	<b>1.1</b>	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.	AMBER
	<b>1.2</b>	Initiate correspondence with more crofters where a breach of RALU duties is suspected.	GREEN
	<b>1.3</b>	Initiate correspondence with landlords (owners of vacant croft) who are failing to reside on and/or cultivate their vacant crofts.	AMBER
	<b>1.4</b>	Number of RALU breaches resolved by a crofter or an owner-occupier crofter in breach of their residency duty taking up residence on their croft.	AMBER
	<b>1.5</b>	Number of RALU breaches resolved by the assignation of the croft, or the letting or sale of an owner-occupied croft.	AMBER

	<b>1.6</b>	Number of RALU breaches resolved by the Commission giving consent to the sublet of a tenanted croft, the short-term lease of an owner-occupied croft, or by a consent to be absent being given to a tenant or an owner-occupier crofter.	<b>AMBER</b>
	<b>1.7</b>	Number of RALU breaches escalated to the issue of a Notice of suspected breach of duty (section 26C), or a Notice providing an Undertaking (section 26D).	<b>GREEN</b>
	<b>1.8</b>	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).	<b>RED</b>

Our Outcome			2. COMMON GRAZINGS ARE REGULATED AND SHARED MANAGEMENT PRACTICES CONTINUE	RAG Status
<b>Key Milestones</b>	<b>2a Ongoing</b>	Contact all Grazings Committees whose terms are about to end, encouraging them to arrange the appointment of a new Grazings Committee		<b>GREEN</b>
	<b>2b Ongoing</b>	Highlight to Grazings Committees and Shareholders the availability of the guidance, published February 2019, for effective management of common grazings. Respond to any questions for clarification.		<b>GREEN</b>
	<b>2c Ongoing</b>	Maintain contact with shareholders of common grazings that have not returned a committee to office and establish contact with shareholders who have not had a committee for a longer period of time.		<b>GREEN</b>
	<b>2d Ongoing</b>	Encourage grazings committees to adopt the revised template for grazings regulations.		<b>RED</b>
<b>Performance Measures</b>	<b>2.1</b>	Increase in number of common grazings with a Committee in office		<b>GREEN</b>
	<b>2.2</b>	Increase in number of grazings committees who have adopted the new template regulations		<b>RED</b>
	<b>2.3</b>	Meetings or other substantial engagement with Grazings Committees and shareholders (as required) to support them with the regulation and management of common grazings.		<b>GREEN</b>
	<b>2.4</b>	Establish correct shareholdings on common grazings by researching and updating records of shareholder situations.		<b>GREEN</b>
	<b>2.5</b>	Develop and assist with training and other events for grazings committees and the management of common grazings.		<b>GREEN</b>

Our Outcome			3. CROFTING IS REGULATED IN A FAIR, EFFICIENT AND EFFECTIVE WAY	RAG Status
Key Milestones	3a July / August 2022 – Next build of the Crofting Information System released and upskilling delivered, and CIS migrated to the cloud			RED
	3b Summer 2022 – Digital system implemented for notifications			AMBER
	3c November 2021 – Agree, with Registers of Scotland, improvements to our combined processes, and how they can be implemented.			GREEN
	3d June 2022– First 8 application types available digitally			AMBER
Performance Measures	3.1	Decrease in median turnaround times (registered crofts, Tier 1 approvals)		RED
	3.2	Decrease in number of live regulatory cases at a point in time		RED
	3.3	Decrease in number of regulatory cases outstanding after 12 months		RED
	3.4	Customer satisfaction rates		RED

Our Outcome			4. THE FUTURE OF ACTIVE CROFTING IS SUPPORTED BY WELL-INFORMED ENGAGEMENT WITH STAKEHOLDERS	RAG Status
Key Milestones	4a August 2021 – Develop a signposting portal within Commission website in order to direct crofters and the public to relevant websites and information related to crofting.			ACHIEVED
	4b September 2021 – Produce information about choices for crofters who are considering passing on their croft.			GREEN
	4c December 2021 – Investigate reasons why crofts are not passed on (temporarily or permanently) when duties are not met and develop strategies to promote croft turnover. Establish a cross-organisation working group via COHI (Convention of Highlands and Islands) to look at croft turnover and entry into crofting..			GREEN
	4d Ongoing - Consider the affordability and accessibility of croft land to aspiring crofters, particularly the legal, policy and financial factors that influence croft prices.			GREEN
	4e September 2021 - Establish a cross-organisation working group via COHI to identify opportunities to reduce carbon emissions, increase carbon capture and enhance biodiversity within the crofting sector.			AMBER
	4f Ongoing – Participate in discussions with stakeholders and SG on crofting interests and particularly the development of future support systems for crofting.			GREEN
Performance Measures	<i>There are no Key Performance Measures for this Outcome</i>			

Our Outcome			5. OUR WORKFORCE HAS THE RIGHT SKILLS AND MOTIVATION TO PERFORM WELL, OUR GOVERNANCE PROCESSES ARE BEST PRACTICE		
					RAG Status
Key Milestones	5a April 2021– Publish a report about the steps taken by the Commission to encourage more female Board members				ACHIEVED
	5b June 2021 – Develop and implement continuity planning for key posts				ACHIEVED
	5c July 2021 – Develop a Commission policy on the location of our workforce over the next period				GREEN
	5d July / August 2022 – Implement automated retention schedule procedures within revised CIS				RED
	5e August 2021 – Complete implementation of 2020 Staff Survey action plan				AMBER
	5f December 2021 - Highlight the opportunities for election to the Board, across the crofting counties and encouraging nominations from both women and men				ACHIEVED
Performance Measures	5.1	Increase in staff engagement rating			ACHIEVED
	5.2	Corporate carbon emissions			GREEN
	5.3	Redeploy efficiency savings within £3.2m core budget			GREEN

## DETAILED PROGRESS REPORTS

The following sections provide a detailed report on both the milestones and performance measures for each Outcome.

Our Outcome	<b>1. CROFTS ARE OCCUPIED AND MANAGED</b> By ensuring crofters are compliant with their Duties and by working with crofting communities and stakeholders, we can increase the number of crofts that are occupied and well managed.			
Milestone	Covid Effect	RAG Status	Responsible Manager	Details
<b>1a September 2021</b> – Create workflows, processes and supporting documentation to support investigations and engagement with landlords (owners of vacant crofts) who are suspected of not being resident and/or not cultivating their crofts.		<b>AMBER</b>	Joseph Kerr	<p>In the first quarter of the year, the workflows on CIS for engagement with tenants and owner-occupier crofters have been reviewed and updated as required. Work is continuing on reconciling letters generated by CIS and template versions held by the Team. This work required to be completed and prioritised prior to progressing to landlords of vacant crofts.</p> <p>In the second quarter of the year, discussions were held with regard to agreeing a process to enable the team to progress written reports of non-residence and non-cultivating in relation to vacant crofts, to take the case to the stage of either the croft being occupied and used or the Commission issuing a notice under section 23(5) require proposals for letting of the vacant croft. The next stage is for the process and workflows to be developed on cis with supporting documentation prepared.</p> <p>In the third quarter of the year, further meetings with staff and as a result a draft CIS workflow is currently in the process of being drawn up. Once finalised we will arrange for the relevant template letters to be finalised and associated with the relevant parts of the workflow.</p> <p>In the fourth quarter, the CIS workflow was completed. We are currently in the process of creating the relevant template letters to be associated with the relevant parts of the workflow and will then be in a position to deal with reports relating to landlords who are not residing on or cultivating their crofts.</p>

Our Outcome		2. CROFTS ARE OCCUPIED AND MANAGED														
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Milestone	Covid Effect	RAG Status	Responsible Manager	Details												
<b>1b June 2021</b> – Review 2020 Census returns in order to extract all cases where the respondent has identified they are in breach of one or more of their statutory duties.		<b>ACHIEVED</b>	Joseph Kerr	<p>The RALU Team received the 2020 Census report on 17 June 2021.</p> <p>The report has been analysed and the different categories of breach identified which will form the basis for the selection of tenant and owner-occupier crofters to be written out to. The Team have identified the following number of cases in the different categories to be investigated further:</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Numbers</th> </tr> </thead> <tbody> <tr> <td>Non-resident/non-cultivating tenants</td> <td>60</td> </tr> <tr> <td>Non-resident owner-occupier crofters</td> <td>40</td> </tr> <tr> <td>Non-resident tenants</td> <td>34</td> </tr> <tr> <td>Resident Non-cultivators tenants</td> <td>46</td> </tr> <tr> <td><b>Total</b></td> <td><b>180</b></td> </tr> </tbody> </table>	Category	Numbers	Non-resident/non-cultivating tenants	60	Non-resident owner-occupier crofters	40	Non-resident tenants	34	Resident Non-cultivators tenants	46	<b>Total</b>	<b>180</b>
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<b>1c August 2021</b> – Write to a selection of 2020 census respondents who have advised us they are in breach of their duty to be ordinarily resident, obtaining their plans and intentions for resolving the breach and establishing whether there is a good reason not to issue a notice of suspected breach of duty under section 26C(1) f the 1993 Act.		<b>GREEN</b>	Joseph Kerr	<p>In the third quarter of the year:</p> <ul style="list-style-type: none"> <li>• The process of issuing letters to the First tranche category (non-resident non-cultivating tenants) was completed;</li> <li>• The process of issuing letters to the Second tranche category (non-resident owner-occupier crofters) was completed;</li> <li>• The process of issuing letters to the Third tranche category (non-resident tenants) was completed;</li> </ul> <p>In the fourth quarter of the year:</p> <ul style="list-style-type: none"> <li>• The process of issuing letters to the Fourth tranche category (resident non-cultivating tenants) was completed.</li> </ul> <p>In addition to this, the new Development Team liaised with the Residency and Land Use Team (RALUT) to obtain the results from the 2020 Census of the</p>												

				<p>crofters who had declared that whilst they were resident, they were not cultivating their croft.</p> <p>A pilot project for the Western Isles was chosen by the Development Team as the best method to gauge what could be achieved, and if it worked, could then be rolled out across the Crofting Counties after the next Census.</p> <p>The RALU team provided a spreadsheet with information on 90 crofters living within the Western Isles who had declared in the 2020 Census that whilst they were resident on the croft, they were not cultivating the croft.</p> <p>A new form of letter was prepared with the RALU team, to offer support and advice on the options to remedy the non-cultivation. These options included the crofter starting to cultivate, the crofter choosing to sublet the croft or the crofter choosing to assign the croft to someone else.</p>
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Our Outcome	<b>3. CROFTS ARE OCCUPIED AND MANAGED</b> By ensuring crofters are compliant with their Duties and by working with crofting communities and stakeholders, we can increase the number of crofts that are occupied and well managed.			
Milestone	Covid Effect	RAG Status	Responsible Manager	Details
<b>1d October 2021</b> – Write to a selection of crofters and owner-occupier crofters who have not responded to the 2020 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 1c above.		<b>RED</b>	Joseph Kerr	<p>Letters were prepared and processes developed for this work.</p> <p>RALUT were awaiting the preparation of the spreadsheet showing non-census returners, in order to select cases to take forward.</p> <p>As a result of the decision made by management in the third quarter to divert 40% of the RALUT resources being diverted to assist colleagues in dealing with the regulatory casework backlog, this milestone was not completed before the issue of the 2021 Census Return. The Team will pick this up in 2022/23 once a report has been prepared for the 2021 Census non-returners.</p>
<b>1e December 2021</b> – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2020 crofting census returns that they are complying with the duty to be ordinarily resident but who are not cultivating the croft, giving information about their options.		<b>GREEN</b>	Joseph Kerr	<p>RALUT liaised with Development Team colleagues as part of the pilot project to identify and contact resident non-cultivators in the Western Isles in 2021,</p> <p>Separately the process of writing to the fourth tranche category (resident non-cultivating tenants) was undertaken by RALUT in the 4<sup>th</sup> quarter of 2021/22.</p>
<b>1f February 2022</b> – Follow-up with a selection of resident crofters whose crofts are not in use to encourage, and where necessary enforce, the requirements for crofters to cultivate and maintain the land.		<b>AMBER</b>	Joseph Kerr	<p>As there was a delay in sending out the 4<sup>th</sup> tranche of letters (resident non-cultivating tenants) due to resources being diverted to support regulatory colleagues, the follow-up will take place in 2022/23.</p>

**PERFORMANCE MEASURES -**

Number	Aim	Baseline	Target/Indicator	Measure
1.1	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.	7	15	Records of administrative action.

**PROGRESS:**

- a) The Commission have issued 4 section 11(4) notices proposing to terminate the tenancy of 2 crofts in Kilmallie, 1 croft in Applecross and 1 in Stoer which will result in terminations and lets if they progress to the section 11(8) termination order stages.
- b) The Commission have issued 4 section 11(8) terminations: 1 in Shetland which resulted in proposals to let to a new entrant to crofting being submitted by the landlord and approved by the Commission, 2 in Kilmallie to existing crofters which have been approved, and 1 in Applecross to a new entrant to crofting.
- c) 1 section 23(5) notice was issued to a landlord in Sutherland which resulted in proposals to let to a new entrant to crofting being submitted by the landlord and approved by the Commission.
- d) The Commission have been working with a landlord in Skye to let 3 long term (over 10 years) vacant crofts constituted as “New Crofts” under section 3A. Two of the 3 crofts have been let to new entrants to crofting, an application has been submitted to let the other croft which is currently being processed.

Q1	Q2	Q3	Q4
GREEN	GREEN	AMBER	AMBER

Responsible Manager: Joseph Kerr

Number	Aim	Baseline	Target/Indicator	Measure
1.2	Initiate correspondence with more crofters where a breach of RALU duties is suspected.	77 in 2019-20	Initiate RALU correspondence with 100 new cases	Records of administrative action.

**PROGRESS**

The Commission commenced correspondence with **140** crofters. 125 as a result of the 2020 Census returns (this includes the pilot in the Western Isles writing to resident non-cultivating tenants), 3 as the result of receipt of reports of suspected breach of duty, and 12 as a result of a report from a Grazings Committee in Skye under section 49A. We met with the latter and identified 31 cases in total, a mixture of breach of the residence duty, failure to cultivate, and cases where both duties are reported as being breached. We agreed a programme for prioritising and commencing a rolling programme of enforcement action in these cases.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	GREEN

Responsible Manager: Joseph Kerr

Number	Aim	Baseline	Target/Indicator	Measure
1.3	Initiate correspondence with landlords (owners of vacant croft) who are failing to reside on and/or cultivate their vacant crofts.	Baseline to be established after review.	Initiate correspondence with 30 cases	Records of administrative action

**PROGRESS**

THE CIS workflow has been designed & completed. We are now at the stage of creating the relevant template letters to be associated with the relevant parts of the workflow and will then be in a position to deal with reports relating to landlords who are not residing on or cultivating their crofts.

Q1	Q2	Q3	Q4
GREEN	GREEN	AMBER	AMBER

Responsible Manager: Joseph Kerr

Number	Aim	Baseline	Target/Indicator	Measure
1.4	Number of RALU breaches resolved by a crofter or an owner-occupier crofter in breach of their residency duty taking up residence on their croft.	17 (average over the previous 2 years)	17	Records of administrative action

PROGRESS:

8 crofters have resolved their breach of duty by taking up residence.

Q1	Q2	Q3	Q4
GREEN	GREEN	AMBER	AMBER

Responsible Manager: Joseph Kerr

Number	Aim	Baseline	Target/Indicator	Measure
1.5	Number of RALU breaches resolved by the assignation of the croft, or the letting or sale of an owner-occupied croft.	20 (average over the previous 2 years)	20	Records of administrative action

PROGRESS

14 crofters resolved their breach of duty by assigning the tenancy of their crofts.

Covid Effect

Q1	Q2	Q3	Q4
GREEN	GREEN	AMBER	AMBER

Responsible Manager: Joseph Kerr

Number	Aim	Baseline	Target/Indicator	Measure
1.6	Number of RALU breaches resolved by the Commission giving consent to the sublet of a tenanted croft, the short-term lease of an owner-occupied croft, or by a consent to be absent being given to a tenant or an owner-occupier crofter.	61 (average over the previous 2 years)	No target (this is not a priority in its own right)	Records of administrative action

PROGRESS

During the course of the year, **12** crofters were given consent to sub-let their crofts. **22** crofters were given either consent to be absent or an extension of consent to be absent.

Q1	Q2	Q3	Q4
GREEN	AMBER	AMBER	AMBER

Responsible Manager: Joseph Kerr

Number	Aim	Baseline	Target/Indicator	Measure
1.7	Number of RALU breaches escalated to the issue of a Notice of suspected breach of duty (section 26C), or a Notice providing an Undertaking (section 26D).	26 (based on 2020/21)	No target (this is an intermediate phase en route to KPI 1.8)	Records of administrative action

PROGRESS

the Commission issued 15 Notices under section 26C(1); Made 18 decisions under section 26C(5) that a duty was not being complied with, and issued 8 Notices providing an undertaking under section 26D(1).

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	GREEN

Responsible Manager: Joseph Kerr

Number	Aim	Baseline	Target/Indicator	Measure
1.8	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).	4 (based on 2020/21)	4	Records of administrative action

PROGRESS

There have been no termination orders or notice requiring letting proposals under these statutory provisions

Q1	Q2	Q3	Q4
AMBER	AMBER	AMBER	RED

Responsible Manager: Joseph Kerr

**Our Outcome**

**2. COMMON GRAZINGS ARE REGULATED AND SHARED MANAGEMENT PRACTICES CONTINUE**

Shared management and productive use of common grazings are important for the sustainability of crofting. The Commission works with grazings committees and crofting communities, providing both guidance and support, to ensure the effective management and use of common grazings.

Milestone	Covid Effect	RAG Status	Responsible Manager	Details
<b>2a Ongoing</b> - Contact all Grazings Committees whose terms are about to end, encouraging them to arrange the appointment of a new Grazings Committee		<b>GREEN</b>	Finlay Beaton	Contact is made before the end of committees' terms in office, and afterwards if no appointment has been agreed to encourage the forming of a new committee. The Commission is monitoring the public health situation and acknowledges there is still a requirement for the offering of special measures to appoint a new committee under section 47(3). There is also now an opportunity for shareholders to hold a public meeting to appoint a new Grazings committee under section 47(1) if they so desire.
<b>2b Ongoing</b> – Highlight to Grazings Committees and Shareholders the availability of the guidance, published February 2019, for effective management of common grazings. Respond to any questions for clarification.		<b>GREEN</b>	Finlay Beaton	This publication remains available on the Commission website and all new grazings clerks are provided with a hard copy.
<b>2c Ongoing</b> – Maintain contact with shareholders of common grazings that have not returned a committee to office and establish contact with shareholders who have not had a committee for a longer period of time.		<b>GREEN</b>	Finlay Beaton	There are current difficulties for shareholders meeting to form new committees where there has not been one in place recently which would enable the Commission to appoint a retiring committee. However, it has been possible for the Commission to appoint committees in some other instances, but this requires the consent of all shareholders where it has not been possible to hold a public meeting. This has seen a modest increase in the total number of grazings committees continuing over the previous 3 quarters. The Development Officers in the Western Isles have engaged in contacting active shareholders of common grazings without committees to obtain background information on why no committee is in office and then refer those who show interest in appointing a new committee to the Grazings team to take forward.
<b>2d Ongoing</b> – Encourage grazings committees to adopt the revised template for grazings regulations.		<b>RED</b>	Finlay Beaton	A more pro-active approach has been devised but it has been difficult to effect with covid restrictions and the temporary redeployment of Grazings Team members.

## PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure								
<b>2.1</b>	Increase in number of common grazings with a committee in office	500 Grazings Committees in office on 31 March 2021	Maintain the number of Grazings Committees in office (notwithstanding the pandemic)	Administrative records								
<p><u>PROGRESS</u></p> <p>At the end of the 4<sup>th</sup> quarter, there are currently 497 grazings committees in office. However, as a further ten are only out of office because they have slightly delayed the planned meeting to elect a new committee (because of Covid), the target has for all practical purposes been met.</p> <p>Covid Effect</p> <p>There are obvious difficulties in expanding the numbers in office beyond the Commission appointment of committees demitting office.</p> <table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td><b>GREEN</b></td> <td><b>GREEN</b></td> <td><b>GREEN</b></td> <td><b>GREEN</b></td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>
Q1	Q2	Q3	Q4									
<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>									
Responsible Manager: Finlay Beaton												

Number	Aim	Baseline	Target/Indicator	Measure								
<b>2.2</b>	Increase in number of grazings committees who have adopted the new template regulations	3 in 2020-21	Increase by at least 10 Commission approvals of new regulations submitted by committees based on the template.	Number of new grazings regulations approved which are based on the new template.								
<p><u>PROGRESS</u></p> <p>3 new sets of regulations have been approved and others are in process.</p> <p>1 Amendment of common grazings regulations has been completed. Where the committee were not keen to adopt the new grazings template.</p> <p>Covid Effect</p> <p>The difficulties experienced by grazings committees in holding meetings makes this difficult and is not generally a priority for most committees. This also hampers a more pro-active approach by the Grazings Team itself, as does the fact that its staff resources have been reduced through provision of support to other parts of the organisation. 7 other cases are at various stages, to be progressed when resources allow.</p> <table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td><b>RED</b></td> <td><b>RED</b></td> <td><b>RED</b></td> <td><b>RED</b></td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	<b>RED</b>	<b>RED</b>	<b>RED</b>	<b>RED</b>
Q1	Q2	Q3	Q4									
<b>RED</b>	<b>RED</b>	<b>RED</b>	<b>RED</b>									

Responsible Manager: Finlay Beaton

Number	Aim	Baseline	Target/Indicator	Measure
2.3	Meetings or other substantial engagement with Grazings Committees and shareholders (as required) to support them with the regulation and management of common grazings.	12 in 2020-21	No numerical target as this is in large part demand led.	Records of administrative action. (Note that this covers different types of Commission intervention: getting Committees into office; resolving medium size queries; and helping to address deeper issues.)

**PROGRESS**

To date there have been 16 significant engagements with Grazings Committees and shareholders of which 9 have been closed and we are continuing to interact with those involved in the open cases.

It might be considered an indicator of success in dealing at an early stage with the variety of issues arising, which do not progress to the more serious official complaint route provided for within the Act - Sections 47(8) or 52(1).

Within the first 3 Quarters. the team have also responded to 436 other general queries from various stakeholders where there is a common grazings involvement.

**Covid Effect**

It has not been possible to attend meetings in person, but some meetings with members of grazings committees have been held via Teams and this has proven beneficial.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	GREEN

Responsible Manager: Finlay Beaton

Number	Aim	Baseline	Target/Indicator	Measure
2.4	Establish correct shareholdings on common grazings by researching and updating records of shareholder situations.	15 in 2020-21	10 more townships researched in 2021/22	Records of administrative action

**PROGRESS**

There have been 24 cases where establishment of the correct shareholding position for all shares has researched. 36 single-share investigations have also been undertaken.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	GREEN

Responsible Manager: Finlay Beaton

Number	Aim	Baseline	Target/Indicator	Measure
2.5	Develop and assist with training and other events for grazings committees and the management of common grazings.	5 in 2020-21	5 events in 2021/22	Records of administrative action

PROGRESS

The Grazings team have continued to work with the Farm Advisory service to deliver training events. Face to face meeting is still being discouraged and so training has been delivered again via zoom meetings.

6 sessions have been delivered on how to form a grazing committee and then the carrying out the duties and functions of a committee correctly using best practice. These sessions have had an average of 19 people attending each session.

A session was also delivered on the subject of mediation to 8 attendees, and a Pilot session to 12 attendees as a surgery for Grazings Clerks.

Q1	Q2	Q3	Q4
AMBER	GREEN	GREEN	GREEN

Responsible Manager: Finlay Beaton

**Our Outcome**

**3. CROFTING IS REGULATED IN A FAIR, EFFICIENT AND EFFECTIVE WAY**

We are committed to providing a quality and professional service to all our customers, especially those that make regulatory applications to us or who send us applications for registration of their croft, for us to review and forward to the Registers of Scotland. We are committed to fairness in all our decision-making, and we monitor turnaround times for all the different types of process.

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

Milestone	Covid Effect	RAG Status	Responsible Manager	Details
<b>3a July / August 2022</b> – Next build of the Crofting Information System released and upskilling delivered, and CIS migrated to the cloud		<b>RED</b>	Aaron Ramsay	<p>System testing is underway, with work to produce new training material being planned for commencement in April 2022. Final full release of build after all testing and training planned for July / August 2022.</p> <p>Temporary UAT manager in place to support the next release process. UAT script writing is underway with a plan to complete gradually over a number of weeks to support other business pressures. Significant work undertaken to improvement governance approach to the system development, including the appointment of a Product Owner, Scrum Master, and Product Sponsor. Full revised Governance framework planned for completion by July 2022.</p> <p>CIS migrated fully to the cloud has been achieved.</p>
<b>3b Summer 2022</b> – Digital system implemented for notifications		<b>AMBER</b>	Aaron Ramsay	<p>Change of address functionality built on target, however go live with public notifications is not realistic currently as currently the majority of this notification type are handled outside of the CIS, and implementing this would create additional pressures on Regulatory teams as each notification would automatically create a CIS case. Postponed until Summer 2022, pending review of work load levels.</p>
<b>3c November 2021</b> – Agree, with Registers of Scotland, improvements to our combined processes, and how they can be implemented.		<b>GREEN</b>	Joseph Kerr	<p>Commission and RoS officials have agreed (a) amendments to content of the croft registration forms and (b) changes to procedures whereby the fees will be obtained following the checks carried out on the application which opens up the possibility of alternative methods of payment. RoS have prepared draft changes incorporating changes to RoS Form A (Initial registration application) and RoS Form B (Change registration application) which the Commission have provided comments on.</p>

<b>3d June 2022</b> – First 8 application types available digitally		<b>AMBER</b>	Aaron Ramsay	Assignment and Subletting now live on the system as part of a soft launch, with applications received digitally for both. Additional application types will come online live through April and May after a short delay due to competing pressures on the limited development resource. Planned full release of initial 8 application types by June 2022, fully tested and live.
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## PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
3.1	Decrease in median turnaround times (registered crofts, Tier 1 approvals)	Figures for 2020-21: Assignment – p10.7 weeks Decrofting CHSGG – 13 Decrofting Part Croft – 22.6	Reduce medians to: Assignment – 9 weeks Decrofting CHSGG – 11 Decrofting Part Croft – 16	Time taken from application to notification of decision, <i>for cases where no registration is required</i>

### PROGRESS

High numbers of outstanding cases over previous months and continued difficulties have meant that the turnaround times have increased for assignment and part croft decroftings and have remained static for house site and garden ground decroftings.

### Covid Effect

Q1	Q2	Q3	Q4
AMBER	RED	RED	RED

	Approx Number of cases per year	Median weeks (2020-21)	Median weeks (2021-22 to date)
Assignment	c125	10.7	12.9
Decrofting Croft House Site	c50	13	13.9
Decrofting Part Croft	c100	22.6	25.3

Responsible Manager: Heather Mack

Number	Aim	Baseline	Target/Indicator	Measure
3.2	Decrease in number of live regulatory cases at a point in time	807 on 31 March 2021	Reduce to 732 (the level from June 2020)	Number of live regulatory cases on 31 March

PROGRESS

The number of cases outstanding (which have not yet reached decision) has increased to **1087**. The continued increase in outstanding cases is due to pressures within the team, in particular to knock on effects of staff leaving, which means movement of staff to fill posts and brand new staff. The long training period means that the team has effectively been working at a reduced capacity for this last quarter.

Covid Effect

Q1	Q2	Q3	Q4
RED	RED	RED	RED

Responsible Manager: Heather Mack

Number	Aim	Baseline	Target/Indicator	Measure
3.3	Decrease in number of regulatory cases outstanding after 12 months	159 on 31 March 2021	Reduce to 140	Number of live regulatory cases on 31 March, which are more than 12 months since first received by the Commission

PROGRESS

Due to the level of outstanding cases work on this has slowed and the number of outstanding cases over 12 months has increased to **206**.

Covid Effect

Q1	Q2	Q3	Q4
GREEN	GREEN	RED	RED

Responsible Manager: Heather Mack

Number	Aim	Baseline	Target/Indicator	Measure
3.4	Customer satisfaction rates	100% satisfaction reported from a limited number of responses in 2020-21	At least 80% of responses positive	Proportion of respondents answering 5 or 4 on the 5-point scale for overall satisfaction

PROGRESS

No customer feedback forms have been received in the last quarter. Higher than usual numbers of emails chasing up cases and complaints indicate that customer satisfaction is a concern.

Covid Effect

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	RED

Responsible Manager: Heather Mack

**Our Outcome**

**4. THE FUTURE OF ACTIVE CROFTING IS SUPPORTED BY WELL-INFORMED ENGAGEMENT WITH STAKEHOLDERS**

The Commission has a responsibility to promote the interests of crofting, and to advise the Scottish Government about crofting issues. We welcome collaborative initiatives with other organisations in order to contribute towards the sustainable development of crofting

Milestone	Covid Effect	RAG Status	Responsible Manager	Details
<b>4a August 2021</b> – Develop a signposting portal within Commission website in order to direct crofters and the public to relevant websites and information related to crofting.		<b>ACHIEVED</b>	Arthur	This has been completed and launched under ‘Useful links’ section of the website. Updates have also been made to the ‘Frequently asked questions’ section. The website is subject to continual update and review.
<b>4b September 2021</b> – Produce information about choices for crofters who are considering passing on their croft.		<b>GREEN</b>	Arthur	A website section has been completed. Social media work on succession is ongoing.
<b>4c December 2021</b> – Investigate reasons why crofts are not passed on (temporarily or permanently) when duties are not met and develop strategies to promote croft turnover. Establish a cross-organisation working group via COHI (Convention of Highlands and Islands) to look at croft turnover and entry into crofting.		<b>GREEN</b>	Arthur	<ul style="list-style-type: none"> <li>• A survey looking at croft under-use and availability to new entrants was completed in May 2021, which had over 400 responses.</li> <li>• Communications to highlight the issue and communicate crofting duties and the benefits of new entrant opportunities, to both crofters and the public is underway.</li> <li>• Investigation into how prospective croft purchasers are made aware of crofting duties has been undertaken. This has been followed up by contacting the 40 estate agents’ firms identified as marketing crofts to direct them and prospective buyers towards the new “Obtaining a Croft” section on the website.</li> <li>• Discussions have begun on creating a working group to look at these issues.</li> </ul> <p>All ongoing.</p>

<p><b>4d Ongoing</b> – Consider the affordability and accessibility of croft land to aspiring crofters, particularly the legal, policy and financial factors that influence croft prices.</p>		<p><b>GREEN</b></p>	<p>David Findlay</p>	<p>The Board considered two papers on this topic. The first examined issues around the sale and marketability of land and market controls, while the second considered possible Commission initiatives or law reform that would facilitate accessibility of land, particularly for new entrants.</p>
<p><b>4e September 2021 -</b> Establish a cross-organisation working group via COHI to identify opportunities to reduce carbon emissions, increase carbon capture and enhance biodiversity within the crofting sector.</p>		<p><b>AMBER</b></p>	<p>David Findlay / Arthur</p>	<p>The COHI group has not progressed. However, the Development team has engaged with stakeholders to gain a better understanding of the issues/sector around carbon capture on peatland and biodiversity improvements.</p>
<p><b>4f Ongoing</b> – Participate in discussions with stakeholders and SG on crofting interests and particularly the development of future support systems for crofting.</p>		<p><b>GREEN</b></p>	<p>Arthur</p>	<p>Discussions with stakeholders on various crofting issues have taken place. Including Rural Payment and Inspections Division, Scottish Crofting Federation, Farm Advisory Service, HIE, Visit Scotland, NatureScot, Comhairle nan Eilean Siar, Community Land Scotland and several community landlords.</p> <p>Ongoing work.</p>

**There are no Performance Measures for Outcome 4**

**Our Outcome**

**5. OUR WORKFORCE HAS THE RIGHT SKILLS AND MOTIVATION TO PERFORM WELL, OUR GOVERNANCE PROCESSES ARE BEST PRACTICE**

By ensuring that our staff and Board Members have appropriate training and continued investment, we can develop a high-performing workforce. We will ensure that our organisation fulfils its legal requirements and contributes to the Scottish Government’s broader objectives for Scotland.

Milestone	Covid Effect	RAG Status	Responsible Manager	Details
<b>5a April 2021</b> – Publish a report about the steps taken by the Commission to encourage more female Board members		<b>ACHIEVED</b>	Jane Thomas	The Report was published in April 2021 and a copy forwarded
<b>5b June 2021</b> – Develop and implement continuity planning for key posts		<b>ACHIEVED</b>	Bill Barron	Discussions have taken place and the new approach is set out in the January 2022 draft revision of the Workforce Plan
<b>5c July 2021</b> – Develop a Commission policy on the location of our workforce over the next period		<b>GREEN</b>	David Findlay	SMT discussed a paper by David Findlay on 21 July 2021. SMT has agreed that there will be an element of hybrid working indefinitely, and CC has given notice to NatureScot that we require a smaller floorplate from April 2022. The location of posts in other areas in the crofting counties will be discussed further with SG but in the meantime several posts are being recruited on a location-neutral home-working basis.
<b>5d August 2021</b> – Implement automated retention schedule procedures within revised CIS		<b>RED</b>	Aaron Ramsay	As per CIS progress update, will be introduced with the new release of CIS in July / August 2022.
<b>5e August 2021</b> – Complete implementation of 2020 Staff Survey action plan		<b>AMBER</b>	Bill Barron	An Action Plan was revised and issued to staff in May 2021. Good progress has been made on many of the actions but others remain to be completed.
<b>5f December 2021</b> - Highlight the opportunities for election to the Board, across the crofting counties and encouraging nominations from both women and men		<b>ACHIEVED</b>	Bill Barron	A questionnaire looking at the barriers to women on boards has been completed. Publicity, social media and online roadshows have been used to encourage people to stand in the 2022 elections.

## PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure								
5.1	Increase in staff engagement rating	57% in Summer 2020	Maintain or surpass the record high achieved in 2020	Average scores for a set of fixed questions in the annual staff survey								
<p><u>PROGRESS</u></p> <p>The 2021 staff survey took place in April 2021. The staff engagement rating increased to 65%.</p> <table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>ACHIEVED</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	ACHIEVED			
Q1	Q2	Q3	Q4									
ACHIEVED												
Responsible Manager: Mary Ross												

Number	Aim	Baseline	Target/Indicator	Measure								
5.2	Corporate carbon emissions	15 tCO <sub>2</sub> e in 2019/20	Reduce by 90% in pandemic year 2020/21	Emissions from business travel by staff and Commissioners								
<p><u>PROGRESS</u></p> <p>The Commission calculated and submitted its Public Sector Report on Compliance with Climate Change Duties to the Scottish Government for 2020/21 in September 2021 (ahead of the 30 November deadline). As anticipated there has been a dramatic fall in carbon emissions because of Covid-19 restrictions on travel. The Commission recorded 0.3 tCO<sub>2</sub>e emissions for 2020/21. This relates to colleagues travel on specific Crofting Commission business and does not capture private travel to place of work or emissions based on the Commission working from home.</p> <table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>GREEN</td> <td>GREEN</td> <td>GREEN</td> <td>GREEN</td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	GREEN	GREEN	GREEN	GREEN
Q1	Q2	Q3	Q4									
GREEN	GREEN	GREEN	GREEN									
Responsible Manager: Neil MacDonald												

Number	Aim	Baseline	Target/Indicator	Measure								
5.3	Redeploy efficiency savings within £3.2m core budget	3.4% (£95k) 2020/21	3%	Funding redeployed as a result of efficiencies in existing operations								
<p><u>PROGRESS</u>            Achieved as at Q4. Examples include:</p> <ul style="list-style-type: none"> <li>IS Team undertaking compliance review of on-line applications in-house, rather than having to rely upon Scottish Government assistance which was initially estimated at £50k. The funding is being redirected towards CIS User Acceptance Training/Testing and a cyber security assessment of Azure and Amazon Web Services (CIS move to the Cloud).</li> <li>Crofting Census transitioning to a digital only platform (estimated efficiency savings £27k)</li> <li>Travel &amp; Subsistence spend less than originally anticipated when budget set in January 2021 (estimated savings £30k)</li> <li>RALU B1 Vacancy: £30k</li> <li>Reduction in Business Rates as reduced floor space from 14.8% to 13.8% of GGH 2020/21 (estimated savings £6k)</li> <li>Efficiency savings by utilising SG Framework Contracts as appropriate (estimate efficiency savings approx. £3k)</li> </ul> <table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>GREEN</td> <td>GREEN</td> <td>GREEN</td> <td>GREEN</td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	GREEN	GREEN	GREEN	GREEN
Q1	Q2	Q3	Q4									
GREEN	GREEN	GREEN	GREEN									
Responsible Manager: Neil MacDonald												

Key to RAG definitions

R – Red A – Amber G – Green

**AMBER** means the objective is likely to fall short of successful delivery, in timescale or target or both; but the shortfall is expected to be modest.

**GREEN** is anything better than AMBER: no shortfall is anticipated;

**RED** indicates that we are seriously delayed or heading for a significant shortfall.

Once an objective has been completed during the financial year, we mark it **ACHIEVED**, even if it was late in the delivery.

Any tasks scheduled for later in the year, and so not started in Q1, can be marked **GREEN**, unless there is already a reason to think we may not be able to deliver them as intended.