

## SUMMARY

The Commission measured its performance for the year 2022/23 against the strategic objectives in the 2019 - 2022 Corporate Plan. The strategic objectives reflect the outcomes that matter most to the Commission and its stakeholders and cover the major areas of the Commission's remit.

## Performance Indicators

Each of the outcomes detailed in our Corporate Plan are delivered through actions in the Business Plan which also detail specific performance improvement targets for that year. The table below provides a summary of the results pertaining to each.

High Level Indicator	Business Plan Reference	Objective	Overall Success
Number of vacant crofts let	1.1	Increase	PARTIALLY ACHIEVED
Number of breaches of duty resolved through Commission action	1.2, 1.3, 1.4, 1.6	Increase	ACHIEVED
Number of regulated grazings with committee in office	2.1	Increase	ACHIEVED
Regulatory application turnaround times	3.1	Decrease	ACHIEVED
Customer satisfaction rates	3.5	Increase	NOT ACHIEVED
Staff engagement rating	5.1	Increase	ACHIEVED
Corporate carbon emissions from travel	5.2	Decrease	ACHIEVED

## 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.

Our Outcome		1. CROFTS ARE OCCUPIED AND MANAGED	RAG Status
<b>Key Milestones</b>	<b>1a June 2022</b> – Write to a selection of 2021 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.		<b>ACHIEVED</b>
	<b>1b July 2022</b> – Write to a selection of crofters and owner-occupier crofters who have not responded to the 2021 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 1a above.		<b>ACHIEVED</b>
	<b>1c October 2022</b> – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2021 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>ACHIEVED</b>
	<b>1d January 2023</b> – To be in a position to accept and process reports that landlords 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.		<b>PARTIALLY ACHIEVED</b>
<b>Performance Measures</b>	<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.	<b>PARTIALLY ACHIEVED</b>
	<b>1.2</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.	<b>NOT ACHIEVED</b>
	<b>1.3</b>	Number of RALU breaches resolved by the assignation of the croft, or the letting or sale of an owner-occupied croft.	<b>ACHIEVED</b>
	<b>1.4</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>ACHIEVED</b>
	<b>1.5</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>ACHIEVED</b>
	<b>1.6</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>ACHIEVED</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>ACHIEVED</b>
	<b>2b 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>ACHIEVED</b>
	<b>2c 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>ACHIEVED</b>
	<b>2d December 2022</b> – Update and deliver a package of online training for Grazing Committees.		<b>ACHIEVED</b>
	<b>2e March 2023</b> – Publish guidance notes to clarify, as far as possible, how crofters can engage with supported schemes for tree planting and peatland restoration, after engaging with Scottish Government and other stakeholders.		<b>ACHIEVED</b>
<b>Performance Measures</b>	<b>2.1</b>	Maintain or increase in number of common grazings with a Committee in office.	<b>ACHIEVED</b>
	<b>2.2</b>	Increase in number of grazings committees who have adopted the new template regulations.	<b>NOT ACHIEVED</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>ACHIEVED</b>
	<b>2.4</b>	Establish correct shareholdings on common grazings by researching and updating records of shareholder situations.	<b>ACHIEVED</b>

Our Outcome 3. CROFTING IS REGULATED IN A FAIR, EFFICIENT AND EFFECTIVE WAY			
		RAG Status	
Key Milestones	3a August 2022 – Next build of the Crofting Information System released and upskilling delivered.		NOT ACHIEVED
	3b August 2022 – Digital options for the majority of regulatory application types rolled out and fully functioning.		PARTIALLY ACHIEVED
	3c August 2022 – Complete the expansion of the regulatory team through additional recruitment.		ACHIEVED
	3d August 2022 – Complete suite of governance documents specifying the process for CIS change		ACHIEVED
Performance Measures	3.1	Stability or decrease in median turnaround times (registered crofts, Tier 1 approvals).	ACHIEVED
	3.2	Decrease in number of live regulatory cases at a point in time.	NOT ACHIEVED
	3.3	Number of staff in the regulatory team that are trained in 13 of the key application types.	ACHIEVED
	3.4	Substantial increase in number of regulatory cases discharged in the year.	NOT ACHIEVED
	3.5	Customer satisfaction rates.	NOT ACHIEVED

Our Outcome 4. THE FUTURE OF ACTIVE CROFTING IS SUPPORTED BY WELL-INFORMED ENGAGEMENT WITH STAKEHOLDERS			
		RAG Status	
Key Milestones	4a August 2022 – Ensure that the work of the development officers takes account of issues from across the crofting counties and that they are accessible to crofters in all areas.		ACHIEVED
	4b September 2022 – Publish a revised and renewed Commission Policy Plan, reflecting the views of the Board of Commissioners in place after the elections.		ACHIEVED
	4c Ongoing – Progress the Commission’s actions in the National Development Plan for Crofting.		ACHIEVED
	4d September 2022 – Review the Commission’s contribution to discussions with stakeholders and SG on the development of future support systems for crofting, in order to ensure its effectiveness.		ACHIEVED
	4e November 2022 – Make representations to the Scottish Government regarding desirable changes to crofting legislation.		ACHIEVED
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 August 2022 – Implement automated retention schedule procedures within revised CIS. (Is delayed and rated Amber.)		NOT ACHIEVED
	5b August 2022 – To provide structured training for Commissioners and SMT, especially those who join the Commission in Spring 2022, to enshrine the principles of On-Board training in the working of the Commission.		ACHIEVED
	5c December 2022 – To clarify how the Commission will manage its historic information in line with data protection legislation, and take forward its Implementation.		PARTIALLY ACHIEVED
	5d January 2023 – Implement hybrid working for Crofting Commission staff, in a way which permits recruitment of more staff who are dispersed across the crofting counties.		ACHIEVED
Performance Measures	5.1	Increase in Employee engagement Index.	ACHIEVED
	5.2	Corporate carbon emissions.	ACHIEVED
	5.3	Redeploy efficiency savings within £3.9m core budget.	ACHIEVED

## 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		RAG Status	Responsible Manager	Details
<b>1a June 2022</b> – Write to a selection of 2021 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.		<b>ACHIEVED</b>	Head of Regulatory Support	<p>Due to staff resourcing issues this task commenced in October 2022. The RALU Team lost a key member of staff earlier in the year, and while the recruitment of two new RALUT Casework Officers has been successful, the individuals concerned are existing staff currently with other Commission teams who obtained promotion to these posts. Arrangements had to be put in place to allow their own posts to be backfilled, and the two new casework officers did not take up post until 5 September 2022.</p> <p>In the meantime, the RALU Team received the 2022 Census report on census returns from IS colleagues and have commenced work on analysing the data and identifying the different categories of breach identified which will form the basis for the selection of the tenant and owner-occupier crofters who will be written to in distinct tranches this year. These comprise:</p> <ul style="list-style-type: none"> <li>• Non-resident/non-cultivating tenants</li> <li>• Non-resident/non-cultivating owner-occupier crofters</li> <li>• Non-resident tenants</li> <li>• Resident Non-cultivating tenants</li> </ul> <p>Between the above tranches and the non-census returners (which are reported separately under 1b and 1c), the Team initiated correspondence with <b>192</b> new census cases this reporting year.</p>

Milestone		RAG Status	Responsible Manager	Details
<p><b>1b July 2022</b> – Write to a selection of crofters and owner-occupier crofters who have not responded to the 2021 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 1a above.</p>		ACHIEVED	Head of Regulatory Support	<p>In the third quarter of the year, the Team initiated corresponding with a selection of non-census returning tenants whose address would indicate they are in breach of the residence duty.</p> <p>In the third quarter of the year, the Team initiated correspondence with a selection of non-census returning owner-occupier crofters whose address would indicate they are in breach of the residence duty.</p>
<p><b>1c October 2022</b> – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2021 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.</p>		ACHIEVED	Head of Regulatory Support	<p>This milestone was achieved within the agreed timescale.</p>
<p><b>1d January 2023</b> – To be in a position to accept and process reports that landlords of vacant crofts are not resident on or within 20 miles (32 kilometres) 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.</p>		PARTIALLY ACHIEVED	Head of Regulatory Support	<p>The workflow process was drafted, and the majority of template letters were completed in 2022/23.</p> <p>The next stage of the process is to have the drafted workflow incorporated into the new CIS release, with the intention to go live and be in a position to accept reports of non-residence and/or non-cultivation by landlords of vacant crofts before the end of 2023.</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.	9	15	Records of administrative action.

### PROGRESS:

During the course of the year, the Commission issued:

#### **Unresolved succession (section 11):**

- **Three** notices under section 11(8) was issued due to failure to resolve a succession, terminating the tenancy, declaring the croft vacant and requiring the landlord to submit letting proposals
- **Three** crofts were let following the Commission's approval of the landlord's letting proposal. One of the tenants is a new entrant to crofting, the other two are existing crofters.

#### **Vacant croft (section 23):**

- **One** notice under section 23(5) was issued following the renunciation by a tenant, requiring the landlord to submit letting proposals
- **Three** notices under section 23(5) were issued following the Commission's termination of the tenancy of a croft under breach of duties enforcement action, requiring the landlord to submit letting proposals
- **Four** crofts were let following the Commission's approval of the landlord's letting proposal. Three of the tenants are new entrants to crofting, the other tenant is an existing crofter.

Q1	Q2	Q3	Q4
GREEN	GREEN	AMBER	PARTIALLY ACHIEVED

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure
1.2	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.	8	17	Records of administrative action.

PROGRESS

In the course of the year, 5 Crofters resolved their breach by taking up residence on or within 32 kilometres of their crofts.

Q1	Q2	Q3	Q4
GREEN	GREEN	AMBER	NOT ACHIEVED

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure
1.3	Number of RALU breaches resolved by the assignation of the croft, or the letting or sale of an owner-occupied croft.	14	20	Records of administrative action

PROGRESS

In the course of the year:

- 19 tenant crofters resolved their breach by assigning the tenancy of their crofts
- 3 Croft tenancies were renounced, and are now available for let.
- 4 owner-occupier crofters resolved their breach by transferring ownership of their owner-occupied croft
- 2 owner-occupier crofter resolved their breach by letting the tenancy of the croft

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Regulatory Support

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 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	34	No target (this is not a priority in its own right)	Records of administrative action

PROGRESS

In the course of the year:

- **12** Crofters resolved their breach by subletting their crofts
- **2** Owner-occupier crofter resolved their breach by obtaining consent to a short term let of their owner-occupied croft.
- **26** Crofters obtained consent to be absent from their crofts

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure
1.5	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	No target (this is an intermediate phase en route to KPI 1.6)	Records of administrative action

PROGRESS

In the course of the year, the Commission:

- Issued **57** notices of suspected breach of duty under section 26C(1)
- Considered in **3 cases** that there was a good reason not to issue a notice of suspected breach of duty under section 26C(1)
- Made **40** decisions that a crofter was in breach of duty under section 26C(5)
- Issued **16** notices providing crofters with the opportunity to comply with the duty within a timescale the Commission consider reasonable under section 26D(1)
- Made **11** decisions accepting undertakings to comply with the duty under section 26D(5).

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure
1.6	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).	0	4	Records of administrative action

PROGRESS

In the course of the year, the Commission were satisfied that it was in the general interest of the crofting community to issue **5** Orders terminating the crofter's tenancy due to a breach of duty (**one** was initiated by a report of a suspected breach of duty under section 26A; **4** were initiated by the crofter reporting in their Crofting Census that they were in breach of duty).

In **2 of the 5** cases, prior to termination, the Commission were satisfied it was fair to divide the tenanted crofts under section 26G as in both cases there was a dwelling house on the croft which had not been decrofted.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Regulatory Support

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	RAG Status	Responsible Manager	Details
<p><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</p>	<p><b>ACHIEVED</b></p>	<p>Head of Grazings</p>	<p>At the end of the fourth Quarter, the grazings team have maintained the number of grazings committees at 500 in office at the end of March 2023 for the fourth year running.</p> <p>It is noted that there are 23 Grazings committees who went out of office within the final quarter and so there is the potential for a high percentage of these grazings still to appoint a new committee.</p> <p>Our system of reminders is working well with the first reminder going out one month before the end of the term. If no response, then a reminder is sent out one month after the term completion with a further reminder at the 12-week period and we offer assistance if required throughout.</p>
<p><b>2b 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.</p>	<p><b>ACHIEVED</b></p>	<p>Head of Grazings</p>	<p>We continue to receive and respond to a high volume of communication from crofters regarding the required process for appointing a committee.</p> <p>The team continue to carry out special projects focusing on either specific areas or length of time where there has been no committee.</p> <p>In the coming months we will focus on 27 common grazings where a committee remained out of office in 2022.</p>
<p><b>2c 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.</p>	<p><b>ACHIEVED</b></p>	<p>Head of Grazings</p>	<p>We have a system in place, where once a new Committee goes into office, our good practice document is issued to the incoming Clerk.</p> <p>We also endeavour to obtain an email address for the Clerk to advise of any common grazing workshops/training when held in their area or online.</p> <p>The guidance is also made available at all our face-to-face workshops and also on our website.</p>

<p><b>2d</b> Deliver a package of onsite training workshops which focuses on the formation, running and financial aspects of a grazings committee.</p>	<p><b>ACHIEVED</b></p>	<p>Head of Grazings</p>	<p>A total of 10 workshops have been delivered across the crofting counties over the 22/23 period with 139 participants attending.</p> <p>The workshops have been delivered through joint working with the Farm Advisory Service(FAS) so there is a minimal cost benefit for the Crofting Commission budget.</p> <p>Given the interest and the very positive feedback, the Farm Advisory Service have been successful in obtaining funding for a further round of workshops in the coming 23/24 period.</p> <p>We have also provided three Online Clerk Surgeries over the 4rth quarter, again facilitated by the Farm Advisory Service with attendance averaging 20 people per session.</p> <p>Feedback for these surgeries has been very positive and it is envisaged that we will deliver more sessions in the 23/24 period if resources allow.</p>
<p><b>2e March 2023</b> – Publish guidance notes to clarify, as far as possible, how crofters can engage with supported schemes for tree planting and peatland restoration, after engaging with Scottish Government and other stakeholders.</p>	<p><b>ACHIEVED</b></p>	<p>Head of Development</p>	<p>Information gathered and placed on Grazings section of the Commission website.</p> <p>27<sup>TH</sup> February 23 – Commission engaged with Woodland Trust to discuss avenues for crofters to take forward woodland and access financial support.</p> <p>29<sup>TH</sup> March 23 – Commission engaged with multi stakeholder representatives to review and discuss potential avenues for crofter involvement in peatland restoration schemes.</p>

## PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure								
2.1	Maintain or increase in number of common grazings with a Committee in office.	497 Grazings Committees in office on 31 March 2022	Maintain at 500 or above	Administrative records								
<p>PROGRESS</p> <p>On 31<sup>st</sup> March 2023 there was exactly 500 Grazings Committees in office as per the Register of Crofts.</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>ACHIEVED</td> </tr> </tbody> </table> <p>Responsible Manager: Head of Grazings</p>					Q1	Q2	Q3	Q4	GREEN	GREEN	GREEN	ACHIEVED
Q1	Q2	Q3	Q4									
GREEN	GREEN	GREEN	ACHIEVED									

Number	Aim	Baseline	Target/Indicator	Measure								
2.2	Increase in the number of grazings committees who have adopted the new template regulations.	3	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>PROGRESS – This KPI remains a challenge for the team due to the increasing workload and the Grazings team being at a reduced level for the majority of the 22/23 period. There are a growing number of Grazings Committees who are keen to update their regulations with much of this interest coming from new Grazings committees and from promotion of the template at our Grazings workshops.</p> <table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>RED</td> <td>RED</td> <td>RED</td> <td>NOT ACHIEVED</td> </tr> </tbody> </table> <p>Responsible Manager: Head of Grazings</p>					Q1	Q2	Q3	Q4	RED	RED	RED	NOT ACHIEVED
Q1	Q2	Q3	Q4									
RED	RED	RED	NOT ACHIEVED									

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.	16	No numerical target as this is in large part demand led	Records of administrative action. (Note that this covers different types of intervention: getting Committees into office; resolving medium size queries; and helping to address deeper issues.)

**PROGRESS:**

The Grazings team have responded to 373 queries on various common grazing subjects from a number of different sources (shareholders, committee members, landlords, developers, internal, and other public bodies) in the last 12 months.

A total of 10 workshops with 139 participants have been delivered at various locations across the crofting counties along with several online surgeries for.

The Grazings team have also been involved with 15 significant cases within the where there is a high volume of disharmony amongst the committee and shareholders. These cases generally involve a high volume of staff resource to deal with the issues raised.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Grazings

Number	Aim	Baseline	Target/Indicator	Measure
2.4	Establish correct shareholdings on common grazings by researching and updating records of shareholder situations.	24	20 more townships researched in 2022/23	Records of administrative action

**PROGRESS:**

There have been 36 shareholding investigations carried out within the year which either focused on single shares or multiple shareholdings. These cases generally arise either through a request by the shareholder or in connection with a regulatory case. The team have also dealt with 47 requests for a list of all shareholdings within a common grazings with these requests coming from multiple sources such as Landlords, RPID and Grazings Clerks. These lists are checked prior to issue for items such as active sublets.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Grazings

**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	RAG Status	Responsible Manager	Details
<b>3a August 2022</b> – Next build of the Crofting Information System released and upskilling delivered.	<b>NOT ACHIEVED</b>	Director of Corporate Services	The new build of CIS, and the last before internal development moves to an AGILE model, is due to release in May / June 2023, after being pushed back from 5 <sup>th</sup> December 2022 due to server issues and data migration complexities. Currently user acceptance testing (UAT) is underway, with system testing and training material production complete. The release process for this build has been altered to include Board sign off due to the potential for strategic risks should the release fail in a very specific way, which the Board have approved.
<b>3b August 2022</b> – Digital options for the majority of regulatory application types rolled out and fully functioning.	<b>PARTIALLY ACHIEVED</b>	Director of Corporate Services	Rollout of digital applications has recommenced with both Division types now available for professional bodies. All application types that account for the majority of applications received are now available digitally, which account for the majority of the technical system work. The Commission has engaged Brodies solicitors to carry out a full fraud risk review of the digital applications to support a decision to make all application types publicly accessible, which the Board will be asked to sign off in May 2023. All application types, except Apportionment, will be available digitally within Q2 of 2023, and new PDF forms will be rolled out at the same time. Apportionment will follow as soon as possible after a review of the process is complete.
<b>3c August 2022</b> – Complete the expansion of the regulatory team through additional recruitment.	<b>ACHIEVED</b>	Head of Regulation	Considerable recruitment has taken place with 17 appointments taken up their posts following regulatory team recruitment exercises during 2022. These appointments have been for backfilling and new posts. Six new regulatory caseworkers started between January and March 2023.
<b>3d August 2022</b> – Complete suite of governance documents specifying the process for CIS change	<b>ACHIEVED</b>	Director of Corporate Services	A repeat audit has taken place which reviewed the areas for improvement identified in the previous CIS governance audit. This audit identified that many of the action have been met and discharged. Where documentation referred to the new AGILE method of CIS delivery the repeat audit noted that this could not be seen in practice as there was still no new release of the CIS, however the measures in place appeared to be correct.

## PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
3.1	Stability or decrease in median turnaround times (registered crofts, Tier 1 approvals)	Figures for 2021-22: Assignment – 12.9 weeks Decrofting CHSGG – 13.9 weeks Decrofting Part Croft – 25.3 weeks	Clear evidence that turnaround times are falling, by the final quarter of 2022/23	Time taken from application to notification of decision, <i>for cases where no registration is required</i>

### PROGRESS

Average turnaround times for the indicator cases has shown some variability throughout the year and has shown reductions in the final quarter of the year. As the times have improved for the final quarter this means the target is achieved. Some errors with the data previously reported have been identified and are corrected for previous quarters below.

Q1	Q2	Q3	Q4
AMBER	AMBER	RED	ACHIEVED

	Approx Number of cases per year	Median weeks (2021-22)	Median weeks (2022-23 Q1)	Median weeks (2022-23 Q2)	Median weeks (2022-23 Q3)	Median weeks (2022-23 Q4)
Assignment	125	12.9	22	17.1	24.1	14.1
Decrofting Croft House Site	50	13.9	23.1	24.4	22.1	19.1
Decrofting Part Croft	100	25.3	28.0	25.4	27.4	24.1

Responsible Manager: Head of Regulation

Number	Aim	Baseline	Target/Indicator	Measure
3.2	Decrease in number of live regulatory cases at a point in time	1087 on 31 March 2022	Reduce to 850	Number of live regulatory cases on 31 March

### PROGRESS

The number of outstanding cases in the monthly report to management and the Board is 1052 for the end of March 2023. The case numbers are lower than the previous year (1087) but they are significantly off the target of 850.

Q1	Q2	Q3	Q4
AMBER	RED	RED	NOT ACHIEVED

Responsible Manager: Head of Regulation

Number	Aim	Baseline	Target/Indicator	Measure
3.3	Number of staff in the regulatory team that are trained in 13 of the key application types	One Casework administrators and 7 casework officers March 2022	Increase to 10 casework administrator and 9 casework officers	Number of staff that have progressed through the training for at least 13 application types

PROGRESS

The training has progressed to the point where there is 20 staff trained in at least 13 of the main application types, exceeding the target of 19 staff.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Regulation

Number	Aim	Baseline	Target/Indicator	Measure
3.4	Substantial increase in number of regulatory cases discharged in the year	1517 in 2021/22	2000 (500 a quarter)	Total number of approvals and refusals during the year

PROGRESS

Cases discharged for 2022-23 total 1866, which is below the target of 2000. Despite not meeting the target significant progress has been made over the year, with the number of cases discharged increasing by 23 % (compared to the target increase of 32 %).

Q1	Q2	Q3	Q4
AMBER	AMBER	RED	PARTIALLY ACHIEVED

Cases discharged Q1	Cases discharged Q2	Cases discharged Q3	Cases discharged Q4	TOTAL
448	496	442	480	<b>1866</b>

Responsible Manager: Head of Regulation

Number	Aim	Baseline	Target/Indicator	Measure								
3.5	Customer satisfaction rates		At least 80% of responses positive	Proportion of respondents answering 5 or 4 on the 5-point scale for overall satisfaction								
<p><u>PROGRESS</u>  Reponses to the customer feedback form for the year to date has given an average score of customer satisfaction of 56.8 %. This is some way from the target indicator of 80 % positive responses.</p> <table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>RED</td> <td>RED</td> <td>RED</td> <td>NOT ACHIEVED</td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	RED	RED	RED	NOT ACHIEVED
Q1	Q2	Q3	Q4									
RED	RED	RED	NOT ACHIEVED									
Responsible Manager: Head of Regulation												

**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	RAG Status	Responsible Manager	Details
<b>4a August 2022</b> – Ensure that the work of the development officers takes account of issues from across the crofting counties and that they are accessible to crofters in all areas.	<b>ACHIEVED</b>	Head of Development	Advertising for Crofting Area Representatives was published in February 23 and a reasonable response covering all crofting counties has been received and will be assessed in the next quarter 23/24.
<b>4b September 2022</b> – Publish a revised and renewed Commission Policy Plan, reflecting the views of the Board of Commissioners in place after the elections.	<b>ACHIEVED</b>	Solicitor	The Policy Plan has been approved by Ministers and published.
<b>4c Ongoing</b> – Progress the Commission’s actions in the National Development Plan for Crofting.	<b>ACHIEVED</b>	Head of Development	The succession planning project was further developed now under the auspices of the Crofting Commission. Impact assessments carried out and consultation with the Women In Agriculture team has taken place.
<b>4d September 2022</b> – Review the Commission’s contribution to discussions with stakeholders and SG on the development of future support systems for crofting, in order to ensure its effectiveness.	<b>ACHIEVED</b>	Head of Development	The Crofting Commission made representations at the Cross Party Group on Crofting stressing the importance of ensuring accessibility to future support systems for crofters and common grazings committees.
<b>4e November 2022</b> – Make representations to the Scottish Government regarding desirable changes to crofting legislation.	<b>ACHIEVED</b>	Solicitor	Commission is actively engaging in the Crofting Bill Group and contributed significant new proposals for consideration.

**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	RAG Status	Responsible Manager	Details
<b>5a August 2022</b> – Implement automated retention schedule procedures within revised CIS.	<b>NOT ACHIEVED</b>	Director of Corporate Services	Implementation of retention functionality has been built into the next release of the CIS, due to go live in May / June 2023 for external documents, with internally generated documents to follow shortly afterwards.
<b>5b August 2022</b> – To provide structured training for Commissioners and SMT, especially those who join the Commission in Spring 2022, to enshrine the principles of On-Board training in the working of the Commission.	<b>ACHIEVED</b>	Chief Executive	A training plan for Commissioners is in place and is being implemented.
<b>5c December 2022</b> – To clarify how the Commission will manage its historic information in line with data protection legislation, and take forward its Implementation.	<b>PARTIALLY ACHIEVED</b>	Head of Compliance	<p>This milestone is split into two parts; historic records held within the CIS and those held in paper format in file storage.</p> <p>The documents held in the CIS have an implementation plan to begin addressing this, however it is intrinsically tied to the release of the new CIS system as per item 3a, and as such cannot start until after the new system is live.</p> <p>Project carried out to upload all scanned Common Grazing files into the CIS database and will be available in the next release of CIS.</p> <p>New scanner purchased so file-weeding project to tackle historic files can begin in Q1 23/24.</p>
<b>5d January 2023</b> – Implement hybrid working for Crofting Commission staff, in a way which permits recruitment of more staff who are dispersed across the crofting counties.	<b>ACHIEVED</b>	Chief Executive	<p>Agreement reached with RPID that CC staff can use their offices in the Crofting Counties on a hybrid-working basis. This has allowed us to offer flexible location within permanent recruitments.</p> <p>The Commission has contracted an external health and safety organisation for 12 months. This fills the requirement for a competent person, and will also involve a full review of all H&amp;S policies, including hybrid working.</p>

**PERFORMANCE MEASURES**

Number	Aim	Baseline	Target/Indicator	Measure
5.1	Increase in Employee engagement Index	62% in October 2021	Increase to 64%	SG people survey
<u>PROGRESS</u>				
The engagement index in the October 2022 survey had risen to 67%.				
Q1	Q2	Q3	Q4	
GREEN	GREEN	ACHIEVED	ACHIEVED	
Responsible Manager: Chief Executive				

Number	Aim	Baseline	Target/Indicator	Measure
5.2	Corporate carbon emissions	0.3 tCO2e in 2020/21 (much reduced by pandemic)	Below 5 tCO2e in 2021/22	Emissions from business travel by staff and Commissioners
<u>PROGRESS</u>				
Quarter 3: The Commission has published a 'Climate Emergency Charter' that was approved in principle by the Board on 27 September.				
Actuals for 2021/22 = 2.1 tCO2e against actual emissions from business travel which was the basis of the original target. The Commission now has to record Homeworking emissions based upon a FTE equivalent formula. This equates to 16.2 tCO2e emissions relating to homeworking for 2021/22. Recommend that target/indicator is revised for 2023/24 to capture additional reporting requirements.				
Q1	Q2	Q3	Q4	
GREEN	GREEN	GREEN	ACHIEVED	
Responsible Manager: Head of Finance				

Number	Aim	Baseline	Target/Indicator	Measure
5.3	Redeploy efficiency savings within £3.9m core budget		3%	Funding redeployed as a result of efficiencies in existing operations

PROGRESS

The Commission has invested £64k in a high specification file scanner in Quarter 4, which will allow the CC to scan its historic files that are currently stored externally, while providing longer term efficiency savings via reduced storage costs and external scanning costs. Overall 3% target met and additional detail will be published within statutory accounts for 2022/23.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Finance