

## SUMMARY

The Commission measured its performance for the year 2024/25 against the strategic objectives in the [2023 - 2028 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	Objective	Overall Success
Number of breaches of duty resolved through Commission action	Increase	ACHIEVED
Number of regulated grazings with committee in office*	Increase	NOT ACHIEVED
Regulatory application turnaround times	Decrease	ACHIEVED
Reduce the number of live applications awaiting decision	Decrease	ACHIEVED
Customer satisfaction rates	Increase	ACHIEVED
Staff engagement rating	Increase	NOT ACHIEVED
Corporate carbon emissions from travel	Decrease	NOT ACHIEVED

\* 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 in future years as the success is predominantly dependent on the grazings shareholders themselves.

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 CROFTING IS REGULATED IN A FAIR, EFFICIENT AND EFFECTIVE WAY			
			RAG Status
Key Milestones	1a June 2024 – Agree approach to prevention of identity fraud with Registers of Scotland.		NOT ACHIEVED
	1b Sept 2024 – Update regulatory application webpages providing overview of regulatory function.		ACHIEVED
	1c Sept 2024 – Develop and implement structured quality checking of regulatory decision-making.		ACHIEVED
	1d Dec 2024 – Agree strategic approach for case handling system for the next period.		PARTIALLY ACHIEVED
	1e Jan 2025 – Design and implement a training program for Regulatory B1 grade staff. Design and implement system integrated procedural guidance for all Regulatory processes.		PARTIALLY ACHIEVED
Performance Measures	1.1	Decrease in median turnaround times (Tier 1 approvals).	ACHIEVED
	1.2	Decrease in number of live regulatory/registration cases at a point in time.	ACHIEVED
	1.3	All customer contacts that require escalation to a caseworker cleared within the agreed timescale.	PARTIALLY ACHIEVED
	1.4	Customer satisfaction rates.	ACHIEVED

Our Outcome 2 CROFTING CONTINUES TO THRIVE AND EVOLVE			
			RAG Status
Key Milestones	2a April 2024 – Establish steering group to develop a vision for the future of crofting.		ACHIEVED
	2b Aug 2024 – Respond to SG consultation on changes to crofting legislation.		ACHIEVED
	2c Sept 2024 – Launch development work on croft succession, building on the findings of the pilot project.		N/A
	2d Feb 2025 – Deliver training events on managing a Common Grazings in collaboration with Farm Advisory Service.		ACHIEVED
	2e Mar 2025 – Publish a discussion paper on the value of crofting.		ACHIEVED
Performance Measures	2.1(a)	Maintain or increase the number of common grazings with a grazings committee in office.	ACHIEVED
	2.1(b)	Increase in number of grazings committees who have adopted the new regulation template regulations.	NOT ACHIEVED
	2.2	Establish correct shareholdings on common grazings by researching and updating records of shareholder situations.	ACHIEVED
	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.	ACHIEVED
	2.4	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

Our Outcome		3 CROFTS ARE OCCUPIED AND USED	
			RAG Status
Key Milestones	<b>3a July 2024</b> – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2023 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.		ACHIEVED
	<b>3b July 2024</b> – Write to a selection of crofters and owner-occupier crofters who have not responded to the 2023 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.		ACHIEVED
	<b>3c August 2024</b> – Launch and publicise a system of investigating reports that owner-occupiers 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.		ACHIEVED
	<b>3d Sept 2024</b> – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2023 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.		ACHIEVED
	<b>3e August 2024</b> – Provide input to a communications campaign to raise awareness about crofting duties to crofters and the wider public.		ACHIEVED
Performance Measures	3.1	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.	PARTIALLY ACHIEVED
	3.2	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.	ACHIEVED
	3.3	Number of RALU breaches resolved by the assignation or renunciation of a tenanted croft, or the letting or sale of an owner-occupied croft.	ACHIEVED
	3.4	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).	ACHIEVED

Our Outcome 4 OUR WORKFORCE HAS THE RIGHT SKILLS AND MOTIVATION, AND OUR GOVERNANCE PROCESSES ARE BEST PRACTICE			RAG Status
Key Milestones	4a April 2024 – Finalise action plan following 2023 People Survey.		ACHIEVED
	4b June 2024 – Implement enhanced policy on staff support.		ACHIEVED
	4c Sept 2024 – Implement action plan following 2023 People Survey.		ACHIEVED
	4d Jan 2025 – Update Medium Term Financial Plan and Workforce Plan, the latter including an expanded policy on succession planning.		ACHIEVED
Performance Measures	4.1	Employee engagement Index.	NOT ACHIEVED
	4.2	Corporate carbon emissions.	NOT ACHIEVED
	4.3	Redeploy efficiency savings within £4.5m core budget.	ACHIEVED

## DETAILED PROGRESS REPORTS

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

<p><b>Our Outcome</b></p> <p><b>1 CROFTING IS REGULATED IN A FAIR, EFFICIENT AND EFFECTIVE WAY</b></p> <p>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.</p> <p>We also seek 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 refining 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 while simultaneously improving value for money.</p>			
Milestone	RAG Status	Responsible Manager	Details
<b>1a June 2024</b> – Agree approach to prevention of identity fraud with Registers of Scotland.	<b>NOT ACHIEVED</b>	Director of Operations	<p>The Commission has not managed to secure agreement with RoS on the acceptance of digital applications, and what security measures RoS are happy to implement. Awaiting Registers of Scotland to confirm their fraud and security requirements for go live. Once agreed, go live not expected until 2026 due to lead in time for changes to secondary legislation estimated by Scottish Government Sponsor.</p> <p>However new agreed Bill proposals allow RoS to define their application forms, as well as submission method, in primary legislation. This will allow technical submission of digital RoS forms once identity verification approach agreed. This change is tied to the Bill being accepted and implementation, estimated 2027.</p>
<b>1b Sept 2024</b> – Update regulatory application webpages providing overview of regulatory function.	<b>ACHIEVED</b>	Head of Policy	New webpages launched in November 2024. This work is now considered complete.
<b>1c Sept 2024</b> – Develop and implement structured quality checking of regulatory decision-making.	<b>ACHIEVED</b>	Director of Operations	Initial quality checking has been implemented and first month's result reported. Will run for a period of 6 months, then post review will be expanded further across the Regulatory function.
<b>1d Q1 2025</b> – Agree strategic approach for case handling system for the next period.	<b>PARTIALLY ACHIEVED</b>	Head of Digital	<p>Experiences gathered from other organisations such as Education Scotland and Marine Scotland.</p> <p>Elements of the Bill changes may underline the need for changes to the case management system, also feeding into the strategic approach in terms of budget and timing.</p> <p>Initial conversation with Scottish Government preferred implementation partner was held in December.</p>

			Considering current budget constraints and priorities, next steps planned for 2025.
<b>1e Jan 2025</b> – Design and implement a training program for Regulatory B1 grade staff. Design and implement system integrated procedural guidance for all Regulatory processes.	<b>PARTIALLY ACHIEVED</b>	Director of Operations	<p>Initial work underway, linked to production of full guidance documentation for B1 role. Current progress on expected track.</p> <p>First stage completed with Handbook encompassing three main regulatory functions as well as generic guidance has been completed. Awaiting publication within Case Processing System.</p> <p>KPI Amber as only partially met – planned system integration was not achieved. This will be completed in Q1-Q2 of 2025/26.</p>

## PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
<b>1.1</b>	Decrease in median turnaround times (Tier 1 approvals)	<p>Figures for Apr 23-Feb 24:</p> <p>Assignment – 14.14 weeks</p> <p>Decrofting CHSGG – 18.07 weeks</p> <p>Decrofting Part Croft – 27.07 weeks</p>	<p>Assignment – 14 weeks</p> <p>Decrofting CHSGG – 16 weeks</p> <p>Decrofting Part Croft – 22 weeks</p>	Time taken from application to notification of decision

### PROGRESS

The regulatory team have continued focussing on clearing old cases and targeting points of potential delay through Q3 & Q4 of 2024-25. As the volume of older cases reduces the median turnaround times are stabilising and have remained steady in the last two quarters. The Regulatory and Registration functions have been restructured and combined to offer better skill sharing and resilience, and the team has benefited from a period of historically low staff turnover.

	Number of cases received 2021-22, 2022-23, 2023-24	Median weeks <sup>1</sup> (2023-2024)	Median weeks <sup>1</sup> (2024-25 Q1)	Median weeks (2024-25 Q2)	Median weeks (2024-25 Q3)	Median weeks (2024-25 Q4)	Median weeks (2024-2025)
Assignment	346, 307, 321	14.86	10.14	11.71	9.57	9.57	10.14
Decrofting Croft House Site	141, 127, 136	18.07	14.86	17.71	14.57	11.50	13.86
Decrofting Part Croft	301, 298, 281	27.07	24.00	16.57	20.43	16.21	19.00

Confidence level of hitting EOY targets.

Q1	Q2	Q3	Q4
<b>GREEN</b>	<b>GREEN</b>	<b>GREEN</b>	<b>ACHIEVED</b>

<sup>1</sup>Note, figures have been corrected to align with more accurate reporting from new system reports.

Responsible Manager: Head of Operations: Regulatory

Number	Aim	Baseline	Target/Indicator	Measure
1.2	Decrease in number of live regulatory/registration cases at a point in time	767 on 29 February 2024	Reduce to 700 or below	Number of live regulatory/registration cases on 31 March 2025, using the traditional definition as in Corporate Plan

#### PROGRESS

The regulatory outstanding casework figure at the end of Q4 was 639. This is ahead of the target of 700 cases at the end of 2024/25. The volume of older cases reduced at a higher rate than the overall outstanding volumes, as a result of consistent, targeted approach to not only bring overall outstanding figure down, but to clear cases that have been outstanding for more than 52 weeks.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Operations: Regulatory

Number	Aim	Baseline	Target/Indicator	Measure
1.3	All customer contacts that require escalation to a caseworker cleared within the agreed timescale.	95.1% on 29 February 2024	97%	Administrative Records

#### PROGRESS

End of Q4 performance was sitting at 96.5% of initial call back requests being completed within the agreed timescale (reduced to 10 days during Q1 of 2024). Although this is just below the benchmark of 97%, the average call back time remains well below the 10 days turnaround time.

Q1	Q2	Q3	Q4
GREEN	AMBER	AMBER	PARTIALLY ACHIEVED

Responsible Manager: Head of Operations: Regulatory

Number	Aim	Baseline	Target/Indicator	Measure
1.4	Customer satisfaction rates	4.08 in Apr 23-Feb 24	4.25 average	Average rating from all respondents to the satisfaction survey

#### PROGRESS

The customer satisfaction score gathered alongside the Annual Notice submissions (from any crofters who has had a decision on regulatory application issued in the year prior) is 4.35. This is a fantastic result and further improvement on the score of 4.09 from 2023/2024.

Q1	Q2	Q3	Q4
n/a	n/a	n/a	ACHIEVED

Responsible Manager: Head of Operations: Regulatory

## Our Outcome

## 2. CROFTING CONTINUES TO THRIVE AND EVOLVE

The Commission has a responsibility to promote the interests of crofting, and to advise the Scottish Government about crofting issues. Our Policy, Development and Grazings team is in place to support crofters, those interested in crofting, and grazings committees alike. Along with other agencies we will do what we can to ensure that crofting communities continue to be resilient, and benefit from healthy turnover of crofts to new entrant crofters.

Milestone	RAG Status	Responsible Manager	Details
<b>2a April 2024</b> – Establish steering group to develop a vision for the future of crofting	<b>ACHIEVED</b>	Head of Policy	Achieved. Vision of crofting work is well underway with a group of core staff and Board involvement at regular intervals. First draft of future vision produced and awaiting Board approval.
<b>2b Aug 2024</b> – Respond to Scottish Government consultation on changes to crofting legislation	<b>ACHIEVED</b>	Solicitor	The Commission response to the crofting consultation was submitted in early September.
<b>2c Sept 2024</b> – Launch development work on croft succession, building on the findings of the pilot project	<b>N/A</b>	Head of Policy	Due to budgetary constraints further work on this project will be pushed back to 2025/26 and will form part of that reporting years KPIs.
<b>2d Feb 2025</b> – Deliver training events on managing a Common Grazings in collaboration with Farm Advisory Service	<b>ACHIEVED</b>	Grazings Manager	Within the whole year we have delivered 14 workshops in total with an average attendance of 12.  Benefits include having committees who are empowered and have a better understanding of their powers and responsibilities and for the Commission we avoid 47(8) issues as well as increasing the number of committees and interest in new regulations and a more accurate Register of Crofts
<b>2e March 2025</b> – Publish a discussion paper on the value of crofting	<b>ACHIEVED</b>	Head of Policy	Value of crofting has been published.



## PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
<b>2.1(a)</b>	Maintain or increase the number of common grazings with a grazings committee in office	500 Grazings Committees in office on 29 February 2024	Maintain at 500 or above	Administrative records

### PROGRESS

On 31<sup>st</sup> March, we have 482 Committees in office and of particular note, we have had 18 long terms out of office situations being resolved throughout the year. An example being on the Island of Eigg where there had been no committee since 2012.

Q1	Q2	Q3	Q4
AMBER	GREEN	GREEN	NOT ACHIEVED

Responsible Manager: Grazings Manager

Number	Aim	Baseline	Target/Indicator	Measure
<b>2.1(b)</b>	Increase in number of grazings committees who have adopted the new regulation template regulations.	One new set of regulations was concluded by February 2024	12	Administrative records

### PROGRESS

With the Grazings team resourcing situation having now been addressed, we are beginning to progress proposed new regulations which have been submitted to the Commission. Within this quarter Waterloo, Marrel and Diabeag common grazings all have new regulations confirmed using the Crofting Commissions regulatory template.

Carried forward to next reporting year with a focus on clearing all historic regulations.

Q1	Q2	Q3	Q4
RED	RED	RED	NOT ACHIEVED

Responsible Manager: Grazings Manager

Number	Aim	Baseline	Target/Indicator	Measure								
2.2	Establish correct shareholdings on common grazings by researching and updating records of shareholder situations.	54 single or multiple share investigations concluded by February 2024	No numerical target as demand led. Investigation and response to be carried out within 28-day time period.	Records of administrative action.								
<u>PROGRESS</u> 23 shareholder investigations have been completed within this quarter with 11 cases involving all the shares within the common grazings. It continues to be roughly a 50:50 split of external/internal customers requesting the information. Where issues are discovered relating to the accuracy of the Register of crofts, then the updates are carried out to improve the overall accuracy of the Register. Within this year, the team have carried out 83 investigations in total.												
<table><tr><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td></tr><tr><td>AMBER</td><td>GREEN</td><td>GREEN</td><td>ACHIEVED</td></tr></table>					Q1	Q2	Q3	Q4	AMBER	GREEN	GREEN	ACHIEVED
Q1	Q2	Q3	Q4									
AMBER	GREEN	GREEN	ACHIEVED									
Responsible Manager: Grazings Manager												

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.	17 significant engagements by February 2024.	No numerical target as demand led. Aim to keep significant engagements below 20 cases through early intervention, provision of guidance, training and mediation as required.	Records of administrative action. (Note that this covers different types of intervention; resolving serious size queries; and helping to address deeper issues.)								
<p><u>PROGRESS</u></p> <p>7 New situations have arisen within the final quarter which are currently being worked on bringing the overall total to 20 common grazings which have experience issues which required a significant engagement. It's noted that 3 of these cases have a significant Police involvement which demonstrates how much these situations can escalate. 11 of these situations are now detailed as being closed either through a resolution being obtained or no further communications are being received.</p> <p>We were also involved and contributed to a face-to-face Grazings Clerk meeting in Ullapool arranged by the Farm Advisory Service which had 14 attendees and was well received.</p> <table><tr><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td></tr><tr><td>GREEN</td><td>GREEN</td><td>GREEN</td><td>ACHIEVED</td></tr></table> <p>Responsible Manager: Grazings Manager</p>					Q1	Q2	Q3	Q4	GREEN	GREEN	GREEN	ACHIEVED
Q1	Q2	Q3	Q4									
GREEN	GREEN	GREEN	ACHIEVED									

Number	Aim	Baseline	Target/Indicator	Measure
2.4	To raise awareness of the importance of considering croft succession, including 'living succession', which is passing on the croft within the crofter's lifetime.	2,050 crofters contacted about croft succession during 2023-24	Contact at least 2000 crofters about croft succession.	Records of administrative action.
<u>PROGRESS</u>				
Work to issue an information pack and questionnaire on succession in Shetland and Lewis has been cancelled due to budgetary constraints.				
Q3 update: funding has been ringfenced for partial delivery of all remaining crofting counties, with discussion ongoing with the Islands teams around possible funding for remaining areas. If additional funding is possible, all remaining crofting parishes will be covered based on pilot project. If Islands funding is not possible, the Commission will target high priority areas using its own funding. Due to the Islands funding not being in a position to confirm anything before April 2025, this has been moved back to be a KPI for 2025/26.				
Q4 update: funding secured and awaiting final confirmation with Scottish Government Islands team, and Commission has ringfenced remaining mainland budget area. Entire project will complete in Q1-Q2 of 2025/26 after Islands team funding accessible.				
Q1	Q2	Q3	Q4	
GREEN	RED	N/A	N/A	
Responsible Manager: Head of Policy				

Our Outcome	<b>3 CROFTS ARE OCCUPIED AND USED</b>  By ensuring crofters are complaint 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>3a July 2024</b> – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2023 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.	ACHIEVED	Head of Regulatory Support	The spreadsheet detailing census returners had been obtained and the Team worked through the data to identify cases for duties enforcement correspondence. Subsequently, a total of <b>160</b> tenant and owner-occupier crofters who have indicated that they are in breach of their residence duty have been written to.
<b>3b July 2024</b> – Write to a selection of crofters and owner-occupier crofters who have not responded to the 2023 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.	ACHIEVED	Head of Regulatory Support	The spreadsheet detailing census returners had been obtained and the Team worked through the data to identify cases for duties enforcement correspondence. Subsequently, total of <b>29 tenant</b> and owner-occupier crofters have been selected for a post census inspection by SGRPID staff to determine whether the land use duties are being complied with.
<b>3c August 2024</b> – Launch and publicise a system of investigating reports that owners 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.	ACHIEVED	Head of Regulatory Support	All Processes and documentation have been finalised. The croft status of “owner” of vacant of croft has been created and the status allocated to 977 vacant crofts and & 2234 croft owners. The Team is now in a position to accept reports of non-residence and non-land use in respect of vacant crofts.
<b>3d Sept 2024</b> – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2023 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.	ACHIEVED	Head of Regulatory Support	The spreadsheet detailing census returners had been obtained and the Team worked through the data to identify cases for duties enforcement correspondence. Subsequently, a total of <b>36</b> tenant and owner-occupier crofters who have indicated that they are in breach of their land use duties have been written to.
<b>3e Aug 2024</b> – Provide input to a communications campaign to raise awareness about crofting duties to crofters and the wider public.	ACHIEVED	Head of Regulatory Support	RALUT staff attended a number of agricultural shows engaging with crofters and members of the public on matters relating to crofting duties.

## PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
3.1	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.	4 in Apr 23-Dec 23	At least 45 permanent resolutions to breaches of duty, unresolved successions or vacant crofts delivered through Commission action.  (numbers will be reported separately for 3.1-3.4 but the target relates to the total of the four categories of intervention)	Records of administrative action.

### PROGRESS

#### During the course of the year

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

The Commission are currently dealing with **24** cases where the succession to the tenancy remains unresolved after 3 years of the death of the crofter. The Team is in correspondence with parties to assist the resolving of these successions. If these efforts are unsuccessful, the cases will progress to the issuing of notices under section 11 intestate succession proposing to terminate the tenancy, declare the croft vacant and require the landlord to submit letting proposals. To date, **one** case has progressed to this issue of a section 11(4) notice proposing to terminate the tenancy of the croft and declare it vacant.

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

The Commission approved **4** re-letting proposals following the issue of section 23(5) notices. All of these were in Lewis, **1** to an existing crofter and **3** to new entrants to crofting. The Commission are currently liaising with private landlords in Jura and Kilfinnan with a view to letting **12** vacant crofts created under the constituting non-croft land as croft provisions set out at section 3A of the 1993 Act. To date the Commission have approved applications to let **5** of the crofts at Kilfinnan to new entrants to crofting. The Commission are also currently liaising with a public sector landlord with a view to letting **5** vacant crofts where the tenancy was terminated under the duties enforcement provisions of the 1993 Act. Of those 5, the Commission have approved **1** letting to a new entrant and are in the process of considering **2** other letting applications.

Q1	Q2	Q3	Q4
GREEN	GREEN	AMBER	PARTIALLY ACHIEVED

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure
<b>3.2</b>	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.	5	29 in Apr 23-Dec 23 29 in Apr 23-Dec 23	Records of administrative action.

#### PROGRESS

In the course of the year:

- **11** crofters have resolved their breach of duty by taking up residence on their crofts.
- **10** crofters/owner-occupier crofters have resolved their breach of duty by cultivating and maintaining their crofts.

In addition:

- **19** suspected breach of duties reports were received
- **2** reports of suspected failure by owners of vacant crofts to reside and/or cultivate and maintain the vacant croft were received
- **1** previous reported breach of duties case, resulted in a finding following an investigation that there was no breach
- **28** cases are progressing through the duties enforcement action.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure
<b>3.3</b>	Number of RALU breaches resolved by the assignation or renunciation of a tenanted croft, or the letting or sale of an owner-occupied croft.	19 in Apr 23-Dec 23	(see 3.1)	Records of administrative action

#### PROGRESS

In the course of the year:

- **32** crofters resolved their breach of duty by assigning the tenancy of their crofts;
- **2** owner-occupier crofters sold/transferred ownership of their crofts;
- **1** croft tenancy was renounced and is now available to let.

In addition:

- **36** crofters resolved their breach on a temporary basis by subletting their crofts;
- **3** owner-occupier crofters resolved their breach on a temporary basis by letting their owner-occupied croft on a short let;
- **39** crofters obtained consent to be absent from their crofts.

Q1	Q2	Q3	Q4
AMBER	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure								
3.4	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).	7 in Apr 23- Dec 23	(see 3.1)	Records of administrative action								
<b><u>PROGRESS</u></b>												
<b>During the course of the year the Commission:</b>												
<ul style="list-style-type: none"><li>• Issued <b>57</b> notices of suspected breach of duty under section 26C(1);</li><li>• Made <b>40</b> decisions that a crofter was in breach of duty under section 26C(5);</li><li>• Made <b>5</b> decisions that a crofter was not in breach of duty under section 26C(5);</li><li>• Issued <b>19</b> notices providing crofters with the opportunity to provide an undertaking to comply with the duty within a timescale the Commission consider reasonable under section 26D(1)</li><li>• Made <b>9</b> decision accepting an undertaking to comply with the duty within a timescale the Commission consider reasonable under section 26D(5)</li><li>• Considered in <b>2</b> cases that there was a good reason not to make an order terminating the crofter’s tenancy under section 26(H);</li><li>• Issued <b>5</b> orders terminating crofter’s tenancies; one in Lewis, one in Shetland, one in Skye, one in Lochaber, and one in Sutherland.</li></ul>												
<table><tr><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td></tr><tr><td>GREEN</td><td>GREEN</td><td>GREEN</td><td>ACHIEVED</td></tr></table>					Q1	Q2	Q3	Q4	GREEN	GREEN	GREEN	ACHIEVED
Q1	Q2	Q3	Q4									
GREEN	GREEN	GREEN	ACHIEVED									
Responsible Manager: : Head of Regulatory Support												

## Our Outcome

## 4 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, including the reduction of carbon emissions.

Milestone	RAG Status	Responsible Manager	Details
<b>4a April 2024</b> – Finalise action plan following 2023 People Survey.	<b>ACHIEVED</b>	Director of Corporate Services	Action plan drafted in consultation with Executive team and Staff Engagement Group. The majority of actions have been completed or are booked.
<b>4b June 2024</b> – Implement enhanced policy on staff support.	<b>ACHIEVED</b>	Director of Corporate Services	Completed
<b>4c Sept 2024</b> – Implement action plan following 2023 People Survey.	<b>ACHIEVED</b>	Director of Corporate Services	All actions either completed, planned or ongoing. Successful co-relation between action taken and improved scores in 2024 survey.
<b>4d Jan 2025</b> – Update Medium Term Financial Plan and Workforce Plan, the latter including an expanded policy on succession planning.	<b>ACHIEVED</b>	Head of Finance	Completed



## PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
4.1	Employee engagement Index	60% in October 2023	67% or above	SG people survey, October 2024

### PROGRESS

Results of 2024 People Survey give the Commission a static employee engagement score of 60%. Therefore, the target has not been reached. However, there was an improved score in the majority of core areas of the survey, which showed a direct co-relation between issues and actions taken in the Staff Survey Action Plan. The target set at 67% is considerably higher than the SG/Civil Service baseline of 63%.

Q1	Q2	Q3	Q4
N/A	N/A	AMBER	NOT ACHIEVED

Responsible Manager: Director of Corporate Services

Number	Aim	Baseline	Target/Indicator	Measure
4.2	Reduce corporate carbon emissions	10.2 tCO <sub>2</sub> e in 2022/23	Below 10.2 tCO <sub>2</sub> e in 2023/24 with a view to embedding a carbon management plan in 2024/25.	Baseline now captures Scope 1, 2 & 3 including emissions relating to remote workers. Note that this is measured a year in arrears

### PROGRESS

A Carbon Management Plan to set out how the Commission will reduce its GHG emissions is in place. Indicators are more detailed than in prior years. Business travel is higher than in recent years due to the Board/Executive Team strategy of re-engaging withcrofting communities. Emissions are higher due to activity combined with the Commission refining and improving emissions reporting.

2023/24 = 18.5 tCO<sub>2</sub>e.

Q1	Q2	Q3	Q4
AMBER	AMBER	RED	NOT ACHIEVED

Responsible Manager: Head of Finance

Number	Aim	Baseline	Target/Indicator	Measure								
4.3	Redeploy efficiency savings within £4.5m core budget	3% set by Scottish Government	3%	Funding redeployed as a result of efficiencies in existing operations								
<p><u>PROGRESS</u></p> <p>Various efficiency measures were identified. In addition, staff churn and managed lead in times for recruitment will contribute to achievement of the target. Overall, the Commission recorded 4.9% or approximately £221,000 of efficiency savings during 2024/25 (3.8%, £152,000 2023/24).</p> <table><tr><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td></tr><tr><td>GREEN</td><td>GREEN</td><td>GREEN</td><td>ACHIEVED</td></tr></table> <p>Responsible Manager: Head of Finance</p>					Q1	Q2	Q3	Q4	GREEN	GREEN	GREEN	ACHIEVED
Q1	Q2	Q3	Q4									
GREEN	GREEN	GREEN	ACHIEVED									