

SUMMARY

Our Outcome		1. CROFTS ARE OCCUPIED AND MANAGED	RAG Status	Page
Key Milestones	1/1	May 2020 – Review all 2019 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.	RED	5
	1/2	August 2020 - Write to 2019 census respondents who have advised us for the first time they are in breach of one or more of their duties, setting out their options for resolving their breach of duty at their own hand	RED	5
	1/3	Sept 2020 - Write to a selection of crofters who have never responded to the census and whose address indicates a breach of residency setting out their options for resolving their breach of duty at their own hand	RED	5
	1/4	Sept 2020 - Develop options for Commissioners and Assessors to be pro-actively involved in ensuring crofts are occupied and managed, potentially focusing on the resident non-user of their croft.	ACHIEVED	6
	1/5	Ongoing - Follow-up action on the 2018 census returners advising of first time breaches, re-iterating options for resolving their breach of duty and escalating to the serving of notices as appropriate	ACHIEVED	6
	1/6	Ongoing - Follow-up action on all 2017 and 2018 returners who were in breach on more than one occasion, to progress cases through the section 26C to 26H enforcement provisions if they have failed to resolve the situation at their own hand.	ACHIEVED	6
Performance Measures	1.1	Reduce number of vacant crofts	ACHIEVED	7
	1.2	Initiate correspondence with more crofters where a breach of RALU duties is suspected	RED	8
	1.3	Number of RALU breaches resolved by a crofter in breach of their residency duty by taking up residence on their croft	RED	8
	1.4	Number of RALU breaches resolved by assignation of the croft, or sale of an owner-occupied croft	RED	9
	1.5	Number of RALU breaches resolved by sublet, or by short-term lease of an owner-occupied croft	RED	9
	1.6	Number of RALU breaches concluded by tenancy terminations, approval of letting proposals etc	ACHIEVED	10

Our Outcome		2. COMMON GRAZINGS ARE REGULATED AND SHARED MANAGEMENT PRACTICES CONTINUE		RAG Status	Page
Key Milestones	2/1	Ongoing - Contact all Grazings Committees whose terms are about to end, encouraging them to arrange election of a new Grazings Committee		ACHIEVED	11
	2/2	Ongoing - 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		ACHIEVED	11
	2/3	Ongoing – 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.		RED	11
	2/4	Ongoing – Encourage grazings committees to adopt the revised template for grazings regulations.		RED	11
Performance Measures	2.1	Increase in number of common grazings with a Committee in office		ACHIEVED	12
	2.2	Increase in number of grazings committees who have adopted the new template regulations		RED	12
	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		RED	13
	2.4	Establish correct shareholdings on common grazings by researching and updating records of shareholder situations.		ACHIEVED	13
	2.5	Develop and assist with training and other events for grazings committees and the management of common grazings		ACHIEVED	14

Our Outcome		3. CROFTING IS REGULATED IN A FAIR, EFFICIENT AND EFFECTIVE WAY			
			RAG Status	Page	
Key Milestones	3/1	May 2020 – Next build of the Crofting Information System released and upskilling delivered		RED	15
	3/2	June 2020 – Extend to other regulatory functions (currently decrofting and division) the triaging process for identifying potentially contentious cases at an earlier stage of the process to manage customer expectations in relation to the time taken to process their case and potential outcome.		ACHIEVED	15
	3/3	June 2020 – Review website to minimise the number of incorrect forms received		RED	15
	3/4	June 2020 – Confirm and roll out system to measure customer satisfaction on Regulatory Applications		ACHIEVED	16
	3/5	July 2020 – Establish a consistent MI suite for all areas of the Commission for the annual report, leading with Regulatory.		AMBER	16
	3/6	Sept 2020 - Undertake review of “Division by Tenant” process (section 9)		AMBER	16
	3/7	Sept 2020 – Confirm with Sponsor funding availability for progressing online applications, and agree what direction this work will take between the options presented with planning in place.		ACHIEVED	16
	3/8	Dec 2020 – Undertake review of “Letting of vacant crofts” process (section 23(3))		AMBER	17
	3/9	Dec 2020 – Agree, with Registers of Scotland, improvements to our combined processes, and how they can be implemented		AMBER	17
Performance Measures	3.1	Decrease in median turnaround times (registered crofts, Tier 1 approvals)		RED	18
	3.2	Decrease in number of regulatory cases outstanding after 12 months		ACHIEVED	19
	3.3	Customer satisfaction rates		ACHIEVED	19
	3.4	Decrease in number of general enquiries		ACHIEVED	20
	3.5	Reduce number of applications rejected because of use of an incorrect form		RED	20

Our Outcome		4. THE FUTURE OF ACTIVE CROFTING IS SUPPORTED BY WELL-INFORMED ENGAGEMENT WITH STAKEHOLDERS			
			RAG Status	Page	
Key Milestones	4/1	May 2020 – Advise Scottish Government of our views concerning their forthcoming National Development Plan for Crofting.		ACHIEVED	21
	4/2	June 2020 – Joint Board level meeting with Land Commission Board members		RED	21
	4/3	August 2020 – Have a formal Commission presence at 6 agricultural shows across the Highlands and Islands.		RED	21
	4/4	Sept 2020 - Publish a Commission paper on the Future of Crofting		RED	21
	4/5	Nov 2020 – Commission paper on how crofting can maximise its contribution to protecting biodiversity and mitigating climate change.		ACHIEVED	21
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	Page	
Key Milestones	5/1	April 2020 – Complete implementation of 2019 Staff Survey action plan.		ACHIEVED	22
	5/2	May 2020 – Implement automated retention schedule procedures within revised CIS.		RED	22
	5/3	June 2020 – Expand succession planning for key posts as set out in the Workforce Plan.		AMBER	22
	5/4	Oct 2020 – Produce an internal plan for staff deployment and development, as set out in the Workforce Plan.		AMBER	22
	5/5	Mar 2021 - Conduct 2021 Staff Survey		ACHIEVED	22
Performance Measures	5.1	Increase in staff engagement rating		ACHIEVED	23
	5.2	Corporate carbon emissions		GREEN	23

DETAILED PROGRESS REPORTS

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

Our Outcome 1. CROFTS ARE OCCUPIED AND MANAGED 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
1/1 May 2020 – Review all 2019 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.		RED	Joseph Kerr	The RALUT Manager completed a DPIA to enable the census forms to be obtained from GGH and stored with him. The RALUT have been working with reduced resources through the continuing secondment of a member of RALUT to provide resilience to the pro-active regulatory casework team, long term sickness absence within the team, and a reduction in productivity due to home working. They now have a member of staff returned from absence and have a new member of staff appointed to the work of the team who is undergoing training. They will not however have the resilience to progress this milestone until the new year when we would already be in a new census year cycle. The team will therefore focus on progressing existing cases and in dealing with new cases arising from written information of suspected breaches of duty provided section 26A of the 1993 Act.
1/2 August 2020 - Write to 2019 census respondents who have advised us for the first time they are in breach of one or more of their duties, setting out their options for resolving their breach of duty at their own hand.		RED	Joseph Kerr	(see comments at 1/1)
1/3 Sept 2020 - Write to a selection of crofters who have never responded to the census and whose address indicates a breach of residency setting out their		RED	Joseph Kerr	(see comments at 1/1). This is one of the priority areas agreed by Commissioners at the December 2020 Board meeting which will be taken forward in 2021/22

options for resolving their breach of duty at their own hand				
1/4 Sept 2020 - Develop options for Commissioners and Assessors to be pro-actively involved in ensuring crofts are occupied and managed, potentially focusing on the resident non-user of their croft.		ACHIEVED	Joseph Kerr	This was considered within the wider context of the Short Term Working Group on Duties (who met on 4 occasions in the second half of 2020) and formed part of the recommendations which were agreed by the Board in December 2020. A further paper was considered at February 2021 Board meeting where the recommendations were categorised in order of priority.
1/5 Ongoing - Follow-up action on the 2018 census returners advising of first time breaches, re-iterating options for resolving their breach of duty and escalating to the serving of notices as appropriate	The RALUT have been significantly impacted by covid-19 due to loss of output by staff being on Special Leave or on reduced productivity due to limitations imposed by the HWE	ACHIEVED	Joseph Kerr	Ongoing. However, following a change of policy by the Board the team will no longer be re-iterating options. If the breach has not been resolved the case will progress to the issue of a section 26C(1) suspected breach of duty notice, or a determination will be made that there is a good reason not to do so. 46 crofters have been written to on that basis..
1/6 Ongoing - Follow-up action on all 2017 and 2018 returners who were in breach on more than one occasion, to progress cases through the section 26C to 26H enforcement provisions if they have failed to resolve the situation at their own hand.	The RALUT have been significantly impacted by covid-19 due to loss of output by staff being on Special Leave or on reduced productivity due to limitations	ACHIEVED	Joseph Kerr	Ongoing

	imposed by the HWE			
--	-------------------------------	--	--	--

PERFORMANCE MEASURES -

Number	Aim	Baseline	Target/Indicator	Measure
1.1	Reduce number of vacant crofts	144 in March 2019	Reduce by 5%	Figure will be taken from the Register of Crofts. 'Vacant' will be defined tightly, as those not only legally vacant but also having no <i>de facto</i> owner occupier.

PROGRESS:

The team have been involved in virtual meetings with Commissioners in relation to engaging with identified estates to have vacant crofts let. Following those meetings the team are currently engaging with estates in Caithness and Wester Ross with a view to progressing a number of cases to the letting application/proposal process stage. The Commission approved 3 letting proposals from landlords under section 23(5) of the 1993 Act to let vacant crofts. We are currently processing a letting application from a landlord under section 23(3) in a case in Harris where the Commission terminated the tenancy. The proposed tenant will be a new entrant to crofting. In terms of taking on the letting of the croft at the Commission's own hands under sections 23(5B) and (5C) of the 1993 Act, the team progressed the letting of a vacant croft in Lewis which, again, resulted in a new entrant to crofting.

A virtual meeting was held early in the new year with a crofting estate in Kilmallie area and a plan agreed to resolve a number of issues relating to vacant crofts and unresolved successions on the estate. The Commission also approved the first of 3 applications from a landlord in Skye to let crofts which have remained vacant since they were constituted as crofts over a decade ago. The team are currently dealing with 36 cases where the succession has remained unresolved after 3 years, we would anticipate that a significant number of these will result in the successions being resolved and the crofts being occupied in the new year.

Q1	Q2	Q3	Q4
AMBER	GREEN	GREEN	ACHIEVED

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	Initiate RALU correspondence with 100 new cases	Records of administrative action. Those contacted will include all those whose 2019 census indicated a possible breach for the first time, a selection of census non-respondents, and other cases generated by e.g. notifications or regulatory casework

PROGRESS

For the reason provided in page 6 the Commission will not be progressing the 2019 census cases at this time. They are however initiating correspondence with crofters who have been identified as being suspected of being in breach of duty following written information received under section 26A of the 1993 Act. The team received information on **10** such cases in the first half of the year which they are currently progressing. Following a change in policy agreed by the Board in June 2020, we initiated correspondence with the **44** remaining 2018 census returners to either have the cases resolved or progressed to the issuing of a notice of suspected breach of duty under the section 26C(1) enforcement provisions.

Q1	Q2	Q3	Q4
GREEN	AMBER	RED	RED

Responsible Manager: Joseph Kerr

Number	Aim	Baseline	Target/Indicator	Measure
1.3	Number of RALU breaches resolved by a crofter in breach of their residency duty taking up residence on their croft	32	Maintain or increase the number in 2019-20	Records of administrative action

PROGRESS

There has been **2** case resolved by the crofter taking up residence. The Team have however also processed **20** applications for consent to be absent of which **16** were approved and **4** were refused. In addition, the Team processed and approved 2 applications for extensions of consent for absence.

Q1	Q2	Q3	Q4
AMBER	AMBER	RED	RED

Responsible Manager: Joseph Kerr

Number	Aim	Baseline	Target/Indicator	Measure
1.4	Number of RALU breaches resolved by assignation of the croft, or sale of an owner-occupied croft	28	Maintain or increase the number in 2019-20	Records of administrative action

PROGRESS:

11 crofters resolved their breach by assigning their tenancies with the consent of the Commission.

1 additional case was resolved by the tenant purchasing and letting the tenancy with the Commission's consent.

Q1	Q2	Q3	Q4
AMBER	GREEN	RED	RED

Responsible Manager: Joseph Kerr

Number	Aim	Baseline	Target/Indicator	Measure
1.5	Number of RALU breaches resolved by sublet, or by short-term lease of an owner-occupied croft	88	Maintain or increase the number in 2019-20	Records of administrative action

PROGRESS

15 crofters resolved their breach of by subletting in the first three quarters of the year. The Commission changed their policy on subletting during the first half of the year in that they will not normally approve sublets or short term lets for a term of more than 5 years. As a result, we can anticipate a greater number of modifications and refusals of applications for terms longer than 5 years moving forward.

Q1	Q2	Q3	Q4
AMBER	AMBER	RED	RED

Responsible Manager: Joseph Kerr

Number	Aim	Baseline	Target/Indicator	Measure
1.6	Number of RALU breaches concluded by tenancy terminations, approval of letting proposals etc	6	Maintain or increase the number in 2019-20	Records of administrative action

PROGRESS

During this period, the Commission issued **13** Section 26C(1) notices of suspected breach of duty – **11** were as a result of census returns and **2** following a section 26A reported breach of duty.

There were also **12** Section 26C(5) decisions that duties were not being complied with, **11** generated by census returns, and **1** reported under section 26A.

There was **2** section 26C(5) decisions that a duty was being complied, **1** generated by a census return and 1 following a report under section 26A.

There was **1** section 26D(1) Notice issued providing the crofter with an opportunity to provide an undertaking to resolve their breach duty.

The Commission issued **4** tenancy termination Orders under section 26H. **2** of these terminations were as a result of census returns and **2** were as a result of reports by grazing committees under section 26A.

Q1	Q2	Q3	Q4
AMBER	GREEN	GREEN	ACHIEVED

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
2/1 Ongoing - Contact all Grazings Committees whose terms are about to end, encouraging them to arrange election of a new Grazings Committee		ACHIEVED	John Toal	Grazings Committees approaching the end of their 3 -year terms are contacted and advised that if willing to serve another term the Commission will appoint the same members in terms of section 47(3) of Crofters(Scotland) Act 1993 for another term. Normally, shareholders in a common grazings are required to hold a public meeting at which a committee is appointed by the shareholders in attendance. Some common grazings which have had no committee in place have also been assisted to have a committee appointed by the Commission.
2/2 Ongoing - 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.		ACHIEVED	John Toal	The guidance continues to be the main reference point and will be used for smaller items of guidance and training initiatives over the coming year
2/3 Ongoing – 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.		RED	John Toal	The primary purpose of this is to enable shareholders to meet and appoint a grazings committee. While there was much less opportunity to do this in a pro-active manner as public meetings could not take place during the year, there have been limited opportunities to appoint a few committees for common grazings which had ceased to have them.
2/4 Ongoing -Encourage grazings committees to adopt the revised template for grazings regulations.		RED	John Toal	Grazings Committee have been unable to meet during this period and fewer than usual revised grazings regulations have been approved.

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure								
2.1	Increase in number of common grazings with a Committee in office	485 Grazings Committees in office on 31 March 2020	The number of Grazings Committees in office	Administrative records								
PROGRESS												
<p>Measures put in place to enable the appointment of existing committees going out of office has allowed some committees to return and continue the management of common grazings. There are 500 grazings committees in office at the end of this period.</p> <p>Covid Effect</p> <p>It is difficult for shareholders in a common grazings that does not have an existing committee to appoint a committee due to covid 19 restrictions. Section 47(1) of the Crofters (Scotland) Act 1993 requires the appointment of a committee by shareholders to be made at a public meeting. The Commission has employed section 47(30) of the Act to ensure that outgoing committees can be appointed to serve a further term and ensure continuity of management for these common grazings. Additionally, it has in specific circumstances used the same powers to appoint committees for some common grazings that have not had a retiring committee.</p>												
<table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>AMBER</td> <td>AMBER</td> <td>AMBER</td> <td>ACHIEVED</td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	AMBER	AMBER	AMBER	ACHIEVED
Q1	Q2	Q3	Q4									
AMBER	AMBER	AMBER	ACHIEVED									
Responsible Manager: John Toal												

Number	Aim	Baseline	Target/Indicator	Measure								
2.2	Increase in number of grazings committees who have adopted the new template regulations	6 in 2019-20	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.								
PROGRESS												
<p>Covid Effect</p> <p>It has not been possible for possible for grazings committees to meet during this period. Consequently, there have been no new requests in this period. However, there are 10 already submitted at various stages of progress, although some will still require further consultation with grazings committees. Ultimately, only 3 sets of regulations were approved in the year.</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>RED</td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	GREEN	GREEN	GREEN	RED
Q1	Q2	Q3	Q4									
GREEN	GREEN	GREEN	RED									
Responsible Manager: John Toal												

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	33 in 2019-20	The numbers of townships where grazings issues have been assisted, progressed, or resolved, following Commission engagement.	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 divisions.)

PROGRESS

12 cases have been recorded.

Covid Effect

While there has been little opportunity for grazings committees to meet during this period, this does not necessarily entail that disputes will not arise in relation to committees and their management of common grazings.

Q1	Q2	Q3	Q4
GREEN	GREEN	RED	RED

Responsible Manager: John Toal

Number	Aim	Baseline	Target/Indicator	Measure
2.4	Establish correct shareholdings on common grazings by researching and updating records of shareholder situations.	14 in 2019-20	Number of townships researched	Records of administrative action

PROGRESS

An overall total of 15 shareholding positions have been researched and updated.

Covid Effect Lack of access to historical files and documentation has added difficulty and increased the time requirement for carrying out this work.

Q1	Q2	Q3	Q4
GREEN	GREEN	RED	ACHIEVED

Responsible Manager: John Toal

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	9 in 2019-20	Number of events	Records of administrative action

PROGRESS

An on-line survey was sent to 365 grazings clerks in November 2020 to determine the level of interest in providing training to assist with arranging virtual meetings. This elicited 114 responses. A number of virtual training sessions on holding meetings on-line as well as training in mediation and conflict management were held during the last 2 quarters.

Covid Effect

There is less likelihood of continuing the interactive training events for grazings committees that were initiated last year. However, recent discussions have taken place with SAC who have been encouraged to use FAS funding for common grazings development. Consideration is being given to different on-line and digital training and events that should be beneficial to common grazings and those responsible for their management.

Q1	Q2	Q3	Q4
AMBER	AMBER	GREEN	ACHIEVED

Responsible Manager: John Toal

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
3/1 May 2020 – Next build of the Crofting Information System released and upskilling delivered	IS Team have needed to spend much time addressing connectivity issues for Home Working	RED	Aaron Ramsay	We have taken steps to reduce the calls on the system architect’s time, to allow him to complete the work required to prepare the new CIS system for testing. However, the original schedule has obviously been missed and the next revision of CIS is due to reach a testing phase in May 2021, with a full final build hoped for August 2021.
3/2 June 2020 – Extend to other regulatory functions (currently decrofting and division) the triaging process for identifying potentially contentious cases at an earlier stage of the process to manage customer expectations in relation to the time taken to process their case and potential outcome.		ACHIEVED	Joseph Kerr	Subletting (section 27) and short term letting (section 29A) were identified as the two regulatory functions most suited for inclusion in the triage process. A number of tasks Were completed including a review of the delegated parameters, updating the check lists and the creation of a triage letters and leaflets in relation to both functions. These went live in March 2021.
3/3 June 2020 – Review website to minimise the number of incorrect forms received		RED	Mary Ross	Application and Notification Forms are reviewed and updated on an annual basis. The original target date has not been met but plans are in place to review all forms in the current Financial Year, as part of the introduction of interactive pdfs.

<p>3/4 June 2020 – Confirm and roll out system to measure customer satisfaction on Regulatory Applications</p>	<p>Suspension of the customer satisfaction forms at end of March 2020 due to centralised issuing of mail.</p>	<p>ACHIEVED</p>	<p>Mary Ross</p>	<p>Customer Service Forms issued for a four month period up to March 2020. A small sample of completed forms were received and all of the forms received were positive. The forms are now being issued with all decision letters.</p>
<p>3/5 July 2020 – Establish a consistent MI suite for all areas of the Commission for the annual report, leading with Regulatory.</p>		<p>AMBER</p>	<p>Aaron Ramsay/Mary Ross</p>	<p>Case Progression Report is being produced and issued on a monthly basis. Report is available to show the cases that have been received more than 12 months ago but have not yet been discharged. Following the initial exercise of investigating these cases, work is continuing to prioritise these cases and bring them to conclusion.</p>
<p>3/6 Sept 2020 - Undertake review of “Division by Tenant” process (section 9)</p>		<p>AMBER</p>	<p>Joseph Kerr</p>	<p>This is currently being undertaken in conjunction with the work of the sub-group of the short term working group looking at the conversion of the Commission regulatory application forms to a pdf format. The sub-group meets on a weekly basis and both the “Division By Tenant” and “Division by “Owner-Occupier” application forms are being reviewed as part of the work of the group.</p>
<p>3/7 Sept 2020 – Confirm with Sponsor funding availability for progressing online applications, and agree what direction this work will take between the options presented with planning in place.</p>		<p>ACHIEVED</p>	<p>Aaron Ramsay</p>	<p>This will be delivered as one of the one-off projects funded with the additional resources provided by the SG in the current year. The option of a full online website was evaluated and decided that it is possible with an allocation of funding and an internal resource, working with an external contractor. This work will be combined with a redesign of all the current paper application forms to refresh the content and make them mirror the new digital application process. This work is now underway with an aspiration to deliver both strands of the work through 2021.</p>

<p>3/8 Dec 2020 – Undertake review of “Letting of vacant crofts” process (section 23(3))</p>		<p>AMBER</p>	<p>Joseph Kerr</p>	<p>This is currently being undertaken in conjunction with the work of the sub-group of the short term working group looking at the conversion of the Commission regulatory application forms to a pdf format. The sub-group meets on a weekly basis and the “Letting of vacant croft” forms and guidance are in the process of being reviewed as part of that process.</p>
<p>3/9 Dec 2020 – Agree, with Registers of Scotland, improvements to our combined processes, and how they can be implemented</p>	<p>A pause to this work due to Registers of Scotland staff initially not being able to work remotely.</p>	<p>AMBER</p>	<p>Mary Ross</p>	<p>Improvements have been discussed with Registers of Scotland (ROS). A group has been established, improvements have been discussed, including the issue of online payments. ROS have all of the suggested improvements and they are preparing mock forms for final agreement.</p>

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
3.1	Decrease in median turnaround times (registered crofts, Tier 1 approvals)	Figures for 2019/20: Assignment 8 weeks Decrofting CHS 8 Decrofting Part 13.3 Letting by Landlord 9.4 Owner Occupier Letting 11.4	Reduce median turnaround times for the main regulatory functions	Time taken from application to notification of decision, <i>for cases where no registration is required</i>

PROGRESS

Covid Effect

There has been a slip in the turnaround times for this quarter's report, though covid disruption of our operations will have contributed to this. Pressure of work remains high, the volume of applications being received in recent months having returned in line with previous years. It should be noted that the number of applications received in March 2021 has significantly increased. Ongoing monitoring will be required to establish if this is an ongoing trend.

Q1	Q2	Q3	Q4
AMBER	GREEN	AMBER	RED

	Approx Number of cases per year	Median weeks (2019-20)	Median weeks (2020-21 to date)
Assignment	c125	8	10.71
Decrofting Croft House Site	c50	8	13.0
Decrofting Part Croft	c100	13.3	22.57
Letting by Landlord	13	9.4	14.14
Letting by Owner Occupier	c10	11.4	12.14

Responsible Manager: Mary Ross

Number	Aim	Baseline	Target/Indicator	Measure
3.2	Decrease in number of regulatory cases outstanding after 12 months	Not available	Reduce number of cases still live after 12 months	Number of live regulatory cases (of all types, including those involving registration) on 31 March, which are more than 12 months since first received by the Commission

PROGRESS

Covid Effect

A report has been produced allowing the Regulatory Team to identify and investigate the cases which have not been discharged within 12 months. The Regulatory Team are working through the cases. These cases are complex by nature and are progressing to Tier 2 and Tier 3 as required, but wherever possible the cases are being cleared and the number outstanding is reducing.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Mary Ross

Number	Aim	Baseline	Target/Indicator	Measure
3.3	Customer satisfaction rates	Not available	% of respondents reporting satisfaction to the CC enquiries	The customer satisfaction system was launched towards the end of 2019-20 but no baseline can be calculated from the limited data available so far

PROGRESS

Covid_Effect

Customer Service Forms are now being issued to applicants for all decision types. A small number of completed forms have been received and all of the forms received were positive.

Q1	Q2	Q3	Q4
AMBER	GREEN	GREEN	ACHIEVED

Responsible Manager: Mary Ross

Number	Aim	Baseline	Target/Indicator	Measure
3.4	Decrease in number of general enquiries	2,394 in 2019-20	Reduce number	Number of general enquiries received

PROGRESS

Covid Effect

There was a slight decrease from the number of enquiries received during 2019/20 compared to 2018/19. A further reduction was expected following the uploading of the apportionment orders to the online Register of Crofts, and this has been reflected in a substantial reduction in 2020/21, to around 1500.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Mary Ross

Number	Aim	Baseline	Target/Indicator	Measure
3.5	Reduce number of applications rejected because of use of an incorrect form	48 forms were rejected in 2018/19 due to selecting an incorrect type	Reduction in incorrect form types submitted	Customers are better guided to choose correct application form type, reducing rejected applications and saving resource

PROGRESS

Covid Effect

This will be significantly reduced by the introduction of the PDF applications forms as the form type available will be defined by the status of the applicant.

Q1	Q2	Q3	Q4
AMBER	AMBER	RED	RED

Responsible Manager: Mary Ross

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
4/1 May 2020 – Advise Scottish Government of our views concerning their forthcoming National Development Plan for Crofting.	SG’s timescale for this publication has been put back by a few months	ACHIEVED	Bill Barron	We advised SG several times over the course of the year and the Plan was published by SG in March 2021.
4/2 June 2020 – Joint Board level meeting with Land Commission Board members	pressure on how many matters can be included on Board agendas	RED	David Finlay	This has been postponed – no new date set yet.
4/3 August 2020 – Have a formal Commission presence at 6 agricultural shows across the Highlands and Islands.	All shows have been cancelled	RED	Bill Barron	It will not be possible to achieve this Milestone in 2020/21.
4/4 Sept 2020 - Publish a Commission paper on the Future of Crofting	March Mtg postponed and papers’ schedule disrupted	RED	Bill Barron / David Findlay/ John Toal	It was not feasible to deliver this during year. Instead, Commission staff have contributed to (a) the Law Society’s review of aspects of crofting law; (b) the Scottish Government’s National Development Plan; and (c) the Commission’s implementation of its expanded role of promoting the interests of crofting.
4/5 Nov 2020 – Commission paper on how crofting can maximise its contribution to protecting biodiversity and mitigating climate change.		ACHIEVED	David Finlay	Paper and presentation at October 2020 Board meeting.

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
5/1 April 2020 – Complete implementation of 2019 Staff Survey action plan.		ACHIEVED	Bill Barron	All actions have been fully or partially completed, and any outstanding points were built into a new Plan based on the 2020 survey. CEO reported to all staff about progress against the Plan on 13 October 2020.
5/2 May 2020 – Implement automated retention schedule procedures within revised CIS.		RED	Jane Thomas	This requirement has not been met because there has been no implementation of the next version of CIS. The delay is related to the extra work required of the Systems Architect due to the COVID-19 crisis.
5/3 June 2020 – Expand succession planning for key posts as set out in the Workforce Plan.		AMBER	Bill Barron	Substantial progress has been made, and this will be completed early in 2021/22. Action taken on particularly specialist posts during the year included: reducing dependency on the DevOps Engineer and advertising to recruit a 3 rd Gaelic speaker. In addition, we have continued to use TRS opportunities to broaden staff's knowledge; and to look for opportunities to involve new members of the Customer Services team with the work of other teams.
5/4 Oct 2020 – Produce an internal plan for staff deployment and development, as set out in the Workforce Plan.		AMBER	Mary Ross	Work has commenced on the production of the Commission Succession Planning document.
5/5 Mar 2021 - Conduct 2021 Staff Survey		ACHIEVED	Bill Barron	The 2021 Staff Survey has been released with the closing date of 23 rd April 2021.

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure								
5.1	Increase in staff engagement rating	51% in Spring 2019	Increase to 55%	Average scores for a set of fixed questions in the annual staff survey								
<p><u>PROGRESS</u></p> <p>Covid Effect</p> <p>Issue of staff survey delayed due to Covid-19. Survey was issued in August 2020 and the results have been analysed. The 2020 survey shows that the average scores for a set of fixed questions in the survey increased to 57%</p> <table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>AMBER</td> <td>AMBER</td> <td>ACHIEVED</td> <td>ACHIEVED</td> </tr> </tbody> </table> <p>Responsible Manager: Mary Ross</p>					Q1	Q2	Q3	Q4	AMBER	AMBER	ACHIEVED	ACHIEVED
Q1	Q2	Q3	Q4									
AMBER	AMBER	ACHIEVED	ACHIEVED									

Number	Aim	Baseline	Target/Indicator	Measure								
5.2	Corporate carbon emissions	15.2tCO2e in 2019/20	Maintain or reduce	Emissions from business travel by staff and commissioners								
<p><u>PROGRESS</u></p> <p>Covid effect</p> <p>The Commission has calculated and submitted its Public Sector Report on Compliance with Climate Change Duties 2020 to the Scottish Government ahead of the 30 November deadline. It reflects overall carbon emissions of 15.2tCO2e (15.5tCO2e 2018/19). This represents a minor improvement on 2018/19. Overall flight travel reduced while car mileage has increased.</p> <p>When the figure for 2020/21 is eventually known, it will have fallen sharply because of Covid-19 restrictions on travel. As we only report on the figure one year in arrears, i.e. we would show the figure for 2019/20 in our annual report on 2020/21 this will take a while to filter through, but reference will be included within the narrative regards expectations.</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> <p>Responsible Manager: Bill Barron</p>					Q1	Q2	Q3	Q4	GREEN	GREEN	GREEN	GREEN
Q1	Q2	Q3	Q4									
GREEN	GREEN	GREEN	GREEN									