

SUMMARY

The Commission measured its performance for the year 2023/24 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	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 CROFTING IS REGULATED IN A FAIR, EFFICIENT AND EFFECTIVE WAY			RAG Status
Key Milestones	1a May 2023 – Strategy agreed for allowing wider use of online system while protecting against identify fraud.		ACHIEVED
	1b July 2023 – Digital options for the majority of regulatory application types rolled out and fully functioning.		ACHIEVED
	1c July 2023 – Action plan finalised, with timings, to improve efficiency in casework handling.		ACHIEVED
	1d Dec 2023 – Implement online progress status of a case for self-serve usage.		ACHIEVED
Performance Measures	1.1	Decrease in median turnaround times (registered crofts, Tier 1 approvals)	PARTIALLY ACHIEVED
	1.2	Decrease in number of live regulatory cases at a point in time	ACHIEVED
	1.3	Increase in number of regulatory cases discharged in the year	NOT ACHIEVED
	1.4	Customer satisfaction rates	ACHIEVED

Our Outcome 2 CROFTING CONTINUES TO THRIVE AND EVOLVE			RAG Status
Key Milestones	2a Ongoing – Contact all Grazings Committees whose terms are about to end, encouraging them to arrange the appointment of a new Grazings Committee.		NOT ACHIEVED
	2b Ongoing – Encourage shareholders of common grazings, where there has been no grazings committee in office for a period of time, to form a new grazings committee to maintain and manage the common grazings.		NOT ACHIEVED
	2c May 2023 – Submit considered advice to Scottish Government on additional legislative changes for the proposed Crofting Bill.		ACHIEVED
	2d July 2023 – Recruit a panel of Area Representatives for 2023-2028.		ACHIEVED
	2e July 2023 – Launch campaign to encourage “living succession” within crofting.		ACHIEVED
	2f Feb 2024 – Deliver Training events for Grazings Committees/crofting communities/landlords.		ACHIEVED
Performance Measures	2.1	Maintain or increase the number of common grazings with a grazings committee in office.	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

Our Outcome	3 CROFTS ARE OCCUPIED AND USED		
			RAG Status
Key Milestones	3a June 2023 – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2022 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
	3b July 2023 – Write to a selection of crofters and owner-occupier crofters who have not responded to the 2022 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 1a above		ACHIEVED
	3c August 2023 – 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.		PARTIALLY ACHIEVED
	3d October 2023 – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2022 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
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 October 2023 – Climate Emergency Charter: We will create an Environmental Team and publish an Emergency Climate Plan.		ACHIEVED
	4b October 2023 – Introduce quality assurance and checking programme for regulatory work that feeds into the Register of Crofts.		PARTIALLY ACHIEVED
	4c January 2024 – Update Workforce Plan and Medium-Term Financial Plan.		ACHIEVED
Performance Measures	4.1	Increase in Employee engagement Index.	NOT ACHIEVED
	4.2	Business Travel corporate carbon emissions.	ACHIEVED
	4.3	Redeploy efficiency savings within £4.17m 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			
1 CROFTING IS REGULATED IN A FAIR, EFFICIENT AND EFFECTIVE WAY			
<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
1a May 2023 – Strategy agreed for allowing wider use of online system while protecting against identify fraud	ACHIEVED	Director of Operations	The Commission has worked with an external solicitor with a specialist knowledge of digital fraud and identity issues, as well as a good knowledge of crofting law. The outcome of this was a route to handling digital signatures and identity verification that was agreed by the Commission Board at the May 2023 public meeting.
1b July 2023 – Digital options for the majority of regulatory application types rolled out and fully functioning	ACHIEVED	Head of Digital	The digital applications system is now live fully to the public with all developed application types, and a roadmap was in place to deliver all key Regulatory applications by Q3 of 2023. Post this the remaining notification types will be brought online to bring the project to an initial completion stage.
1c July 2023 – Action plan finalised, with timings, to improve efficiency in casework handling	ACHIEVED	Director of Operations	The Board agreed a range of short-term measures in the June 2023 public Board meeting which were to compliment a range of measures already under development, also covered in the paper. All of the measures have now been implemented.
1d Jan 2024 – Implement online progress status of a case for self-serve usage	GREEN	Head of Digital	CIS 1063 release went live early October. Implementation is done. We have chosen an approach where users do not need to set the status manually, which takes away most need for training. Activation follows in April 2024.

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
1.1	Decrease in median turnaround times (registered crofts, Tier 1 approvals)	Figures for 2022-23: Assignment – 19.9 weeks Decrofting CHSGG – 23.1 weeks Decrofting Part Croft – 26.9 weeks	Assignment – 15 weeks Decrofting CHSGG – 18 weeks Decrofting Part Croft – 23 weeks	Time taken from application to notification of decision, <i>for cases where no registration is required</i>

PROGRESS

Average case turnaround times have improved in the last quarter of 2023-24 for Decrofting Croft House Site & Assignment, with average turnaround times for Assignment meeting the target of 15 weeks. The median turnaround times for both application types show a positive trend remaining below the 2022-23 average in through 2023-24. There has also been a slight decrease in turnaround times for Decrofting Part croft, however Decrofting Part croft turnaround times are out with the target/indicator.

	Approx Number of cases per year	Median weeks (2022-23)	Median weeks (2023-24 Q1)	Median weeks (2023-24 Q1-2)	Median weeks (2023-24 Q1-3)	Median weeks (2023-24 Q1-4)
Assignment	300	19.9	14.7	16.3	14.9	14.3
Decrofting Croft House Site	125	23.1	11.0	20.1	18.2	18.2
Decrofting Part Croft	300	26.9	33.0	27.9	27.5	26.2

Q1	Q2	Q3	Q4
AMBER	AMBER	AMBER	AMBER

Responsible Manager: Head of Operations: Regulation

Number	Aim	Baseline	Target/Indicator	Measure
1.2	Decrease in number of live regulatory cases at a point in time	1052 on 31 March 2023	Reduce to 800 or below	Number of live regulatory cases on 31 March

PROGRESS

The management team of the Commission focussed considerable time and resource into the organisation and allocation of work, which supplement the natural progress of ongoing recruitment to achieve an outstanding figure of 762 live cases as at 31 March 2024.

Q1	Q2	Q3	Q4
AMBER	AMBER	AMBER	ACHIEVED

Responsible Manager: Head of Operations: Regulation

Number	Aim	Baseline	Target/Indicator	Measure
1.3	Increase in number of regulatory cases discharged in the year	1866 in 2022/23	2200	Total number of cases discharged during the year

PROGRESS

2,130 cases discharged.

70 cases below the target of 2,200. This clearance figure has been affected by a targeted approach to dealing with the oldest, more complex cases first which are naturally slower. It is anticipated that the discharge rate trend will continue to improve as recently recruited staff become fully conversant with the varied types of regulatory applications.

Q1	Q2	Q3	Q4
AMBER	AMBER	AMBER	NOT ACHIEVED

Responsible Manager: Head of Operations: Regulation

Number	Aim	Baseline	Target/Indicator	Measure
1.4	Customer satisfaction rates	2.8 in 2022/23 (across all questions)	Average of 3.75	Average 'overall satisfaction' score on a scale of 1 (unsatisfied) to 5 (satisfied). <i>NB This indicator has been redefined, but the target is broadly comparable with that in the business plan</i>

PROGRESS

The Commission altered its approach to getting feedback after very poor results using the historic approach of sending follow up enquiries to a selection of recently decided applications. The new approach involved sending a satisfaction survey alongside the Census Questionnaire to all customers (ca. 800) who have had a decision made on their applications in the 12 months prior to January 24. Responses have been received from 225 customers with an overall customer satisfaction rating of 4.11 out of 5.

Q1	Q2	Q3	Q4
RED	RED	RED	ACHIEVED

Responsible Manager: Head of Operations: Regulation

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
<p>2a Ongoing – Contact all Grazings Committees whose terms are about to end, encouraging them to arrange the appointment of a new Grazings Committee.</p>	<p>NOT ACHIEVED</p>	<p>Grazings Manager</p>	<p>Our target is to maintain the number of grazings committees at 500 or above. At the end of the 4th quarter we have seen a drop to 474 which is a decrease of 26 from our target figure. Whilst there is an element of the number of committees being out with our control in that the shareholders are required to be motivated and take the necessary steps. That said the element which the Commission has control over is the resourcing of the Grazings team which has not been adequate to allow us to maintain the numbers of Grazings committees. We do have a system in place to issue reminders to Committees whose term of office will complete. The first reminder is one month prior to the end of term to make the Committees aware of the necessary action to appoint a new Committee. If the Committee fails to return, we issue reminders at the 4- and 12-week stages after the Committee is out of office.</p>
<p>2b Ongoing – Encourage shareholders of common grazings, where there has been no grazings committee in office for a period of time, to form a new grazings committee to maintain and manage the common grazings.</p>	<p>NOT ACHIEVED</p>	<p>Grazings Manager</p>	<p>We offer guidance and templates to assist the formation of new Committees upon request to ensure the legislation and good practice is adhered to. However, with current staff resources, and work pressures, it has not been possible to focus on such projects as carried out previously which allowed us to raise the number of committees to 500.</p>
<p>2c May 2023 – Submit considered advice to Scottish Government on additional legislative changes for the proposed Crofting Bill.</p>	<p>ACHIEVED</p>	<p>Commission Solicitor</p>	<p>This has been completed. Proposals regarding assignation, carbon sequestration, correction of manifest errors and access to tenanted croft land are being considered by the Crofting Bill Team.</p>
<p>2d July 2023 – Recruit a panel of Area Representatives for 2023-2028.</p>	<p>ACHIEVED</p>	<p>Head of Policy, Grazings and Development</p>	<p>A Panel of 19 Area Representatives was appointed on 1 June 2023 for an initial 3-year term as requested by the Board.</p>

<p>2e July 2023 – Launch campaign to encourage “living succession” within crofting.</p>	<p>ACHIEVED</p>	<p>Head of Policy, Grazings and Development</p>	<p>The succession information pack and accompanying survey have been issued and 258 surveys have been completed and are being processed. Local drop-in sessions on succession took place in November in Lochinver, Balivanich and Barra. These were well attended by crofters and good feedback was received from crofters and other organisations that attended including FAS, RSABI, SLMS & Citizens Advice Scotland. The Scottish land Matching Service crofting portal was launched in early August.</p>
<p>2f February 2024 – Deliver Training events for Grazings Committees/ crofting communities/landlords.</p>	<p>ACHIEVED</p>	<p>Grazings Manager</p>	<p>The Commission have delivered 8 Introductory workshops throughout the Crofting Counties to 101 attendees who have an interest in their own local common grazings. Due to demand the Grazings team was requested to create and deliver a new advanced training course to interested parties. This has been done and successfully delivered in the 23/24 period in 4 locations with 50 people being in attendance. It is anticipated due to demand the Commission will continue to deliver both the introductory and the advanced workshop in even more locations in the coming year, but this will be dependent on the availability of the Farm Advisory Service funding being secured.</p>

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
<p>2.1</p>	<p>Maintain or increase in number of common grazings with a grazings committee in office.</p>	<p>500 Grazings Committees in office on 31 March 2023</p>	<p>Maintain at 500 or above</p>	<p>Administrative records</p>
<p>Grazings committees in office target is 500, however numbers have dropped to 474 at the end of the quarter. This decrease is primarily due to the high number of committees which have gone out of office within the reporting year and resource availability within the Grazings Team.</p>				
<p>The Commission will monitor the situation and take any appropriate steps that are available to facilitate an increase of grazings committees in office.</p>				
<p>Q1</p>	<p>Q2</p>	<p>Q3</p>	<p>Q4</p>	
<p>GREEN</p>	<p>GREEN</p>	<p>AMBER</p>	<p>NOT ACHIEVED</p>	
<p>Responsible Manager: Grazings Manager</p>				

Number	Aim	Baseline	Target/Indicator	Measure
2.2	Establish correct shareholdings on common grazings by researching and updating records of shareholder situations.	36 townships with single or multiple investigations concluded	No numerical target as demand led. Investigation and response to be carried out within 28-day time period.	Records of administrative action.

The Commission has undertaken 65 investigations. 27 involved a review of the whole shareholding position relating to specific common grazings. This is crucial work as it ensures the accuracy of the Register of Crofts. Several shareholding review requests were raised internally, where a shareholding position required to be clarified to allow a regulatory or registration application to proceed.

Q1	Q2	Q3	Q4
GREEN	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.	15 significant engagements	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: getting Committees into office; resolving medium size queries; and helping to address deeper issues.)

The Grazings team have been involved within 18 significant engagements. Some of the engagements are stabilised but there are several which will require ongoing involvement within the 2024/25 reporting period.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Grazings Manager

Our Outcome	3 CROFTS ARE OCCUPIED AND USED 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
3a June 2023 – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2022 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	RALUT have identified the tenant and owner-occupier crofters who fall into this category. There was a total of 54 letters issued to tenants and owner-occupier crofters under this category.
3b July 2023 – Write to a selection of crofters and owner-occupier crofters who have not responded to the 2022 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 1a above.	ACHIEVED	Head of Regulatory Support	RALUT have identified the tenant and owner-occupier crofters who fall into this category. There was a total of 40 letters issued to tenants and owner-occupier crofters under this category.
3c August 2023 – 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.	PARTIALLY ACHIEVED	Head of Regulatory Support	Notification forms, supporting documentation and processes have been finalised, and workflows have been designed by RALUT and are currently with IS team for building. Will engage with Communications Team prior to launch.
3d October 2023 – Write to a selection of tenant and owner-occupier crofters who have indicated in their 2022 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	RALUT have identified the tenant and owner-occupier crofters who fall into this category. There was a total of 37 letters issued to crofters under this category.

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.	7	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

Unresolved succession (section 11):

The Commission are currently dealing with **21** 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 the section 11 intestate succession proposing to terminate the tenancy, declare the croft vacant and require the landlord to submit letting proposals. There have been **two** section 11(8) notices issued terminating the tenancies. There were **three** crofts let following the issue of section 11(8) notices terminating the tenancies and requiring the landlord to submit re-letting proposals: **one** to a new entrant in Lochalsh, **one** to a new entrant in Skye, and **one** to an existing crofter in Unst, Shetland.

Vacant croft (section 23):

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. The Commission are also currently liaising with a public sector landlord with a view to letting **4** vacant crofts where the tenancy was terminated under the duties enforcement provisions of the 1993 Act. We have issued **1** section 23(5) notice to a landlord in Lewis requiring letting proposals.

Q1	Q2	Q3	Q4
AMBER	AMBER	AMBER	AMBER

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure								
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.	5	(see 3.1)	Records of administrative action.								
<ul style="list-style-type: none"> • 22 crofters/owner-occupier crofters have resolved their breach of duty by taking up residence on their crofts (2 of which were following confirmation of their compliance with the terms of an undertaking notice); • 15 crofters/owner-occupier crofters have resolved their breach of duty by cultivating and maintaining their crofts. 												
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Q1	Q2	Q3	Q4									
GREEN	GREEN	GREEN	ACHIEVED									
Responsible Manager: Head of Regulatory Support												

Number	Aim	Baseline	Target/Indicator	Measure								
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.	28	(see 3.1)	Records of administrative action								
<ul style="list-style-type: none"> • 21 crofters resolved their breach of duty by assigning the tenancy of their crofts; • 3 croft tenancies were renounced and made available for let (1 of which was let to new tenant in Sutherland; We are currently processing applications to let the tenancies of the two other renounced crofts, also to new entrants) • One owner-occupier crofter let the tenancy of their croft to an existing crofter • 5 owner-occupier crofters sold/transferred ownership of their crofts <p>In addition:</p> <ul style="list-style-type: none"> • 26 crofters resolved their breach on a temporary basis by subletting their crofts; • 5 owner-occupier crofters resolved their breach on a temporary basis by short-term letting their crofts; • 27 crofters obtained consent to be absent from their crofts. 												
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Q1	Q2	Q3	Q4									
GREEN	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).	5	(see 3.1)	Records of administrative action								
<ul style="list-style-type: none"> • Issued 46 notices of suspected breach of duty under section 26C(1); • Considered in 10 cases that there was a good reason not to issue a notice of suspected breach of duty under section 26C(1); • Made 50 decisions that a crofter was in breach of duty under section 26C(5); • Made 6 decisions that a crofter was not in breach of duty under section 26C(5); • Issued 38 notices providing crofters with the opportunity to comply with the duty within a timescale the Commission consider reasonable under section 26D(1) • Made 13 decisions accepting undertakings to comply with the duty under section 26D(5). • Issued 9 orders terminating crofters tenancies; 2 in Barra, 3 in Lewis and 1 each in Gairloch, Applecross, North Uist and South Uist 												
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Q1	Q2	Q3	Q4									
AMBER	GREEN	GREEN	ACHIEVED									
Responsible Manager: Head of Regulatory Support												

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, including the reduction of carbon emissions.

Milestone	RAG Status	Responsible Manager	Details
4a October 2023 – Climate Emergency Charter: We will create an Environmental Team and publish an Emergency Climate Plan.	ACHIEVED	Head of Finance	Secured services of Nature Positive (an RSK Company) to assist with the Commission’s assessment covering emission scopes 1, 2, and a subset of scope 3. Data has been identified, collated and analysed. An Emergency Climate Plan has been completed that for the first time captures all the Commission’s activities, including home working emissions. It is envisaged that the plan will provide initial benchmark data during 2024/25. Volunteers have been sought and sourced to participate within the CC Environmental Team.
4b October 2023 – Introduce quality assurance and checking programme for regulatory work that feeds into the Register of Crofts.	PARTIALLY ACHIEVED	Director of Operations	The senior casework officers are considering implementation of this programme, and the practicalities of it. Initial reports of common data errors had been produced, to be combined with processing errors and hot spots. This work has been put on hold until Q1 of 2024 to align with Board priorities to reduce casework targets. The initial implementation of the quality checking will be introduced in April 2024 to focus on the A4 element of the process where it is not discretionary. Once embedded this will be expanded to include other elements at other grades.
4c January 2024 – Update Workforce Plan and Medium-Term Financial Plan.	ACHIEVED	Head of Finance	Both documents have been updated in the light of the Scottish Government’s award of a £4.5m budget for 2024/25. The Medium-Term Financial Plan was approved at the January 2024 Audit & Finance Committee meeting. The Workforce Plan was approved at the March 2024 Board meeting.

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure								
4.1	Increase in Employee engagement Index	67% in October 2022	Maintain at 67% or above	SG people survey, October 2023								
<p>The engagement index in the October 2023 survey has fallen to 60%. The Executive Team will review an Action Plan to address any issues highlighted.</p> <table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>n/a</td> <td>n/a</td> <td>RED</td> <td>NOT ACHIEVED</td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	n/a	n/a	RED	NOT ACHIEVED
Q1	Q2	Q3	Q4									
n/a	n/a	RED	NOT ACHIEVED									
Responsible Manager: Director of Corporate Services												

Number	Aim	Baseline	Target/Indicator	Measure								
4.2	Business Travel corporate carbon emissions	Business travel 2.1tCO2e in 2021/22	Below 5 tCO2e in 2022/23	Emissions from business travel by staff and Commissioners								
<p>Business Travel Emissions 2022/23 1.07tCO2e.</p> <p>The Commission has adjusted this performance indicator for 2024/25 onwards now that further monitoring measures have been identified during 2023/24. We will review our overall emissions target for the organisation, which will include business travel, commuting, office emissions and home working.</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>ACHIEVED</td> <td>ACHIEVED</td> <td>ACHIEVED</td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	AMBER	ACHIEVED	ACHIEVED	ACHIEVED
Q1	Q2	Q3	Q4									
AMBER	ACHIEVED	ACHIEVED	ACHIEVED									
Responsible Manager: Head of Finance												

Number	Aim	Baseline	Target/Indicator	Measure								
4.3	Redeploy efficiency savings within £4.17m core budget	-	3% set by Scottish Government	Funding redeployed as a result of efficiencies in existing operations								
Staff turnover and managed lead in times for recruitment contributed to the achievement of the target.												
<table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>GREEN</td> <td>GREEN</td> <td>GREEN</td> <td>GREEN</td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	GREEN	GREEN	GREEN	GREEN
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Responsible Manager: Head of Finance												