

SUMMARY

The Commission measured its performance for the year 2025/26 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
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	ACHIEVED
Corporate carbon emissions from travel	Decrease	ACHIEVED

* The Customer satisfaction rates indicator is based upon a satisfaction survey that is issued with the Annual Notice. The Commission received back a relatively low response rate. Overall, the satisfaction level is strong, which is supported by continuing low [complaints trend](#) over recent years. Further detail is available within section 2.3 of this report.

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.

CROFTING COMMISSION PERFORMANCE REPORT 2025/26

SUMMARY

Our Outcome 1 COMMISSION-WIDE MILESTONES AND KPIS				
Key Milestones	Number	Date	Milestone	RAG Status
	1a	March 2026	Ensure the highest level of customer service in line with our service of standards pledge by bringing all areas of the Commission into a single process to enable effective measuring.	ACHIEVED
	1b	April 2025	Complete all internal audits, including first audit of best practice on regulatory function.	ACHIEVED
	1c	February 2026	SharePoint redesign complete and in place with new information management policy effected.	ACHIEVED
	1d	March 2026	Create workflows for key application types that do not have one currently (multiple business areas).	ACHIEVED
Performance Measures	1.1	All customer contacts that require follow-up cleared within the agreed standards of service timescale.		ACHIEVED
	1.2	Carry out first partial audit of regulatory function, focusing on ensuring scheme of delegation and stage of decision making is correct and complies with best practice.		ACHIEVED
	1.3	Complete redesign of Commission SharePoint, including the design and implementation of a document management policy.		ACHIEVED

Our Outcome 2 REGULATORY AND REGISTRATION FUNCTION				
Key Milestones	Number	Date	Milestone	RAG Status
	2a	March 2026	Achieve median turnaround times for key application types (Tier 1 approvals). No regulatory cases older than one year, except where this is out with Commission control.	PARTIALLY ACHIEVED
	2b	June 2025	Implement quality checking at B stage of regulatory decision making, in line with framework established for A grade checking.	ACHIEVED
Performance Measures	2.1	Key application types target median weeks (Tier 1 approvals).		ACHIEVED
	2.2	No regulatory cases take longer than 52 weeks to process (all tiers, except where held in abeyance for reasons out with Commission control).		PARTIALLY ACHIEVED
	2.3	Customer satisfaction rates.		ACHIEVED
	2.4	Improve quality of Regulatory decision making through post decision quality checking.		ACHIEVED

Our Outcome 3 POLICY FUNCTION				
Key Milestones	Number	Date	Milestone	RAG Status
	3a	June 2025	Publish the Vision for Crofting and accompanying document to show where crofting is now in relation to the Vision.	NOT ACHIEVED
	3b	October 2025	Launch work to promote croft succession through direct communication with crofters (funding dependent).	ACHIEVED
	3c	March 2026	Complete post succession work to determine success and active outcomes from it.	ACHIEVED
	3d	May 2025	Implement new process for policy change management within the Crofting Commission, specifically for policies around how the Commission undertakes its regulatory responsibilities.	ACHIEVED
Performance Measures	3.1	To raise awareness of the importance of considering croft succession, including 'living succession', which is passing on the croft within the crofter's lifetime.		ACHIEVED
	3.2	Undertake a review of the Policy Plan and application guidance for regulatory applications. Produce supplementary guidance for the Policy Plan to make the application process clearer for potential future applicants and streamline the regulatory process by reducing the need for follow up information gathering.		ACHIEVED
	3.3	Engagement with external stakeholders to promote the interests of crofting, keep matters relating to crofting under review and collaboration on development within crofting areas.		ACHIEVED

Our Outcome 4 GRAZINGS FUNCTION				
Key Milestones	Number	Date	Milestone	RAG Status
	4a	May 2025	Establish a standard welcome pack for all newly appointed grazings committees.	ACHIEVED
	4b	March 2026	Process all outstanding draft regulations which have been submitted to the Commission to completion and come back to a steady state of operating.	PARTIALLY ACHIEVED
	4c	March 2026	Continued work with the Farm Advisory Service to deliver Common grazings related training throughout the crofting counties.	ACHIEVED
	4d	March 2026	Make contact with all unregulated grazings committees with a view to becoming regulated (est. 150 in total).	PARTIALLY ACHIEVED
Performance Measures	4.1	Issue reminders to all grazings committees whose term of office expires, within 1 month of the out of office date with standard follow up procedures.		ACHIEVED
	4.2	Respond to all correspondence/telephone calls to provide guidance/support within stated timescales.		ACHIEVED
	4.3	Process all submitted drafts of new regulations.		PARTIALLY ACHIEVED
	4.4	Action any potential shareholder anomalies regarding shareholdings highlighted, within one calendar month (where possible).		ACHIEVED
	4.5	Education through the delivery of both introductory and advanced workshops to support and empower grazings committees.		ACHIEVED

Our Outcome 5 RESIDENCY AND LAND USE (DUTIES) FUNCTION				
Key Milestones	Number	Date	Milestone	RAG Status
Key Milestones	5a	July 2025	Write to a selection of tenant and owner-occupier crofters who have indicated in their 2024 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
	5b	July 2025	Write to a selection of crofters and owner-occupier crofters who have not responded to the 2024 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
	5c	August 2025	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
	5d	September 2025	Write to a selection of tenant and owner-occupier crofters who have indicated in their 2024 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
	5e	June 2025	Provide a list of cases (both tenant and owner-occupier crofters) for SGRPID to carry out inspections to report on whether the land use duties are being complied with.	ACHIEVED
Performance Measures	5.1	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.		ACHIEVED
	5.2	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
	5.3	Number of RALU breaches resolved by the assignation, subletting or renunciation of a tenanted croft, by the letting or sale of an owner-occupied croft, or by obtaining Consent to be Absent.		ACHIEVED
	5.4	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
	5.5	Ensuring owners of vacant crofts resolve their failure to reside or cultivate the croft by (i) taking up residence and/or working the croft (ii) letting the croft or (iii) transferring ownership of the croft.		ACHIEVED

Our Outcome 6 INFORMATION SERVICES FUNCTION				
Key Milestones	Number	Date	Milestone	RAG Status
Key Milestones	6a	December 2025	Launch notification system – subscribers to get notified of new applications in selected areas.	ACHIEVED
	6b	December 2025	Auto population of Online Application form answers into Croft Information System Case Form.	ACHIEVED
	6c	October 2025	Launch interactive mapping BETA to external testing.	PARTIALLY ACHIEVED
	6d	September 2025	Windows 11 migration.	ACHIEVED
	6e	September 2025	Structured call logging feature within Croft Information System, replacing the current Excel sheet method for logging incoming calls and emails. This solution aims to streamline handovers, improve accessibility, and enhance record-keeping.	ACHIEVED
Performance Measures	6.1	Reduce GIS initial case turnaround time.		ACHIEVED
	6.2	All laptops migrated to Windows 11.		ACHIEVED
	6.3	Call notes and handover notes accessible in Croft Information System.		ACHIEVED
	6.4	Feedback on interactive mapping Beta.		PARTIALLY ACHIEVED
	6.5	Wordpress platform development & migration.		ACHIEVED
	6.6	Reduce manual input of data on a case.		ACHIEVED

Our Outcome 7 CORPORATE AND CUSTOMER SERVICE FUNCTIONS				
Key Milestones	Number	Date	Milestone	RAG Status
Key Milestones	7a	April 2025	Finalise action plan following 2024 People Survey.	ACHIEVED
	7b	September 2025	Implement action plan following 2024 People Survey.	ACHIEVED
	7c	January 2026	Update Medium Term Financial Plan and Workforce Plan in line with budget allocation and resource needs.	PARTIALLY ACHIEVED
	7d	July 2025	Relaunch crofter’s newsletter.	ACHIEVED
	7e	January 2025	Implement consistent processing of enquiries for all teams, to ensure responses to customers meet our standards of service.	ACHIEVED
	7f	March 2025	File scanning project to begin and first tranche of files to be scanned.	ACHIEVED
	7g	March 2026	Review all regulatory decision letter templates to apply principles of plain English and increase readability.	ACHIEVED
Performance Measures	7.1	Employee engagement Index.		ACHIEVED
	7.2	Corporate carbon emissions.		ACHIEVED
	7.3	Redeploy efficiency savings within £4.87m core budget.		ACHIEVED
	7.4	All teams use handover log.		ACHIEVED
	7.5	File scanning project.		ACHIEVED

DETAILED PROGRESS REPORTS

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

Our Outcome 1 COMMISSION-WIDE MILESTONES AND KPIS					
No	Date	Milestone	RAG Status	Responsible Manager	Details
1a	March 2026	Ensure the highest of customer service in line with our service of standards pledge by bringing all areas of the Commission into a single process to enable effective measuring.	ACHIEVED	Director of Operations	An Excel based solution is being rolled out to all teams to prototype a full Croft Information System IS based solution to be implemented in Q4 of the reporting year.
1b	April 2025	Complete all internal audits, including first audit of best practice on regulatory function.	ACHIEVED	Director of Operations	Followed timeline.
1c	Feb 2026	SharePoint redesign complete and in place with new information management policy effected.	ACHIEVED	Director of Operations	New SharePoint interface launched in December 2025.
1d	March 2026	Create workflows for key application types that do not have one currently (multiple business areas).	ACHIEVED	Director of Operations	Planning undertaken. Deadlines met.

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
1.1	All customer contacts that require follow up are cleared within the agreed standards of service timescale.	95.1% on 29 February 2024	95%	Administrative records show % responded to in time.

PROGRESS

Target met each quarter.

Q1	Q2	Q3	Q4
96.7%	96.0%	96.8%	99.3%

Responsible Manager: Chief Executive

Number	Aim	Baseline	Target/Indicator	Measure
1.2	Carry out first partial audit of regulatory function, focusing on ensuring scheme of delegation and stage of decision making is correct and complies with best practice.	N/A	Audit complete by end of April 25	Audit report

PROGRESS

Audit completed and presented to Commission Audit & Finance Committee.

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

Responsible Manager: Director of Operations

Number	Aim	Baseline	Target/Indicator	Measure
1.3	Complete redesign of Commission SharePoint, including the design and implementation of a document management policy.	n/a	Redesign signed off and policy document live	Documents

PROGRESS

The new SharePoint site is live as of the end of December 2025 and the default homepage for the internal Commission intranet.

Q1	Q2	Q3	Q4
GREEN	GREEN	ACHIEVED	n/a

Responsible Manager: Director of Operations

Our Outcome 2 REGULATORY AND REGISTRATION FUNCTION					
No	Date	Milestone	RAG Status	Responsible Manager	Details
2a	March 2026	Achieve median turnaround times for key application types (Tier 1 approvals). No regulatory cases older than one year, except where this is out with Commission control.	PARTIALLY ACHIEVED	Head of Regulation	Medians achieved. Number of cases outstanding for over 52 weeks reduced to 26. RAG status amber as one or more cases exceed 52 weeks in year at least partially due to Commission error.
2b	June 2025	Implement quality checking at B stage of regulatory decision making, in line with framework established for A grade checking.	ACHIEVED	Head of Regulation	Quality checking in place.

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
2.1	Key application types target median weeks (Tier 1 approvals)	Figures for 2024/25 full reporting year: Assignment – 14.1 weeks Decrofting CHSGG – 13.9 weeks Decrofting Part Croft – 19 weeks	Assignment – 14 weeks Decrofting CHSGG – 16 weeks Decrofting Part Croft – 22 weeks	Time taken from receipt to decision complete date.

PROGRESS

Median turnaround times for all 3 application types meet the KPI median turnaround times and have remained steady over the last few months.

	Number of cases received 2024-25	Median weeks ¹ (2024-2025)	Median weeks ¹ (2025-26 Q1)	Median weeks (2025-26 Q2)	Median weeks (2025-26 Q3)	Median weeks (2025-26 Q4)	Median weeks (2025-2026)
Assignment	338	10.14	10.1	9.1	8.2	9.5	9.57
Decrofting Croft House Site	134	13.86	11.4	9.5	8.5	13.5	10.21
Decrofting Part Croft	304	19.00	15.0	16.6	12.6	16.8	14.86

Q1	Q2	Q3	Q4
HIGH	HIGH	HIGH	ACHIEVED

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

Responsible Manager: Head of Regulation

Number	Aim	Baseline	Target/Indicator	Measure
2.2	No regulatory cases take longer than 52 weeks to process (all tiers, except where held in abeyance for reasons out with Commission control)	Figure at end of Mar 25: 53 outstanding cases over 52 weeks old	At end of March 2026 no regulatory cases outstanding over 52 weeks old (except where outside Commission control)	Age of outstanding cases, record date to end of period

PROGRESS

At the end of Q4 there were 26 outstanding cases over 52 weeks old, so reduction of more than 50% to previous year. Small number of cases have moved over the 52-week mark, largely apportionment cases out with Commission control. Where processing delays occurred, these have been investigated and corrective actions taken.

NB. There will also be an element of cases which exceed 52 weeks for valid reasons, though this should be minimal and due to requirements out with the Commission's control.

Q1	Q2	Q3	Q4
41	38	30	26

Responsible Manager: Head of Regulation

Number	Aim	Baseline	Target/Indicator	Measure
2.3	Customer satisfaction rates	4.36 for 2024/25 reporting year	4.25 average score for 2025/26 reporting year (only known at end of year)	% of respondents answering satisfied or very satisfied to the satisfaction survey issue alongside the annual notice, collected one year retrospectively.

PROGRESS

Total number of respondents was 205, with an average score of 4.21 out of 5. This score is lower than the target, though only by a small margin. A follow up exercise to review the results, including an intent to contact some respondents, will be explored to try and establish if reasons can be identified to explain the drop in scores to the previous reporting year. Overall, the satisfaction level is strong, which is supported by a continuing low complaints trend over recent years.

Q1	Q2	Q3	Q4
n/a	n/a	n/a	4.21

Responsible Manager: Head of Regulation

Number	Aim	Baseline	Target/Indicator	Measure								
2.4	Improve quality of Regulatory decision making through post decision quality checking.	N/A – no previous process in place to measure.	90% of cases checked show no material process or procedural failures.	Material process or procedural failures are considered failed or incorrect actions which would potentially negatively impact the Commission if appealed. Measure is % of checked cases which contained no material errors.								
<u>PROGRESS</u>												
Checking introduced in June 2025 for this metric. A selection of 10 random cases is checked each month by Senior Caseworkers for the month prior. No major issues identified.												
<table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>90%</td> <td>90%</td> <td>100%</td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	100%	90%	90%	100%
Q1	Q2	Q3	Q4									
100%	90%	90%	100%									
Responsible Manager: Head of Regulation												

Our Outcome		3 POLICY FUNCTION			
No	Date	Milestone	RAG Status	Responsible Manager	Details
3a	June 2025	Publish the Vision for Crofting and accompanying document to show where crofting is now in relation to the Vision.	NOT ACHIEVED	Head of Policy	This project is formally on hold indefinitely, as the board decided in mid-2025 that it was not appropriate for it to proceed due to the Crofting and Scottish Land Court Bill going through parliament.
3b	October 2025	Launch work to promote croft succession through direct communication with crofters (funding dependent).	ACHIEVED	Head of Policy	Succession packs and surveys issued to all crofts that haven't previously received one. Including Gaelic packs for some areas.
3c	March 2026	Complete post succession work to determine success and active outcomes from it.	ACHIEVED	Head of Policy	Succession surveys have all been recorded. The analysis will be presented in conjunction with the Annual Notice questionnaire results (in the 26-27 reporting year).
3d	May 2025	Implement new process for policy change management within the Crofting Commission, specifically for policies around how the Commission undertakes its regulatory responsibilities.	ACHIEVED	Head of Policy	Process and documentation set up and in use.

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
3.1	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	Issue succession packs to all eligible crofters in relevant areas by Oct 2025.	Records of administrative action of packs issued.

PROGRESS

All packs produced and despatched to crofters in Q2. All packs returned processed and draft report produced. Due to go to the Commission Board in June 2026.

Q1	Q2	Q3	Q4
-	11,976	-	-

Responsible Manager: Head of Policy

Number	Aim	Baseline	Target/Indicator	Measure
3.2	Undertake a review of the Policy Plan and application guidance for regulatory applications. Produce supplementary guidance for the Policy Plan to make the application process clearer for potential future applicants and streamline the regulatory process by reducing the need for follow up information gathering.	N/A	Production of supplementary guidance for all application types through the 2025/26 and 2026/27 reporting year, to feed into the next Policy Plan in 2027.	Published supplementary documents.

PROGRESS

Q1: Initial papers presented to the Board in June 2025. These included the Commission approach to the policy review work, which was approved with an action to bring a board paper presenting the schedule of policy papers. A draft Apportionment policy was presented with current practices and future considerations. The action was to bring back the draft policy with recommended changes and consider proposed future changes in further detail. Work on track against a planned 18 month timetable.

Q2: Work still on track. The team are to present the second paper focussing on residency policy in the October 2025 Board meeting. At this time, the final apportionment policy is planned for sign off, which includes significant work on proposed changes to applications for another purposeful use. A series of strategic scoping meetings has been introduced and commenced, the purpose of which are to allow the Commission Board to directly discuss their policy goals with the Commission Policy team. These ensure a clear strategic measure is communicated and reduce the need for repeated papers to be brought.

Q3: Several interim policy statements have been approved by the board (Apportionments, Residency, Sublet and Short Term Let, Consent to be Absent). Scoping meetings have been successfully implemented and are enabling a faster turnaround of policy development. Scoping meetings and policy papers are ongoing. Work is ongoing on the implementation of the new interim policies.

Q4: Work is ongoing with policy development scoping meetings and board meeting policy discussions. Implementation of the approved interim policies is ongoing and is limited by other major pieces of work include the crofting bill implementation and the internal casework system replacement.

Interim policy statements approved by the board:

Q1	Q2	Q3	Q4
-	-	4	-

Responsible Manager: Head of Policy

Number	Aim	Baseline	Target/Indicator	Measure
3.3	Engagement with external stakeholders to promote the interests of crofting, keep matters relating to crofting under review and collaboration on development within crofting areas.	N/A	Presence at all key stakeholder meetings throughout the reporting year.	Commission attendance at external meetings.

PROGRESS

This is a minimal but important part of the work of the policy team. It includes external events attended by members of the policy team either online or in person and includes meetings arranged directly with external stakeholders on topics or as a regular update (such as the Scottish Land Matching Service update meetings).

Q1	Q2	Q3	Q4
4	3	3	6

Responsible Manager: Head of Policy

Our Outcome 4 GRAZINGS FUNCTION					
No	Date	Milestone	RAG Status	Responsible Manager	Details
4a	May 2025	Establish a standard welcome pack for all newly appointed grazings committees.	ACHIEVED	Grazings Manager	Pack in place and now issued as a matter of course from 1 st April 2025.
4b	March 2026	Process all outstanding draft regulations which have been submitted to the Commission to completion and come back to a steady state of operating.	PARTIALLY ACHIEVED	Grazings Manager	Four historic draft regulations remain from the original 13 cases. The cases which have been processed through to completion have generally had an element of complexity with additional items being added into the basic template. On a positive note, these cases have provided a learning experience for the team moving forward and will enhance future processing. The remaining cases will now be focused on to close off in the coming quarter.
4c	March 2026	Continued work with the Farm Advisory Service to deliver Common grazings related training throughout the crofting counties.	ACHIEVED	Grazings Manager	Thirteen workshops have been provided within the 25/26 period throughout the Crofting Counties. These workshops were a mixture of our introductory and advanced courses. The average attendance across these meetings was 10 people which demonstrates there is still a healthy demand. The Farm Advisory Service have stated that due to the demand and the positive feedback they are content to continue to fund these workshops in the coming year.
4d	March 2026	Make contact with all unregulated grazings committees with a view to becoming regulated.	PARTIALLY ACHIEVED	Grazing Manager	Target was not possible, partially due to in year resource issues, and partially due to being too large in scope. Currently working towards confirming regulations for the two largest common grazings with hundreds of shareholders between them. These are significant pieces of work, nearing completion, and will assist regulatory casework to a high degree moving forward due to the established shareholder positions.

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
4.1	Issue reminders to all grazings committees whose term of office expires, within one month of the out of office date with standard follow up procedures.	N/A	No committees have gone out of office without contact by the Grazings team.	Administrative records.

PROGRESS

195 Grazings committees went out of office within the 25/26 period with all of them being contacted at least 1 month prior to their end of term date. The reminder advises them of the requirement to take the necessary steps to form a new Grazings committee. This year has seen an overall drop from 480 to 467 at the end of the 25/26 period. However, it is noted that there was a large number (79) of committees who went out of office in the final quarter. It's expected that a number of these committees which to date have not returned a committee will do so in the coming weeks. Also, of note this year are that 12 long term out of office situations have been resolved through the creation of a new committee

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Grazings Manager

Number	Aim	Baseline	Target/Indicator	Measure
4.2	Respond to all correspondence/telephone calls to provide guidance/support within stated timescales.	N/A	95% of enquiries responded to within CC service standards timescale (10 working days).	Administrative records.

PROGRESS

The team received 518 queries with varying degrees of complexity. Over the whole 25/26 period we maintained an overall response rate of 98% within the agreed 10-day response time.

Q1	Q2	Q3	Q4
100%	96%	98%	99%

Responsible Manager: Grazings Manager

Number	Aim	Baseline	Target/Indicator	Measure
4.3	Process all submitted drafts of new regulations.	14 outstanding submissions.	All 14 confirmed.	Administrative records.

PROGRESS

Four cases remain open from the historic 14 cases. These are expected to be cleared in Q1 of 2026/27.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	PARTIALLY ACHIEVED

Responsible Manager: Grazings Manager

Number	Aim	Baseline	Target/Indicator	Measure
4.4	Action any potential shareholder anomalies regrading shareholdings highlighted, within one calendar month (where possible).	N/A	90% resolved within a calendar month.	Administrative records.

PROGRESS

82 shareholding investigation requests were received by the Grazings team within the 25/26 period of which 3 remain outstanding. These investigations can cover multiple holdings. These requests are received from both internal and external sources. The internal sources are usually in connection with a regulatory application where there is a disparity between the Register of Crofts and an application form. This task ultimately ensures that the Register is accurate in relation to shareholding positions and where anomalies are encountered the Register is corrected to show the true position.

Q1	Q2	Q3	Q4
GREEN	AMBER	AMBER	ACHIEVED

Responsible Manager: Grazings Manager

Number	Aim	Baseline	Target/Indicator	Measure
4.5	Education through the delivery of both introductory and advanced workshops to support and empower grazings committees.	N/A	Twelve Workshops delivered (mix of introductory & advanced).	Administrative records.

PROGRESS

Thirteen workshops have been provided within the 25/26 period throughout the Crofting Counties. These workshops were a mixture of our introductory and advanced courses. The average attendance across these meetings was 10 people which demonstrates there is still a healthy demand with positive feedback being obtained throughout the year.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Grazings Manager

Our Outcome 5 RESIDENCY AND LAND USE (DUTIES) FUNCTION					
No	Date	Milestone	RAG Status	Responsible Manager	Details
5a	July 2025	Write to a selection of tenant and owner-occupier crofters who have indicated in their 2024 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 97 tenant and owner-occupier crofters who have indicated that they are in breach of their residence duty have been written to.
5b	July 2025	Write to a selection of crofters and owner-occupier crofters who have not responded to the 2024 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	Spreadsheet detailing 2024 Annual Notice non-returners has been obtained, and the Team have selected a list of 61 cases for croft visits and inspection reports by RPID colleagues.
5c	Aug 2025	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 that they submit proposals for letting the croft.	PARTIALLY ACHIEVED	Head of Regulatory Support	The Team have implemented and launched a system to accept reports of non-residence and non-land use in respect of vacant crofts. Will liaise with Comms colleagues to discuss and agree a plan for publicising further.
5d	Sept 2025	Write to a selection of tenant and owner-occupier crofters who have indicated in their 2024 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 29 tenant and owner-occupier crofters who have indicated that they are in breach of the duty to cultivate their crofts have been written to.
5e	June 2025	Provide a list of cases (both tenant and owner-occupier crofters) for SGRPID to carry out inspections to report on whether the land use duties are being complied with.	ACHIEVED	Head of Regulatory Support	Spreadsheets detailing 2024 Annual Notice returners who have indicated they are complying with the land use duties has been obtained and the Team have selected a list of 27 cases for croft visits and inspection reports by RPID colleagues.

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
5.1	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.	10 in Apr 24 – Mar 25	At least 150 resolutions to breaches of duty, unresolved successions or vacant crofts delivered through Commission action (numbers will be reported separately for 5.1 -5.4 but the target relates to the total of the four categories of intervention)	Records of administrative action.

PROGRESS

In the course of the year:

Unresolved succession (section 11): The Commission is currently dealing with 25 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: **three** cases have progressed to the issuing of a section 11(8) notice terminating the tenancies of crofts in Dornie (Kintail), Achtoty (Sutherland) and Strathy West (Farr). We have approved proposals in respect of the crofts at (i) Achtoty to let the croft to a new entrant to crofting, and (ii) Strathy West to let the croft to an existing crofter. We issued an 11(8) notice terminating the tenancy of a croft at Dornie, declaring it vacant and at the same time requesting letting proposals with a statutory 5 month period. No letting proposals were received and therefore the Commission will take on the letting of the croft.

Vacant croft (section 23): The Commission has approved **four** re-letting proposals to let crofts in Jura to new entrants to crofting. One croft remains vacant on the same estate in Jura and the Commission will continue to liaise with the landlord to obtain letting proposals in respect of that remaining croft.

The Commission are also currently liaising with a public sector landlord with a view to letting four vacant crofts where the tenancy was terminated under the duties enforcement provisions of the 1993 Act. Of those four, the Commission has approved applications to let **two** of the vacant crofts (both in Skye) to existing crofters, and is currently awaiting applications to let the other two vacant crofts in Barra.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure
5.2	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.	21 in Apr 24 – Mar 25	(see 5.1)	Records of administrative action.

PROGRESS

In the course of the year:

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

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure
5.3	Number of RALU breaches resolved by the assignation, subletting or renunciation of a tenanted croft, by the letting or sale of an owner-occupied croft, or by obtaining Consent to be Absent.	113 in Apr 24 – Mar 25	(see 5.1)	Records of administrative action

PROGRESS

During the course of the year:

- **24** crofters resolved their breach of duty by assigning the tenancy of their crofts;
- **11** owner-occupier crofters sold/transferred ownership of their crofts;
- **3** Owner-occupier crofters let the tenancy on a full crofting let
- **41** crofters resolved their breach on a temporary basis by subletting their crofts;
- **33** owner-occupier crofters resolved their breach on a temporary basis by letting their owner-occupied croft on a short let
- **47** crofters obtained consent to be absent from their crofts
- **One** crofter resolved their breach by complying with an undertaking provided in terms of section 26D of the 1993 Act.

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure
5.4	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 in Apr 24 – Mar 25	(see 5.1)	Records of administrative action

PROGRESS

During the course of the year:

- Made **3** decision that, following an investigation, the crofter was not in breach;
- Issued **75** notices of suspected breach of duty under section 26C(1);
- Made **8** decision that there was a good reason not to issue a suspected breach of duty notice;
- Made **73** decisions that a crofter was in breach of duty under section 26C(5);
- Made **9** decisions that a crofter was not in breach of duty under section 26C(5);
- Issued **36** 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);
- Made **13** decision accepting an undertaking to comply with the duty within a timescale the Commission consider reasonable under section 26D(5);
- Made **2** decisions rejecting undertakings proposed by the crofter in breach under section 26D(5);
- Issued **11** orders terminating crofter's tenancies under section 26H; one in Barra, one in Harris, three in South Uist, one in Sutherland, one in Gairloch, three in the Isle of Lewis, and one in Kilmuir, Isle of Skye.
- Considered in **3** cases that there was a good reason not to make an order terminating the crofter's tenancy under section 26(H).

Q1	Q2	Q3	Q4
GREEN	GREEN	GREEN	ACHIEVED

Responsible Manager: Head of Regulatory Support

Number	Aim	Baseline	Target/Indicator	Measure
5.5	Ensuring owners of vacant crofts resolve their failure to reside or cultivate the croft by (i) taking up residence and/or working the croft (ii) letting the croft or (iii) transferring ownership of the croft.	N/A	Completed notifications of action.	Records of administrative action

PROGRESS

The Commission are currently processing two notifications of failings by owners of vacant crofts to reside or cultivate their crofts. One of the cases has been resolved by the sale of the vacant croft, the other case remains under consideration and spans reporting years.

Q1	Q2	Q3	Q4
AMBER	AMBER	AMBER	ACHIEVED

Responsible Manager: Head of Regulatory Support

Our Outcome		6 INFORMATION SERVICES FUNCTION			
No	Date	Milestone	RAG Status	Responsible Manager	Details
6a	Dec 2025	Launch notification system – subscribers to get notified of new applications in selected areas.	ACHIEVED	Head of Digital	Staff feedback addressed, intro for Comms and Annual Notice done. Hosting being prepared now.
6b	Dec 2025	Auto population of Online Application form answers into Croft Information System Case Form.	ACHIEVED	Head of Digital	Progress on example case type is good. Data is populated into Croft Information System case form. Development is currently focusing on validation of data to allow for automated processing.
6c	Oct 2025	Launch interactive mapping BETA to external testing.	PARTIALLY ACHIEVED	Head of Digital	On hold.
6d	Sept 2025	Windows 11 migration.	ACHIEVED	Head of Digital	Windows 11 Virtual Desktop is now live. Windows 11 for laptops at 94%.
6e	Sept 2025	Structured call logging feature within Croft Information System, replacing the current Excel sheet method for logging incoming calls and emails. This solution aims to streamline handovers, improve accessibility and enhance record-keeping.	PARTIALLY ACHIEVED	Head of Digital	Feedback has been implemented. Testing to be scheduled in the coming weeks. Dependency on Croft Information System Release 67 (April 26)

Number	Aim	Baseline	Target/Indicator	Measure
6.1	Reduce GIS initial case turnaround time	3-4 weeks in 2024	GIS initial case turnaround time of 2 weeks	Average GIS case turnaround time over the year

PROGRESS

At time of writing, the oldest case for GIS is 2 weeks old. Workflow changes are being incorporated in the Croft Information System to better track the figures.

Q1	Q2	Q3	Q4
100%	100%	100%	100%

Responsible Manager: Head of Digital

Number	Aim	Baseline	Target/Indicator	Measure								
6.2	All laptops migrated to Windows 11	< 5% in January 2025	100% in July 2025	Laptops running Windows 11								
PROGRESS												
Windows 11 has been rolled out to all virtual desktops in September 2025. By the end of March 2026, 100% of the laptops had successfully been migrated to Windows 11.												
<table border="1"> <thead> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>0%</td> <td>35%</td> <td>95%</td> <td>100%</td> </tr> </tbody> </table>					Q1	Q2	Q3	Q4	0%	35%	95%	100%
Q1	Q2	Q3	Q4									
0%	35%	95%	100%									
Responsible Manager: Head of Digital												

Number	Aim	Baseline	Target/Indicator	Measure								
6.3	Call notes and handover notes accessible in Croft Information System	N/A	All calls / emails requiring handover or follow-up by the regulatory team are logged in Croft Information System as of Sep 2025	Calls/E-mails logged in Croft Information System								
PROGRESS												
Key user testing has been completed. Rolled out.												
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Q1	Q2	Q3	Q4									
N/A	N/A	N/A	ACHIEVED									
Responsible Manager: Head of Digital												

Number	Aim	Baseline	Target/Indicator	Measure								
6.4	Feedback on interactive mapping Beta	N/A	10% of Decrofting Applications through the Digital Application Portal have used the mapping tool to create a map by December 2025	Number of applications with maps produced by mapping tool. Feedback requested from each applicant/agent using the mapping tool.								
PROGRESS												
Internal feedback has been gathered in two rounds and has led to significant changes. We are now determining the beta scope and audience. Work on this App has been paused in order to prioritise the website platform replacement and Croft Information System replacement.												
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Q1	Q2	Q3	Q4									
N/A	N/A	N/A	PARTIALLY ACHIEVED									
Responsible Manager: Head of Digital												

Number	Aim	Baseline	Target/Indicator	Measure								
6.5	Wordpress platform development & migration	40% in December 2024	100% of current website content and functionality in May 2025	Core functionalities and content items.								
<u>PROGRESS</u>												
Staff feedback has been processed, and introductions to the platform and annual notice portal have been done for the Comms team. Load testing has successfully passed.												
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Q1	Q2	Q3	Q4									
100%	100%	100%	100%									
Responsible Manager: Head of Digital												

Number	Aim	Baseline	Target/Indicator	Measure								
6.6	Reduce manual input of data on a case	N/A	20% of application types by Dec 2025	Case types with auto populated case form for online applications.								
<u>PROGRESS</u>												
Auto population works in test for a single application type. Before expanding to other types, we are currently working on validation technology for the entered data, as this may bring opportunities for automated processing.												
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Q1	Q2	Q3	Q4									
N/A	N/A	N/A	ACHIEVED									
Responsible Manager: Head of Digital												

Our Outcome 7 CORPORATE AND CUSTOMER SERVICE FUNCTION					
No	Date	Milestone	RAG Status	Responsible Manager	Details
7a	April 2025	Finalise action plan following 2024 People Survey	ACHIEVED	Director of Corporate Services	Completed in consultation with Staff Engagement Group
7b	Sept 2025	Implement action plan following 2024 People Survey	ACHIEVED	Director of Corporate Services	Completed -all actions identified, delivered or on-going
7c	Jan 2026	Update Medium Term Financial Plan and Workforce Plan in line with budget allocation and resource needs	PARTIALLY ACHIEVED	Director of Corporate Services	Finance Team has updated MTFP. The Executive Team will carry out a full review of the Workplan in Q3 2026/27, due to implications of Crofting Bill.
7d	July 2025	Relaunch crofter's newsletter	ACHIEVED	Customer Services Manager	Executive Team decided in January 2026 that a newsfeed would be available on the new website, which can be subscribed to, instead of a traditional newsletter, due to GDPR concerns.
7e	Jan 2025	Implement consistent processing of enquiries for all teams, to ensure responses to customers meet our standards of service	ACHIEVED	Customer Services Manager	System in place
7f	Mar 2025	File scanning project to begin and first tranche of files, identified by records manager, to be scanned	ACHIEVED	Customer Services Manager	Project on target. Estates files completed. Township files started.
7g	Mar 2026	Review all regulatory decision letter templates to apply principles of plain English and increase readability.	PARTIALLY ACHIEVED	Customer Services Manager	Project paused.

PERFORMANCE MEASURES

Number	Aim	Baseline	Target/Indicator	Measure
7.1	Employee engagement Index	60% in October 2024	63% or above	SG people survey, October 2025
PROGRESS				
Multiple interventions throughout the year to support employee wellbeing. The results of the annual People Survey came in late in December 2025, showing a staff engagement score of 64% for the Commission, compared with 60 % in 2024.				
Q1	Q2	Q3	Q4	
N/A	N/A	N/A	ACHIEVED	
Responsible Manager: Director of Corporate Services				

Number	Aim	Baseline	Target/Indicator	Measure
7.2	Corporate travel and office carbon emissions	18.5 tCO2e in 2023/24	Below 18.5 tCO2e in 2024/25 with a view to embedding a carbon management plan in 2025/26.	Baseline now captures Scope 1, 2 & 3 including emissions relating to remote workers. Note that this is measured a year in arrears.
PROGRESS				
A Net-Zero Plan was approved by the Board in February 2026.				
Data is captured one year in arrears. In 2024/25 our emissions were 47.7 tonnes of CO2, of which 30.6 tonnes is attributable to home working emissions which have been fully captured for the first time. Our original target baseline of 18.5 tCO2e captured business travel and office emissions. Our actual for the year within these categories is 17 tCO2e.				
While boundary expansion will initially lead to an increase in our carbon footprint, this does not represent a decline in progress; rather, it is a demonstration of our commitment to becoming more transparent and proactive. It will take time to capture the ‘bigger picture’ but we will endeavour to set this into context by identifying the reductions in Scope 3 commuting emissions and Scope 2 office downsizing emissions within future years reporting.				
Q1	Q2	Q3	Q4	
Red	Red	Green	ACHIEVED	
Responsible Manager: Head of Finance				

Number	Aim	Baseline	Target/Indicator	Measure
7.3	Redeploy efficiency savings within £4.87m core budget	n/a	3%	Funding redeployed as a result of efficiencies in existing operations

PROGRESS

Reducing our costs to maximise funding for our regulatory work continues to be a priority. During the year, the Commission continued to review its staff structure to ensure resources were focussed upon frontline tasks. Participating within Scottish Government collaborative contracts, combined with further travel cost economies being achieved via hybrid working practices has contributed towards additional efficiency savings. Reducing the size of our office floorplate requirements along with significant software licence savings are specific examples that contributed towards the Commission meeting its target for efficiency savings of 3% on our 2025/26 baseline budget of £4.888M. Overall, we recorded 3.3% or approximately £162,000 of efficiency savings during 2025/26.

Q1	Q2	Q3	Q4
Green	Green	Green	ACHIEVED

Responsible Manager: Head of Finance

Number	Aim	Baseline	Target/Indicator	Measure
7.4	All teams use handover log	75% teams Jan 2025	All teams	Monthly stats show usage per team

PROGRESS

Systems in place.

Q1	Q2	Q3	Q4
100%	100%	100%	ACHIEVED

Responsible Manager: Customer Services Manager

Number	Aim	Baseline	Target/Indicator	Measure
7.5	File scanning project	10 files per week	15 files per week	Funding redeployed as a result of efficiencies in existing operations

PROGRESS

All estate files were scanned and completed. Township files were started. 2,131 apportionment files scanned.

Q1	Q2	Q3	Q4
40%	42%	100%	ACHIEVED

Responsible Manager: Customer Services Manager

Key to RAG definitions

R – Red A – Amber G – Green

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

GREEN is anything better than AMBER: no shortfall is anticipated.

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

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

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