

SCOTTISH BORDERS COUNCIL CORPORATE PRIORITIES

SUMMARY OF PERFORMANCE Q3 2016/17

HOW ARE WE DOING?

In 2013, we published our Corporate Plan, with eight priorities to work towards over a five year period. This summary provides an overview of performance during Q3 2016/17, under each of the 8 Corporate Priorities. We continue to make significant progress across a number of key areas such as the economy and education, but recognise that there are ongoing challenges to face in the coming years. Reviewing performance information regularly is a vital part of ensuring we stay focused on what is important; **ensuring the best quality of life for everyone in the Scottish Borders, prosperity for our businesses and good health and resilience for all our communities.**

KEY

A mixture of performance information is provided under each priority:

The top half of each page contains high level performance indicators that show, for example, the general health of the economy. For comparison we have included last years figure and any Scottish data (where applicable). While the Council may have influence over these indicators, they are largely contextual in nature, and the information is displayed within a grey box.

EMPLOYMENT RATE

76.2%
of people **aged between 16-64**
are now in employment

Scotland	73.1%
SB last year	78.3%

APPRENTICESHIPS

42
apprentices are employed
with SBC as of Q1 2016/17

(up from 25 in Q1 15/16)

The bottom half of each page contains performance indicators that we have more influence over, for example, how quickly we process planning applications.

Information for each indicator is displayed within a white box above a coloured section. This coloured section (where applicable) will be either Green, Amber or Red and shows where performance has improved or reduced against the **previous year**.

- green - improved performance
- amber - a minor change in performance
- red - area for improvement

OUR CORPORATE PRIORITIES



ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES

HOW ARE WE DOING?

October 2016 - December 2016:

CUSTOMER INTERACTIONS 36,848 interactions with the public were handled by our Customer Service staff via email, face to face contact, phonecalls and mail in Q3 2016/17	FREEDOM OF INFORMATION REQUESTS (FOI) 303 requests for information under the Freedom of Information Act were received in Q3 2016/17	COMPLAINTS 130 customer complaints were handled by SBC in Q3 2016/17	SOCIAL WORK SERVICE COMPLAINTS 30 complaints received regarding the Social Work service in Q3 2016/17
SBC Q3 15/16 44,338	SBC Q3 15/16 256	SBC Q3 15/16 123	SB Q3 15/16 11

Learning from Complaints Improving Road Signage

A customer complained after driving a stretch of road near Jedburgh. They were stopped by road operatives laying hot tar and advised that they could not continue their journey and should follow the diversion signs. The customer explained there were no road closed or diversion signs erected with the operative unable to help.

The complaint was investigated and it was found that advance warning signage should have been put in place prior to works commencing.

Further process improvements implemented will ensure that appropriate signage is erected prior to any road works commencing with additional consultation undertaken with local residents and businesses where necessary ahead of planned road works.

ICT customer focus online services partnership ICT customer focus online services partnership

Our performance during Q3 2016/17

CUSTOMER INTERACTIONS 13,659 face to face interactions were logged by our Contact Centres during Q3 2016/17	FREEDOM OF INFORMATION 95% of FOI requests were completed on time in Q3 2016/17	COMPLAINTS Our average response times for complaints for Q3 2016/17 were as follows: Stage 1 complaints 3.8 days (up from 3.7 in Q3 15/16)	In Q3 2016/17 we closed: 87.5% of complaints at stage 1 within 5 working days (up from 84.7% in Q3 15/16)
21,657 phone interactions were logged by our Contact Centres in Q3 2016/17	SOCIAL MEDIA The number of engagements during Q3 2016/17. 31,980 17,543	Stage 2 complaints 15.3 days (up from 14.5 in Q3 15/16)	94.7% of complaints at stage 2 within 20 working days (up from 76.9% in Q3 15/16)
(down from 14,644 in Q3 15/16)	(down from 96% in Q3 15/16)	(up from 18.8 in Q3 15/16)	66.7% of escalated complaints within 20 working days (figure same as in Q3 15/16)



Priority 8: Excellent Public Services– Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By																		
Total number of interactions (taken through CRM) by Customer Services	<p>CP08-P066P How many transactions were logged as handled by Customer Services staff?</p> <table border="1"> <caption>CP08-P066P Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>39,450</td> </tr> <tr> <td>Q4 2015/16</td> <td>46,672</td> </tr> <tr> <td>Q1 2016/17</td> <td>46,042</td> </tr> <tr> <td>Q2 2016/17</td> <td>44,665</td> </tr> <tr> <td>Q3 2016/17</td> <td>36,848</td> </tr> </tbody> </table>	Quarter	Value	Q3 2015/16	39,450	Q4 2015/16	46,672	Q1 2016/17	46,042	Q2 2016/17	44,665	Q3 2016/17	36,848	36,848	<p>How we are performing: There has been a decrease in the number of interactions for Quarter 3 by 7817 compared to Quarter 2 and a decrease of 2602 compared to the same period last year.</p> <p>Actions we are taking to improve/maintain performance: We actively promote the website and the Customer Services 0300 100 1800 line and are continually working to increase the number of services delivered digitally and to encourage self-service.</p>			Les Grant						
Quarter	Value																							
Q3 2015/16	39,450																							
Q4 2015/16	46,672																							
Q1 2016/17	46,042																							
Q2 2016/17	44,665																							
Q3 2016/17	36,848																							
Face-to-Face interactions (taken through CRM) by Customer Services (CP08-P63)	<p>Exec - Customer Services Interactions logged on CRM</p> <table border="1"> <caption>Exec - Customer Services Interactions Data</caption> <thead> <tr> <th>Quarter</th> <th>CP08-P063P</th> <th>CP08-P065P</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>14,644</td> <td>23,639</td> </tr> <tr> <td>Q4 2015/16</td> <td>16,709</td> <td>28,266</td> </tr> <tr> <td>Q1 2016/17</td> <td>16,051</td> <td>28,603</td> </tr> <tr> <td>Q2 2016/17</td> <td>16,575</td> <td>26,625</td> </tr> <tr> <td>Q3 2016/17</td> <td>13,659</td> <td>21,657</td> </tr> </tbody> </table>	Quarter	CP08-P063P	CP08-P065P	Q3 2015/16	14,644	23,639	Q4 2015/16	16,709	28,266	Q1 2016/17	16,051	28,603	Q2 2016/17	16,575	26,625	Q3 2016/17	13,659	21,657	13,659	<p>Observations: There has been a decrease of 2,916 in the number of Face-to-Face interactions taken through CRM than the previous quarter.</p> <p>In comparison to quarter 3 of 2015/16 there has been a reduction of 985 Face-to-Face interactions.</p> <p>Work is on-going to move our services on-line</p>			Les Grant
Quarter	CP08-P063P	CP08-P065P																						
Q3 2015/16	14,644	23,639																						
Q4 2015/16	16,709	28,266																						
Q1 2016/17	16,051	28,603																						
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Voice interactions (taken through CRM) by Customer Services (CP08-P65)	<table border="1"> <caption>Voice Interactions Data</caption> <thead> <tr> <th>Quarter</th> <th>CP08-P063P</th> <th>CP08-P065P</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>14,644</td> <td>23,639</td> </tr> <tr> <td>Q4 2015/16</td> <td>16,709</td> <td>28,266</td> </tr> <tr> <td>Q1 2016/17</td> <td>16,051</td> <td>28,603</td> </tr> <tr> <td>Q2 2016/17</td> <td>16,575</td> <td>26,625</td> </tr> <tr> <td>Q3 2016/17</td> <td>13,659</td> <td>21,657</td> </tr> </tbody> </table>	Quarter	CP08-P063P	CP08-P065P	Q3 2015/16	14,644	23,639	Q4 2015/16	16,709	28,266	Q1 2016/17	16,051	28,603	Q2 2016/17	16,575	26,625	Q3 2016/17	13,659	21,657	21,657	<p>Observations: The number of voice interactions in Quarter 3 has decreased by 1982 over the number taken in Quarter 3 2015/16.</p> <p>Actions we are taking to improve/maintain performance: We actively use media campaigns to promote our services and the Customer Services 0300 100 1800 line. We continue to promote the Customer Relationship Management (CRM) system corporately. Work on training new starts and existing staff is on-going. We are also working to channel shift customers to on-line self-service options.</p>			Les Grant
Quarter	CP08-P063P	CP08-P065P																						
Q3 2015/16	14,644	23,639																						
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Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Number of Social Work Statutory Complaints Received	<p>CP08-P030P How many complaints were received by our Social Work service?</p> <table border="1"> <caption>CP08-P030P Data</caption> <thead> <tr> <th>Quarter</th> <th>Complaints Received</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>11</td> </tr> <tr> <td>Q4-2015/16</td> <td>20</td> </tr> <tr> <td>Q1-2016/17</td> <td>29</td> </tr> <tr> <td>Q2-2016/17</td> <td>10</td> </tr> <tr> <td>Q3-2016/17</td> <td>30</td> </tr> </tbody> </table>	Quarter	Complaints Received	Q3-2015/16	11	Q4-2015/16	20	Q1-2016/17	29	Q2-2016/17	10	Q3-2016/17	30	30	<p>Observations: Increase in the number of complaints received within social work during quarter three. 9 of these complaints are for SB Cares which are being dealt with in accordance with SBC Social Work procedures.</p>			Sylvia Mendham
Quarter	Complaints Received																	
Q3-2015/16	11																	
Q4-2015/16	20																	
Q1-2016/17	29																	
Q2-2016/17	10																	
Q3-2016/17	30																	
Number of Complaints Closed - All (excl. invalid & statutory Social Work)	<p>CP08-P010P How many complaints did we investigate to completion?</p> <table border="1"> <caption>CP08-P010P Data</caption> <thead> <tr> <th>Quarter</th> <th>Complaints Closed</th> </tr> </thead> <tbody> <tr> <td>Q2-2015/16</td> <td>123</td> </tr> <tr> <td>Q3-2015/16</td> <td>145</td> </tr> <tr> <td>Q4-2015/16</td> <td>175</td> </tr> <tr> <td>Q1-2016/17</td> <td>146</td> </tr> <tr> <td>Q2-2016/17</td> <td>130</td> </tr> </tbody> </table>	Quarter	Complaints Closed	Q2-2015/16	123	Q3-2015/16	145	Q4-2015/16	175	Q1-2016/17	146	Q2-2016/17	130	130	<p>Observations: In Q3 the majority of complaints were classified as 'Failure to Deliver Service' at 43%, followed by 'Employee Attitude' at 18% and 'Policy' at 16%.</p>			Les Grant;
Quarter	Complaints Closed																	
Q2-2015/16	123																	
Q3-2015/16	145																	
Q4-2015/16	175																	
Q1-2016/17	146																	
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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
Average times: the average time in working days to respond to complaints at stage one (SPSO-04a)	<p>SPSO-04aP How long in working days does it take on average to respond to a complaint at stage one?</p> <table border="1"> <caption>SPSO-04aP Data</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>3.7</td> </tr> <tr> <td>Q4 2015/16</td> <td>4.1</td> </tr> <tr> <td>Q1 2016/17</td> <td>3.6</td> </tr> <tr> <td>Q2 2016/17</td> <td>3.7</td> </tr> <tr> <td>Q3 2016/17</td> <td>3.8</td> </tr> </tbody> </table>	Quarter	Average Time (Days)	Q3 2015/16	3.7	Q4 2015/16	4.1	Q1 2016/17	3.6	Q2 2016/17	3.7	Q3 2016/17	3.8	3.8	<p>How are we performing: There has been an increase in the average number of days taken to respond to complaints at stage one for the same quarter last year but are well within target.</p> <p>Average time in working days to respond to complaints at stage one per department:</p> <p>Chief Executive - 2.5 days People - 5.4 days Place - 3.6 days</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Quarter	Average Time (Days)																	
Q3 2015/16	3.7																	
Q4 2015/16	4.1																	
Q1 2016/17	3.6																	
Q2 2016/17	3.7																	
Q3 2016/17	3.8																	
Average times: the average time in working days to respond to complaints at stage two (SPSO-04b)	<p>SPSO-04bP How long in working days does it take on average to respond to a complaint at stage two?</p> <table border="1"> <caption>SPSO-04bP Data</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>14.8</td> </tr> <tr> <td>Q4 2015/16</td> <td>16.9</td> </tr> <tr> <td>Q1 2016/17</td> <td>15.7</td> </tr> <tr> <td>Q2 2016/17</td> <td>15.1</td> </tr> <tr> <td>Q3 2016/17</td> <td>15.3</td> </tr> </tbody> </table>	Quarter	Average Time (Days)	Q3 2015/16	14.8	Q4 2015/16	16.9	Q1 2016/17	15.7	Q2 2016/17	15.1	Q3 2016/17	15.3	15.3	<p>How are we performing: Q3 2016/17 There has been an increase in the average number of days taken to respond to complaints at stage two for the same quarter last year but are well within target.</p> <p>Average time in working days to respond to complaints at stage two per department:</p> <p>Chief Executive - 19.4 days People - 13.7 days Place - 15.0 days</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Quarter	Average Time (Days)																	
Q3 2015/16	14.8																	
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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
<p>Average times: the average time in working days to respond to complaints after escalation (SPSO-04c)</p>	<p>SPSO-04cP How long in working days does it take on average to respond to a complain that has been escalated?</p> <table border="1"> <caption>SPSO-04cP Average Response Times</caption> <thead> <tr> <th>Quarter</th> <th>Average Response Time (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>18</td> </tr> <tr> <td>Q4 2015/16</td> <td>19.7</td> </tr> <tr> <td>Q1 2016/17</td> <td>11</td> </tr> <tr> <td>Q2 2016/17</td> <td>16.5</td> </tr> <tr> <td>Q3 2016/17</td> <td>12.3</td> </tr> </tbody> </table>	Quarter	Average Response Time (Working Days)	Q3 2015/16	18	Q4 2015/16	19.7	Q1 2016/17	11	Q2 2016/17	16.5	Q3 2016/17	12.3	12.3	<p>How are we performing: There were 3 stage two complaints that were escalated, all within the Place department. The average time taken to respond to the customer has decreased compared to the previous quarter.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Quarter	Average Response Time (Working Days)																	
Q3 2015/16	18																	
Q4 2015/16	19.7																	
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Q2 2016/17	16.5																	
Q3 2016/17	12.3																	
<p>Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints (SPSO-05a)</p>	<p>SPSO-05aP How many complaints at stage one are closed within five working days (as a percentage of all stage one complaints)?</p> <table border="1"> <caption>SPSO-05aP Percentage of Stage One Complaints Closed Within 5 Working Days</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>84.7%</td> </tr> <tr> <td>Q4 2015/16</td> <td>85.5%</td> </tr> <tr> <td>Q1 2016/17</td> <td>86.2%</td> </tr> <tr> <td>Q2 2016/17</td> <td>87.7%</td> </tr> <tr> <td>Q3 2016/17</td> <td>87.5%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2015/16	84.7%	Q4 2015/16	85.5%	Q1 2016/17	86.2%	Q2 2016/17	87.7%	Q3 2016/17	87.5%	87.5%	<p>How are we performing: There has been a slight increase of 2.8% in comparison to the same quarter last year, however overall the figure has remained fairly consistent.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			Les Grant
Quarter	Percentage																	
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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
<p>Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints (SPSO-05b)</p>	<p>SPSO-05bP How many complaints at stage two are closed within 20 working days (as a percentage of all stage two complaints)?</p> <table border="1"> <caption>SPSO-05bP Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>76.8%</td> </tr> <tr> <td>Q4 2015/16</td> <td>78.6%</td> </tr> <tr> <td>Q1 2016/17</td> <td>89.3%</td> </tr> <tr> <td>Q2 2016/17</td> <td>90.9%</td> </tr> <tr> <td>Q3 2016/17</td> <td>94.7%</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (%)	Q3 2015/16	76.8%	Q4 2015/16	78.6%	Q1 2016/17	89.3%	Q2 2016/17	90.9%	Q3 2016/17	94.7%	<p>94.7%</p>	<p>How are we performing: There has been an increase of 17.8% in comparison to the same period last year.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			<p>Les Grant</p>
Quarter	Value (%)																	
Q3 2015/16	76.8%																	
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<p>Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints (SPSO-05c)</p>	<p>SPSO-05cP How many escalated complaints are closed within 20 working days (as a percentage of all escalated complaints)?</p> <table border="1"> <caption>SPSO-05cP Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2015/16</td> <td>66.7%</td> </tr> <tr> <td>Q4 2015/16</td> <td>85.7%</td> </tr> <tr> <td>Q1 2016/17</td> <td>50%</td> </tr> <tr> <td>Q2 2016/17</td> <td>83.3%</td> </tr> <tr> <td>Q3 2016/17</td> <td>66.7%</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value (%)	Q3 2015/16	66.7%	Q4 2015/16	85.7%	Q1 2016/17	50%	Q2 2016/17	83.3%	Q3 2016/17	66.7%	<p>66.7%</p>	<p>How are we performing: There were 3 complaints within stage two that were escalated, all were within Place. There was 1 escalated complaint that did not meet the 20 day timeframe.</p> <p>Actions we are taking to improve/maintain performance: We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>			<p>Les Grant</p>
Quarter	Value (%)																	
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Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By												
FOI Requests Received	<p>CP08-P053P How many requests for information, under the Freedom of Information Act, did we receive?</p> <table border="1"> <caption>FOI Requests Received Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>256</td> </tr> <tr> <td>Q3 2015/16</td> <td>326</td> </tr> <tr> <td>Q1 2016/17</td> <td>250</td> </tr> <tr> <td>Q2 2016/17</td> <td>321</td> </tr> <tr> <td>Q3 2016/17</td> <td>303</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q2 2015/16	256	Q3 2015/16	326	Q1 2016/17	250	Q2 2016/17	321	Q3 2016/17	303	303	<p>Observations: The number of Freedom of Information requests made to SBC between October and December (Q3) was slightly lower than Q2 but higher than the same time last year.</p>			Nuala McKinlay
Quarter	Value																	
Q2 2015/16	256																	
Q3 2015/16	326																	
Q1 2016/17	250																	
Q2 2016/17	321																	
Q3 2016/17	303																	
% of FOI Requests Completed on Time	<p>CP08-P054P What percentage of requests for information received, under the Freedom of Information Act, did we complete on time?</p> <table border="1"> <caption>% of FOI Requests Completed on Time Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2 2015/16</td> <td>95%</td> </tr> <tr> <td>Q4 2015/16</td> <td>84%</td> </tr> <tr> <td>Q1 2016/17</td> <td>91%</td> </tr> <tr> <td>Q2 2016/17</td> <td>92%</td> </tr> <tr> <td>Q3 2016/17</td> <td>95%</td> </tr> </tbody> </table> <p>Legend: ■ Quarters, ■ Target (Quarters), — Family Group (previous yr) - Av., — SBC (previous yr) - Av., — Scotland (previous yr) - Av.</p>	Quarter	Value	Q2 2015/16	95%	Q4 2015/16	84%	Q1 2016/17	91%	Q2 2016/17	92%	Q3 2016/17	95%	95%	<p>How are we performing: SBC has made good progress this quarter, and steady progress over the longer term. Whilst we strive to reach 100%, many of the requests are very complex, and require information held across a number of departments.</p> <p>Actions we are taking to improve/maintain performance: All staff must undergo training on dealing with FOIs, and the streamlining of processes within departments, as well as the availability of information on SBC's new website, means that we can respond to the majority of FOI requests quickly and efficiently</p>			Nuala McKinlay
Quarter	Value																	
Q2 2015/16	95%																	
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Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2016 (Q3 2016/17)

Short Name	Trend Chart	Value	Commentary	Compared to same time last year	Status against Target	Managed By								
Number of Facebook Engagements	<p>CP08-P159 Number of Facebook Engagements</p> <table border="1"> <caption>Data for CP08-P159: Facebook Engagements</caption> <thead> <tr> <th>Quarter</th> <th>Engagements</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>~10,000</td> </tr> <tr> <td>Q2-2016/17</td> <td>~25,000</td> </tr> <tr> <td>Q3-2016/17</td> <td>31,980</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Engagements	Q3-2015/16	~10,000	Q2-2016/17	~25,000	Q3-2016/17	31,980	31,980	<p>Observations: On Facebook, SBC posts reached an estimated 262,685 people, with 31,980 engaging (liking, commenting, sharing) with posts). The number of Facebook followers has increase this quarter from 12,759 to 13,151.</p>	n/a		Tracey Graham
Quarter	Engagements													
Q3-2015/16	~10,000													
Q2-2016/17	~25,000													
Q3-2016/17	31,980													
Number of Twitter Engagements	<p>CP08-P160 Number of Twitter Engagements</p> <table border="1"> <caption>Data for CP08-P160: Twitter Engagements</caption> <thead> <tr> <th>Quarter</th> <th>Engagements</th> </tr> </thead> <tbody> <tr> <td>Q3-2015/16</td> <td>~10,000</td> </tr> <tr> <td>Q2-2016/17</td> <td>~17,500</td> </tr> <tr> <td>Q3-2016/17</td> <td>17,543</td> </tr> </tbody> </table> <p>■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Engagements	Q3-2015/16	~10,000	Q2-2016/17	~17,500	Q3-2016/17	17,543	17,543	<p>Observations: During the quarter, Twitter post links were clicked 17,543 times. The number of followers at the end of Q3 was 9,555 (+284 since end Q2).</p>	n/a		Tracey Graham
Quarter	Engagements													
Q3-2015/16	~10,000													
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