

SCOTTISH BORDERS COUNCIL CORPORATE PRIORITIES

SUMMARY OF PERFORMANCE Q3 2017/18

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 2017/18, 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

74.5%
of people **aged between 16-64**
are now in employment

Scotland Q2 17/18	73.9%
SB Q2 16/17	74.9%

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**.

21,855

phone interactions were logged by our **Contact Centres** in Q3 2017/18



(down from 21,657 in Q3 16/17)

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 2017 – December 2017:

CUSTOMER INTERACTIONS 37,861 interactions with the public were handled by our Customer Service staff via email, face to face contact, phonecalls and mail in Q3 2017/18 SBC Q3 16/17 36,848	FREEDOM OF INFORMATION REQUESTS (FOI) 369 requests for information under the Freedom of Information Act were received in Q3 2017/18 SBC Q3 16/17 303	COMPLAINTS 123 customer complaints were handled by SBC in Q3 2017/18 SBC Q3 16/17 130	SOCIAL WORK SERVICE COMPLAINTS 15 complaints received regarding the Social Work service in Q3 2017/18 SBC Q3 16/17 30
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The SBC Communications team created a social media advertising campaign to raise awareness of the Don't Buy It, Don't Supply It underage drinking campaign being run in conjunction with the Scottish Borders Safer Communities team.

The social media advertising ran in line with other activities related to the campaign, from 3 December to 2 January, to cover the festive period.

The campaign cost £300, targeting 13 to 17 year olds and 18 to 55 year olds.

The result was an estimated reach of almost 22,000 people who had seen the advert on either Facebook or Instagram at least once, with the advert appearing a total of 134,000 times on both platforms. There was a significantly larger percentage of people in the 13 to 17 year old age bracket who saw the advert on Instagram compared to the 18 to 55 year old age group.

The results of the campaign were a good return for the budget available, particularly compared to other advertising options.

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

Our performance during Q3 2017/18

CUSTOMER INTERACTIONS 14,449 face to face interactions were logged by our Contact Centres during Q3 2017/18 (up from 13,659 in Q3 16/17)	FREEDOM OF INFORMATION 93% of FOI requests were completed on time in Q3 2017/18 (down from 95% in Q3 16/17)	COMPLAINTS Our average response times for complaints for Q3 2017/18 were as follows: Stage 1 complaints 4.1 days (up from 3.8 days in Q3 16/17) Stage 2 complaints 17.1 days (up from 15.3 days in Q3 16/17) Escalated complaints 29 days (up from 12.3 days in Q3 16/17)	In Q3 2017/18 we closed: 84.8% of complaints at stage 1 within 5 working days (down from 87.5% in Q3 16/17) 70.0% of complaints at stage 2 within 20 working days (down from 94.7% in Q3 16/17) 0% of escalated complaints within 20 working days (down from 66.7% in Q3 16/17)
CUSTOMER INTERACTIONS 21,855 phone interactions were logged by our Contact Centres in Q3 2017/18 (up from 21,657 in Q3 16/17)	SOCIAL MEDIA The number of engagements during Q3 2016/17. 45,061 11,781		



Priority 8: Excellent Public Services– Executive Quarterly PIs

Short Name	Trend Chart	Value	Commentary	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 2016/17</td> <td>36,848</td> </tr> <tr> <td>Q4 2016/17</td> <td>44,523</td> </tr> <tr> <td>Q1 2017/18</td> <td>43,623</td> </tr> <tr> <td>Q2 2017/18</td> <td>44,724</td> </tr> <tr> <td>Q3 2017/18</td> <td>37,861</td> </tr> </tbody> </table>	Quarter	Value	Q3 2016/17	36,848	Q4 2016/17	44,523	Q1 2017/18	43,623	Q2 2017/18	44,724	Q3 2017/18	37,861	37,861	<p>Observations: Throughout Q3 there has been a decrease of 6,863 transactions taken through CRM when compared with Q2. When reviewing the same period last year there has been an increase of 1,013 interactions. These figures remain fairly consistent. We actively promote the website and the Customer Services 0300 100 1800 line. We are also continually working to increase the number of services delivered digitally and to encourage self-service.</p>		Les Grant						
Quarter	Value																						
Q3 2016/17	36,848																						
Q4 2016/17	44,523																						
Q1 2017/18	43,623																						
Q2 2017/18	44,724																						
Q3 2017/18	37,861																						
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>Value</th> </tr> </thead> <tbody> <tr> <td>Q3 2016/17</td> <td>13,659</td> </tr> <tr> <td>Q4 2016/17</td> <td>16,185</td> </tr> <tr> <td>Q1 2017/18</td> <td>15,965</td> </tr> <tr> <td>Q2 2017/18</td> <td>16,811</td> </tr> <tr> <td>Q3 2017/18</td> <td>14,449</td> </tr> </tbody> </table>	Quarter	Value	Q3 2016/17	13,659	Q4 2016/17	16,185	Q1 2017/18	15,965	Q2 2017/18	16,811	Q3 2017/18	14,449	14,449	<p>Observations: There has been a decrease of 2,362 face-to face interactions during Q3 when compared with Q2. In comparison to the same quarter last year (2016/17) there has also been an increase of 790 face-to-face interactions. The decrease in face-face interactions could be a result of our Contact Centres and Library Contact centres being closed over the holidays. Work continues on moving more of our services online.</p>		Les Grant						
Quarter	Value																						
Q3 2016/17	13,659																						
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Q2 2017/18	16,811																						
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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 2016/17</td> <td>13,659</td> <td>21,657</td> </tr> <tr> <td>Q4 2016/17</td> <td>16,185</td> <td>26,876</td> </tr> <tr> <td>Q1 2017/18</td> <td>15,965</td> <td>26,413</td> </tr> <tr> <td>Q2 2017/18</td> <td>16,811</td> <td>26,413</td> </tr> <tr> <td>Q3 2017/18</td> <td>14,449</td> <td>21,855</td> </tr> </tbody> </table>	Quarter	CP08-P063P	CP08-P065P	Q3 2016/17	13,659	21,657	Q4 2016/17	16,185	26,876	Q1 2017/18	15,965	26,413	Q2 2017/18	16,811	26,413	Q3 2017/18	14,449	21,855	21,855	<p>Observations: In Q3 the number of voice interactions decreased by 4,558 when compared with Q2. When making a comparison with Q3 last year (2016/17) there has been an increase of 198 voice interactions taken through CRM. The decrease experienced from the previous quarter may be attributed to the holidays and the office being closed during this time. Work continues on moving services online.</p>		Les Grant
Quarter	CP08-P063P	CP08-P065P																					
Q3 2016/17	13,659	21,657																					
Q4 2016/17	16,185	26,876																					
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Appendix 1: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, February 2018 (Q3 2017/18)

Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By
Number of Complaints Closed - All (excl. invalid & statutory Social Work)	<p>CP08-P010P How many complaints did we investigate to completion?</p>	123	See comments below		Les Grant

Observations:

In Q3 123 complaints were closed. 45.6% of complaints were classified as 'Justified' and 48.8% as 'Unjustified'. In addition 5.7% complaints were classified as 'Policy'. Below is a split of complaints closed during the period by locality and reason. Where a complaint has been logged anonymously it cannot be attributed to a locality and therefore shows as undefined. 7.26% of complaints closed were undefined in Q3.

Closure Stage Count:

	Teviot	Berwickshire	Cheviot	Eildon	Tweeddale	Undefined	Summary
Delay in Responding	0	0	2	2	2	2	8
Employee Attitude	2	4	4	2	4	2	18
Failure to Del Ser	9	12	14	11	14	3	63
Other	5	5	6	5	0	0	21
Policy	0	1	2	3	6	2	14
Totals	16	22	28	23	26	9	124

Cheviot and Tweeddale localities were the areas with the highest number of complaints (22.58% and 20.97% respectively) with the most popular classification reason being 'Failure to Deliver Service' across all five localities. Teviot received the fewest complaints accounting for 12.9% of complaints closed.

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Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By												
<p>Average times: the average time in working days to respond to complaints at stage one (SPSO-04a)</p>	<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 (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q3 2016/17</td> <td>3.8</td> </tr> <tr> <td>Q4 2016/17</td> <td>4.5</td> </tr> <tr> <td>Q1 2017/18</td> <td>3.5</td> </tr> <tr> <td>Q2 2017/18</td> <td>4.1</td> </tr> <tr> <td>Q3 2017/18</td> <td>4.1</td> </tr> </tbody> </table>	Quarter	Average Time (Working Days)	Q3 2016/17	3.8	Q4 2016/17	4.5	Q1 2017/18	3.5	Q2 2017/18	4.1	Q3 2017/18	4.1	4.1	<p>How are we performing: There has been no change to the average number of days taken to respond to complaints at stage one over the previous quarter. There has been a slight increase from Q3 last year, with the average time in working days being 3.8</p> <p>Actions we are taking to improve/maintain performance: Our Customer Relationship Management System is used to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
Quarter	Average Time (Working Days)																
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<p>Average times: the average time in working days to respond to complaints at stage two (SPSO-04b)</p>	<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 (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q3 2016/17</td> <td>15.3</td> </tr> <tr> <td>Q4 2016/17</td> <td>17.6</td> </tr> <tr> <td>Q1 2017/18</td> <td>18.1</td> </tr> <tr> <td>Q2 2017/18</td> <td>15</td> </tr> <tr> <td>Q3 2017/18</td> <td>17.1</td> </tr> </tbody> </table>	Quarter	Average Time (Working Days)	Q3 2016/17	15.3	Q4 2016/17	17.6	Q1 2017/18	18.1	Q2 2017/18	15	Q3 2017/18	17.1	17.1	<p>How are we performing: In Q3 there has been an increase in the average number of days taken to respond to complaints at stage two when compared with Q2. When compared with the same quarter last year (2016/17) there has also been an increase. The increase in the average number of working days taken to respond to complaints at stage 2 could be a result of offices being closed over the holidays.</p> <p>Actions we are taking to improve/maintain performance: We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
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Short Name	Trend Chart	Value	Commentary	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 complaint that has been escalated?</p> <table border="1"> <caption>SPSO-04cP Data</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Working Days)</th> </tr> </thead> <tbody> <tr> <td>Q3-2016/17</td> <td>12.3</td> </tr> <tr> <td>Q4-2016/17</td> <td>16.1</td> </tr> <tr> <td>Q1-2017/18</td> <td>14.6</td> </tr> <tr> <td>Q2-2017/18</td> <td>14.2</td> </tr> <tr> <td>Q3-2017/18</td> <td>29</td> </tr> </tbody> </table>	Quarter	Average Time (Working Days)	Q3-2016/17	12.3	Q4-2016/17	16.1	Q1-2017/18	14.6	Q2-2017/18	14.2	Q3-2017/18	29	<p>29</p>	<p>How are we performing: The average time taken to respond to the customer has increased when compared with the previous quarter. There has also been an increase when considering the same quarter last year (2016/17). The low number of complaints handled at this stage can result in significant fluctuations in performance if just one complaint is not handled within timescales.</p> <p>Actions we are taking to improve/maintain performance: We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		<p>Les Grant</p>
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<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 Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage of Complaints Closed</th> </tr> </thead> <tbody> <tr> <td>Q3-2016/17</td> <td>87.5%</td> </tr> <tr> <td>Q4-2016/17</td> <td>84.3%</td> </tr> <tr> <td>Q1-2017/18</td> <td>88.6%</td> </tr> <tr> <td>Q2-2017/18</td> <td>88.7%</td> </tr> <tr> <td>Q3-2017/18</td> <td>84.8%</td> </tr> </tbody> </table>	Quarter	Percentage of Complaints Closed	Q3-2016/17	87.5%	Q4-2016/17	84.3%	Q1-2017/18	88.6%	Q2-2017/18	88.7%	Q3-2017/18	84.8%	<p>84.8%</p>	<p>How are we performing: There has been a decrease of 3.9% when compared with the last quarter. In comparison to the same period last year there has also been a decrease of 2.7%.</p> <p>Actions we are taking to improve/maintain performance: We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		<p>Les Grant</p>
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Short Name	Trend Chart	Value	Commentary	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 Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2016/17</td> <td>94.7%</td> </tr> <tr> <td>Q4 2016/17</td> <td>84%</td> </tr> <tr> <td>Q1 2017/18</td> <td>57.5%</td> </tr> <tr> <td>Q2 2017/18</td> <td>80.5%</td> </tr> <tr> <td>Q3 2017/18</td> <td>70%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2016/17	94.7%	Q4 2016/17	84%	Q1 2017/18	57.5%	Q2 2017/18	80.5%	Q3 2017/18	70%	70%	<p>How are we performing: Performance has decreased over the previous quarter with 70% of Stage 2 complaints being closed within 20 working days compared to 80.5% last quarter. However, performance was better in Q3 last year with 94.7% being closed within timeframes. The low number of complaints handled at Stage 2 can result in significant fluctuations in the performance when just a few complaints are not handled within timescales.</p> <p>Actions we are taking to improve/maintain performance: We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
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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 Data</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2016/17</td> <td>66.7%</td> </tr> <tr> <td>Q4 2016/17</td> <td>69.2%</td> </tr> <tr> <td>Q1 2017/18</td> <td>62.5%</td> </tr> <tr> <td>Q2 2017/18</td> <td>75%</td> </tr> <tr> <td>Q3 2017/18</td> <td>0%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2016/17	66.7%	Q4 2016/17	69.2%	Q1 2017/18	62.5%	Q2 2017/18	75%	Q3 2017/18	0%	0%	<p>How are we performing: There has been a dramatic decrease in the percentage of escalated complaints being completed within timescales in comparison to the previous quarter; however, the actual number has only reduced by 4 since quarter 2. The very low number of escalated complaints often results in significant fluctuations in performance figures as a percentage.</p> <p>Actions we are taking to improve/maintain performance: We use our Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.</p>		Les Grant
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Short Name	Trend Chart	Value	Commentary	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>Q3-2016/17</td> <td>303</td> </tr> <tr> <td>Q4-2016/17</td> <td>372</td> </tr> <tr> <td>Q1-2017/18</td> <td>279</td> </tr> <tr> <td>Q2-2017/18</td> <td>288</td> </tr> <tr> <td>Q3-2017/18</td> <td>369</td> </tr> </tbody> </table> <p>■ Quarters ■ Target (Quarters) — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.</p>	Quarter	Value	Q3-2016/17	303	Q4-2016/17	372	Q1-2017/18	279	Q2-2017/18	288	Q3-2017/18	369	369	<p>Observations: SBC received 369 FOI's in Q3 2017/18, 81 more than in Q2 2017/18 (28% increase), and 66 more than Q3 2016/17 (22% increase). A high number were received from Scottish Parliament and MSPs in October and November.</p>		Nuala McKinlay
Quarter	Value																
Q3-2016/17	303																
Q4-2016/17	372																
Q1-2017/18	279																
Q2-2017/18	288																
Q3-2017/18	369																
% 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>Q3-2016/17</td> <td>94%</td> </tr> <tr> <td>Q4-2016/17</td> <td>92%</td> </tr> <tr> <td>Q1-2017/18</td> <td>94%</td> </tr> <tr> <td>Q2-2017/18</td> <td>94%</td> </tr> <tr> <td>Q3-2017/18</td> <td>93%</td> </tr> </tbody> </table> <p>■ Quarters</p>	Quarter	Value	Q3-2016/17	94%	Q4-2016/17	92%	Q1-2017/18	94%	Q2-2017/18	94%	Q3-2017/18	93%	93%	<p>How are we performing: SBC has made good progress over the longer term in dealing with as many FOIs within the required timescales. Whilst we always strive to reach 100%, many of the requests are very complex, and require information held across a number of departments. In Q3 2017/18, 93% were completed on time, just slightly down on the 94% in Q2 2017/18.</p> <p>Actions we are taking to improve/maintain performance: This measure is reviewed by SBC's Corporate Management Team on a monthly basis, with response times from individual departments monitored so that any problems or delays can be addressed. 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. All previous FOI requests are published on SBC's website along with the response provided: https://www.scotborders.gov.uk/directory/59/freedom_of_information_requests</p>		Nuala McKinlay
Quarter	Value																
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Short Name	Trend Chart	Value	Commentary	Status against Target	Managed By																
Number of Facebook Engagements	<p>CP08-P159 Number of Facebook Engagements</p> <table border="1"> <caption>Facebook Engagements Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1-2016/17</td> <td>45,919</td> </tr> <tr> <td>Q2-2016/17</td> <td>24,804</td> </tr> <tr> <td>Q3-2016/17</td> <td>31,980</td> </tr> <tr> <td>Q4-2016/17</td> <td>84,143</td> </tr> <tr> <td>Q1-2017/18</td> <td>42,973</td> </tr> <tr> <td>Q2-2017/18</td> <td>44,405</td> </tr> <tr> <td>Q3-2017/18</td> <td>45,061</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (pink line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value	Q1-2016/17	45,919	Q2-2016/17	24,804	Q3-2016/17	31,980	Q4-2016/17	84,143	Q1-2017/18	42,973	Q2-2017/18	44,405	Q3-2017/18	45,061	45,061	<p>Observations: On Facebook, SBC posts reached an estimated 312,288 people, with 45,061 engaging (liking, commenting, sharing) with posts. Over Q3 the number of Facebook followers went from 14,600 to 15,002. Popular posts included those relating to the Budget Q&A, school enrolment dates, A72 closure, waste collection amendments over the festive period and contact centre opening hours.</p>		Tracey Graham
Quarter	Value																				
Q1-2016/17	45,919																				
Q2-2016/17	24,804																				
Q3-2016/17	31,980																				
Q4-2016/17	84,143																				
Q1-2017/18	42,973																				
Q2-2017/18	44,405																				
Q3-2017/18	45,061																				
Number of Twitter Engagements	<p>CP08-P160 Number of Twitter Engagements</p> <table border="1"> <caption>Twitter Engagements Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1-2016/17</td> <td>27,401</td> </tr> <tr> <td>Q2-2016/17</td> <td>17,742</td> </tr> <tr> <td>Q3-2016/17</td> <td>17,543</td> </tr> <tr> <td>Q4-2016/17</td> <td>38,218</td> </tr> <tr> <td>Q1-2017/18</td> <td>14,284</td> </tr> <tr> <td>Q2-2017/18</td> <td>10,994</td> </tr> <tr> <td>Q3-2017/18</td> <td>11,781</td> </tr> </tbody> </table> <p>Legend: Quarters (blue bars), Target (Quarters) (red square), Family Group (previous yr) - Av. (pink line), SBC (previous yr) - Av. (orange line), Scotland (previous yr) - Av. (green line).</p>	Quarter	Value	Q1-2016/17	27,401	Q2-2016/17	17,742	Q3-2016/17	17,543	Q4-2016/17	38,218	Q1-2017/18	14,284	Q2-2017/18	10,994	Q3-2017/18	11,781	11,781	<p>Observations: During the quarter Twitter post links were clicked 11,781 times. The number of followers at Q3 end was 10,520 (+205 since start Q3). Popular posts included those relating to the opening of Kelso High School, new play park for Galashiels, A72 closure and waste collection amendments over the festive period.</p>		Tracey Graham
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Q1-2016/17	27,401																				
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