



Language Aide Program & Multilingual Telephone Line

Marketing Strategy & Action Plan

June 2018

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Executive Summary

Established in March 2000, the Language Aide Program utilises the skills of bilingual Council staff to provide communication assistance to residents and other relevant customers and stakeholders. The purpose of the Language Aide program is to facilitate equal access and participation in Council services and programs by people from culturally and linguistically diverse (CALD) communities.

An effective strategy for interacting with customers from a spectrum of cultural and sociolinguistic backgrounds is an essential component of providing equal access to services for community members who have low proficiency in English.

The Language Aide Program and Multilingual Telephone Line (MTL) were comprehensively reviewed in 2017 – one of the recommendations was to develop a comprehensive communications and training plan. This Marketing Strategy will provide the rationale for the chosen communications.

This document will outline the approximate size of the market in service usage, and detail a targeted marketing strategy and provide a plan moving forward.

The timing of this strategy is important as it will set out how to approach a large portion of the community that is rapidly evolving within the City of Darebin.

This strategy needs to help answer the question “why would I use the Council’s language services?” In other words – what differentiates Darebin’s Language Aide Program and MTL from using a family member or other support person to help with bridging the gap between Council and CALD community members?

Answering this question can be achieved bearing in mind the challenges currently being faced:

1. a general marketing and promotional environment that is noisy and drowns out the message of your service and makes it difficult to stand out; and
2. the complexity, diversity and breadth of the CALD community groups within Darebin and their differing needs
3. a disjointed communications approach – a marketing plan requires unification of key messages across all communication points.

Situation Analysis



Position in the Marketplace

Brand Equity

Brand equity is a phrase used in marketing which describes the value of having a well-known brand name, based on the idea that the owner of a well-known brand name can generate more money from services/products with that brand than from services/products with a less well-known name.

An audit was conducted by the Communications department at Council to refresh and revive the City of Darebin brand in 2014 resulting in a new 'Speak Your Language' logo:



The previous logo was as follows:



The rebranding exercise was undertaken to develop and maintain brand equity for the council and its various programs and services. What the audit discovered was that the Darebin brand had been diluted and used in such a way that people within the municipality could not identify council facilities, services and programs as part of and funded by council.

There are some issues with the use of the 'Speak Your Language' logo and phrasing – across the Darebin website there are locations where this has been changed to 'Speak My Language'. This could be confusing for service users who are looking for the 'your' pronoun within the Darebin website.

However, there are many ways to embed the brand with the right cultural groups who need to understand council services in the language of origin.

What kinds of services and community groups exist in the current market place?

Within the municipality of Darebin – there are a vast number of community groups and clubs which celebrate separate ethnic and religious groups. There are too many to list so this report focuses mainly on groups who provide a broad range of services and represent the community at Council functions and events. They are:

Darebin Ethnic Communities Council (DECC) – The DECC is the peak body for ethnic communities within the Darebin municipality in the State of Victoria. Council hosts DECC offices within the Intercultural Centre.

Action on Disability within Ethnic Communities Inc. (ADEC) - ADEC is a state-wide organisation that strives to empower people with a disability from Non-English speaking backgrounds, their carers, and families to fully participate as members of the Victorian community. Its head office is located within Darebin.

Darebin Interfaith Council Committee – the committee was established on the 29 June 2005 and is managed by a two year appointed Governing Committee. Since its establishment, the Committee has been actively working at a municipal and regional level to promote peace and harmony through dialogue and engagement with community leaders and faith representatives. This is achieved through the organisation of annual events and projects which are open to the participation of the Darebin community.

Victorian Cooperative on Children's Services for Ethnic Groups (VICSEG) - VICSEG New Futures is a not for profit, community organisation incorporating the Victorian Cooperative on Children's Services for Ethnic Groups (VICSEG Programs for Families, Children & Young People) and New Futures Training. Together VICSEG Programs for Families, Children & Young People and New Futures Training provide support and training to newly arrived and recently settled migrant communities, refugees and asylum seekers.

Spectrum Migrant Resource Centre - Spectrum delivers services to newly arrived and established people with migrant and refugee backgrounds in the northern and western Melbourne areas. They work together with individuals and families to help them successfully settle into all aspects of community life.

This is a small sample of the representative groups within Darebin. However there is a vast array of services and cultural clubs that gather at Council facilities and other venues within Darebin. This marketing plan will seek the managers of the Language Aide Program to work with Council's departments that have established relationships across these groups and services. Those departments and business units (at the time of printing) are:

- Aged & Disability
 - Service Delivery
 - Community Participation and Development
- Creative Culture & Events
 - Community Hubs
- Families, Youth & Children
- Equity & Wellbeing
 - Community Wellbeing & Social Policy
 - Equity & Diversity

What is the current size of the market?

2016 Census Data shows 59.2% of the Darebin population reported they are Australian born, and 40.7% reported they were born overseas.

About 1 in 15 people in Darebin identify as having a low level of proficiency in English. More non-English speaking residents are found in the Northern suburbs of Darebin. The low English proficiency group are mostly made up of Italian, Greek, Mandarin, Vietnamese, Arabic, Cantonese and Macedonian speakers.

A group of 10,678 Darebin residents have identified themselves as having a low level of English proficiency. A total of 54,334 (37%) Darebin residents report speaking a language other than English at home.

At 7.3% of the Darebin population, this is significantly higher than the Greater Melbourne average of 5.0%.

How many people use the LA Service/MTL?

Rate of calls per resident per year	Darebin Population	Number of CS calls	Rate	Low-English population	Number of MTL calls	Rate
2016/17	146,719	149,203	101.7%	10,678	1,462	13.7%

Current Marketing Activities

There is no consistent campaign or marketing approach to advertise the MTL or Language Aide service other than the 'lock-up' used below on all council flyers, and newsletters:

<p>CITY OF DAREBIN</p> <p>274 Gower Street, Preston PO Box 91, Preston, Vic 3072 T 8470 8888 F 8470 8877 E mailbox@darebin.vic.gov.au darebin.vic.gov.au</p>	 <p>National Relay Service</p> <p>If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service. relayservice.gov.au</p>	 <p>Speak your language T 8470 8470</p> <p>العربية Italiano 繁體中文 Македонски Ελληνικά Soomalii हिंदी Tiếng Việt</p>
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The number is also advertised on the website as well as with a section with the 'Speak Your Language' reference provided on Council's letterhead.

Feedback

The only feedback that is gathered regarding the Language Aide Program and Multilingual Telephone Line is via an annual question in the 3rd quarter of the Darebin Community Survey.

The Darebin Community Survey is conducted four times a year. It is a door knock interview with 250 randomly selected Darebin residential households. Most of the survey involves measuring level of satisfaction with council services. However, there is an opportunity every quarter for managers to ask 'one-off' questions around a proposed service change, a new project or to assess expectation or perception of residents.

Questions regarding Council's Multilingual services are asked in the 3rd quarter (March) each year. This is currently the only source of regular and measurable feedback received. The questions are themed as follows:

Awareness: Are you aware that Council provides a multi-lingual telephone service for any Council service enquiries?

2017/18 Analysis:

Respondents from multi-lingual households (60.1%) were slightly less likely to be aware of the multi-lingual telephone service than were respondents from English speaking households (67.3%).

This variation may well reflect a lower level of engagement with Council of respondents from multi-lingual households than respondents from English speaking households.

Method of finding out about the service: How did you first find out about this service?

2017/18 Analysis:

The main method by which respondents first became aware of the multilingual telephone service remain the same as last year, either they saw it in a publication (39.6%), word of mouth (29.2%) or the website (16.2%).

Importance of the multi-lingual service: On a scale of zero (very unimportant) to ten (very important), with five being neutral, how important do you believe it is that Council provides the multi-lingual telephone service?

2017/18 Analysis:

Respondents on average considered it very important that Council provides the multilingual telephone service, with average importance of 8.57 this year, almost identical to the 8.55 recorded last year.

Online Presence

The current online presence of the Language Aide Program and Multilingual Telephone Line are very limited and outlined below.

Website

The Language Aide Program is outlined on the website via the following links:

<http://www.darebin.vic.gov.au/Your-Council/Talk-to-us/Customer-Service#Speak-My-Language-Interpreting-Services>

<http://www.darebin.vic.gov.au/Darebin-Living/Community-support/Multicultural>

<http://www.darebin.vic.gov.au/> (scroll to the bottom to find 'Speak Your Language' lock up)

The content on each page is quite fractured, overly verbose and difficult to navigate.

YouTube:

There are several videos on Council's YouTube profile that advertise the service in the top 10 languages spoken within the municipality including English.

Language	YouTube Link	Video Title	Number of Views	Date of Publication
English	https://youtu.be/30nUXEvUkpk	DarebinMTS_11_Englis	175 Views	7 May 2013
Greek	https://youtu.be/l6XvLJX8TAq	Darebin MTS Greek	133 views	30 June 2013
Vietnamese	https://youtu.be/vZn87Ev3Wxc	Vietnamese Telephone Line	167 Views	14 May 2013
Somali	https://youtu.be/gR7hZOsCB-s	Somali Multilingual Telephone Line	109 views	8 May 2013
Mandarin	https://youtu.be/VfP0q-h1wEc	DarebinMTS_11_Mandarin	172 views	8 May 2013
Macedonian	https://youtu.be/P4JOb7s71ko	DarebinMTS_11_Macedonia n	95 Views	8 May 2013
Italian	https://youtu.be/12RVPX9o3SU	DarebinMTS_11_Italian	136 Views	8 May 2013
Hindi	https://youtu.be/wjVpnSrZdSE	DarebinMTS_11_Hindi	174 Views	7 May 2013
Cantonese	https://youtu.be/SSyRKSZSuMI	DarebinMTS_11_Cantonese	103 views	7 May 2013
Arabic	https://youtu.be/ShziAsZ9MCA	Multilingual (sic) Telephone Line in Arabic	136 Views	6 May 2013

These videos were produced in 2013 and it may be time to revisit them. There is an opportunity here to utilise this format to promote the service.

Radio Advertising

In 2017, a decision was made to trial radio advertising on SBS Radio and 3CR for languages that are amongst the top 20 languages spoken within the municipality but with little contact to the MTL. This data was gathered via the 2016 Census and not via Darebin's pre-determined top eight community languages. The following advertising was undertaken:

Platform	Dates	Language	Program	MTL Stats (# calls over that period)
3CR 855AM, 3CR Digital and streamed live via www.3cr.org.au	3 July – 30 September 12 week campaign	Turkish	Turkish Women's Show, 9.30 – 10pm Tuesdays	1
3CR 855AM, 3CR Digital and streamed live via www.3cr.org.au	3 July – 30 September 12 week campaign	Spanish	Mujeres Latinoamericanas, 7 – 8pm Thursdays	0
3CR 855AM, 3CR Digital and streamed live via www.3cr.org.au	3 July – 30 September 12 week campaign	Spanish	Mafalda, 6.30 – 7.30pm Fridays	0
3CR 855AM, 3CR Digital and streamed live via www.3cr.org.au	3 July – 30 September 12 week campaign	Spanish	Voice of Chile, 7.30 – 8pm Fridays	0
SBS Radio 2 (Victoria)	1 June – 14 June 2 Week Campaign	Hindi	Sun & Sat 5pm-6pm	0
SBS Radio 2 (Victoria)	1 June – 14 June 2 Week Campaign	Persian	Sun – Sat 7am – 9am	2
SBS Radio 2 (Victoria)	1 June – 14 June 2 Week Campaign	Persian (Farsi)	Tues & Thurs 3pm – 4pm	
SBS Radio 2 (Victoria)	1 June – 14 June 2 Week Campaign	Indonesian	Sun & Wednesday 3pm – 4pm	0

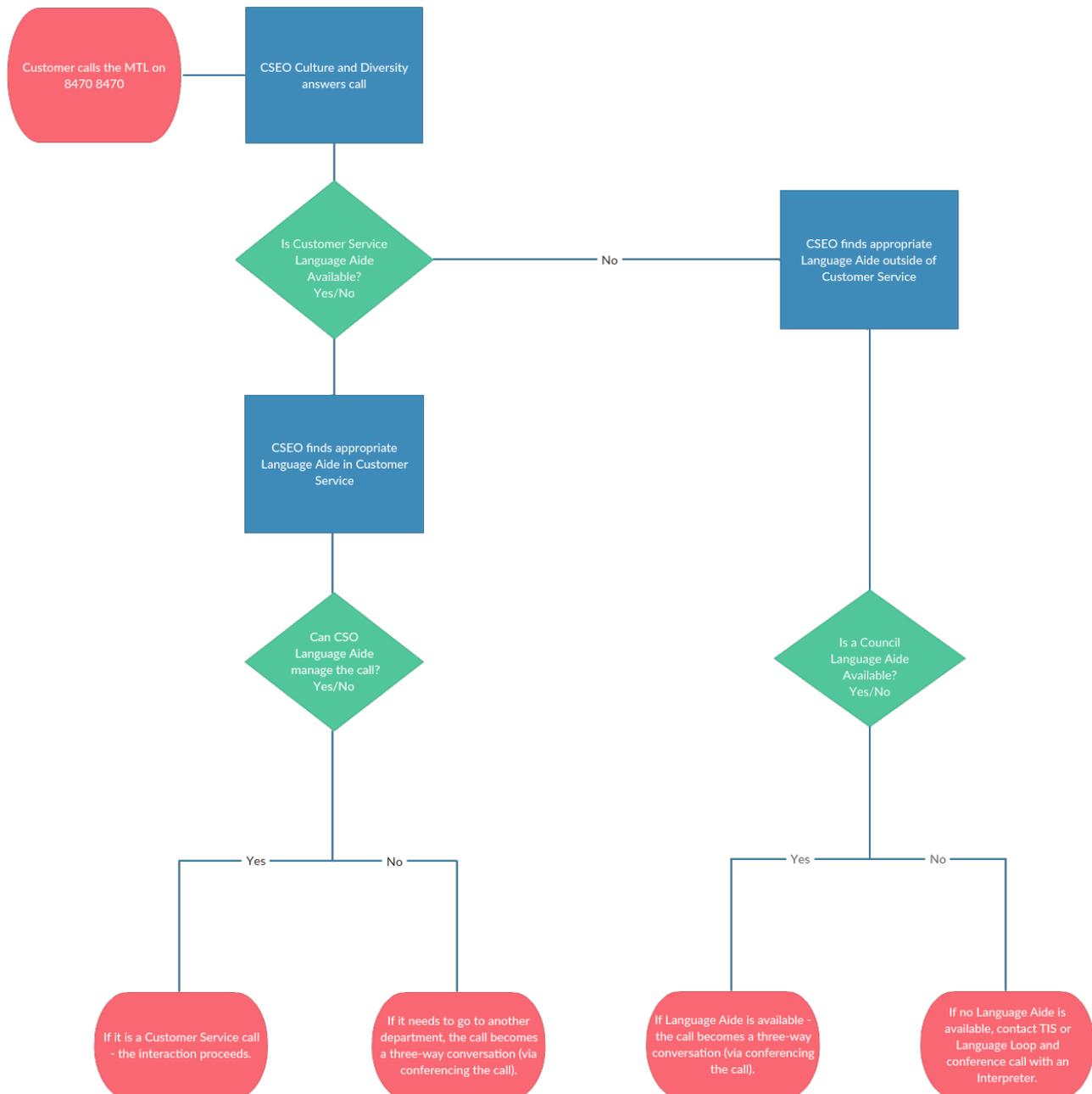
It is evident by the lack of phone call interactions that this type of advertising is inefficient and does not produce any value for return on investment.

Current Customer Experience

The current customer experience of Language Aide and MTL use is varied dependent on the way in which a CALD customer approaches Council.

In the main, Language Aide interactions occur at Customer Service front counters, via the MTL or via an appointment made with an officer. Service delivery is always based on availability of a Language Aide with interpreting services being available at all times.

Data from the Community Survey indicates that there is a difference in satisfaction between interactions that are face-to-face or over the phone. Satisfaction is lower for face-to-face visitors, with a rating of 7.48 compared to phone calls, which was rated at 8.67 out of 10 (10 being highly satisfied). This may indicate that it is more difficult for Customer Service staff to contact a Language Aide or interpreter when responding to a customer in person or that the required language is not available in the moment the customer requires it and requires extra steps and intervention to achieve first contact resolution. The flow chart below demonstrates the flow of a call into the MTL:



Current Print & Publications Marketing

There are no current MTL and Language Aide Program specific print marketing materials. Annual articles in the Darebin Community News feature the service. However these are written in English and are targeted at English speaking friends and family members of potential MTL users.

In previous years (prior to Darebin's overall rebranding in 2014) brochures, magnets and pamphlets were used to promote the service across Neighborhood Houses and other venues via various teams and units across Council. These have not been in circulation for a number of years.

What the Research Tells Us

In 2017, the Communications team commissioned Myriad International to produce a CALD Communications Report for internal use.

The key recommendations of the report advised Council that the strongest form of communication with CALD communities is via continuing engagement and relationship building via social activities, attendance at community groups and that any publications need to be specifically targeted to ethnicity, age and arrival context.

Knowledge of language services should not be assumed, and these need ongoing promotion. That written/translated resources be used in conjunction with engagement, as written materials can have limited value on their own. Such materials should also reflect accessible language, pictorials and images that are meaningful to the community.

That written translated resources be used in conjunction with engagement, as written materials can have limited value on their own. Such materials should also reflect accessible language, pictorials and images that are meaningful to the community.

The size of a community does not necessarily equate to need. Factors such as recent arrival, age and socio-economic status can impact on access to communication.

Except for young people, CALD communities have a preference for face to face communication delivered within their community settings or services where trusted relationships exist.

There are no one ideal means of communicating with CALD communities, and multi-faceted approaches are required using traditional media, ethnic media and social networks as well as family members. Social media is also highly useful for youth and new arrival communities who are technology savvy but have limited English language proficiency. Messages, therefore, should be concise and simple.

Marketing Strategy

Key Messages

- a. We can speak your language
- b. Let us help you understand how Council works

Marketing Objectives

- Attract more service users

Financial Objective

- NIL

Developing Brand Equity

The Speak Your Language 'brand' personality is:

- Confident
- Strong
- Clear

Targeted Promotional Opportunities

A Visitors to Darebin Facilities

- Customer Service Centres
- Libraries
- Neighbourhood Houses
- Leisure Centres
- Childcare Centres & Kindergartens
- Maternal Health Centres
- Community Hubs

B Ethnic Community Clubs and Groups

- Northwest Fiji Seniors Club
- Australian Greek Elderly Citizens Club Northcote
- Australian Greek Ex Servicemen's Elderly Club of Northcote
- Nevoliany Scopia Social Club Hall
- Batman Elderly Greek Women's Group
- Darebin Greek Women's Senior Citizens Group
- Greek Women's Elderly and Friendly Club
- Hellenic Stegi Friendly Elderly Citizens Club Inc
- St. Methodios and Kyrilos Greek Orthodox Church
- Reservoir Greek Elderly Citizens Club
- Thornbury Greek Senior Citizens Club
- Greek Senior Citizen's Club – The Hope

- Northern Region Indian Seniors Association
- Italian Elderly Citizens Group - Holy Spirit
- Italian Senior Citizens Club of Preston
- Italian Women's Club of Reservoir
- Kingsbury Italian Senior Citizens Club
- Merrilands Italian Senior Citizens Club
- Northcote Italian Pensioners Club
- Italian Senior Citizens Club – St Joseph's
- Reservoir Italian Pensioners Club
- St. Mary's Italian Elderly Citizens Club
- Thornbury Italian Senior Citizens Club
- Australian Lebanese Zhale Association
- Australian Lebanese Christian Ladies Group
- Maronite Activities Group for the Elderly
- Reskeon Maltese Seniors Group
- Merrilands Community Centre
- Australian Macedonian Pensioners Group of Reservoir
- Bigla Senior Citizens Group
- Macedonian Senior Citizens Club Pellister
- Macedonian Senior Citizens Group - St. Nikola Merlikinski

- Northcote Macedonian Senior Citizens Group
- Prespa Macedonian Senior Citizens Club
- Polish Senior Citizens Club of Reservoir
- Multi Ethnic Slavic Senior Citizens Group
- Preston / Reservoir Indochinese Elderly Group

C Members of Darebin's Advisory Committees

- Active and Healthy Ageing Community Advisory Board
- Darebin Aboriginal Advisory Committee
- Darebin Arts Ambassadors
- Darebin Disability Advisory Committee
- Darebin Education Committee
- Darebin Housing Committee
- Darebin Interfaith Council
- Darebin Women's Advisory Committee

- Darebin Youth Advisory Group

D Informal Groups and Places of Worship

- Greek Church of the Nazarene
- Islamic Society of Victoria
- St's Methodios & Cyril (Greek Orthodox)
- Australian Shia Gathering Place Inc
- Linh-Son Buddhist Temple
- St Mark's Coptic Orthodox Church
- Macedonian Bulgarian Eastern Orthodox Church
- Macedonian Orthodox Church
- St Nikola Macedonian Orthodox Church
- Islamic Society of Victoria
- Reservoir Mosque
- Alawi Islamic Social Centre
- Imam Ali Islamic Centre Melbourne
- Reservoir Vietnamese Baptist Church
- Preston Chinese Methodist Church

Integrated Marketing Approach

Online

Website

YouTube

Print & Publications

Brochures

Postcards/Business Cards

Posters

Customer Experience

Languages Available Board at Preston Front Counter

Correct Routing of MTL Calls

Implementation of Customer Feedback

Implementation of Communication Access Symbol Accreditation across Customer Service Centres

Online Strategy

Website

Redevelopment of MTL pages

The current offering on the Darebin website regarding information on Council's services are dependent upon officers from various business units having materials translated and then submitted to officers within the Communications team for inclusion on the website.

The Communications team have advised that this content is based on the most common questions that are asked of Council. Customer Service have not had any involvement or provided advice on this content (unless this content was procured prior to 2014).

This plan proposes to retain the current content, however, to work with business units who own the original content and advise that they translate pages within the website that are most commonly visited by members of the public. This should then be directly linked from original content to newly translated content.

This data can be provided by the Digital and Web team and be used to inform this part of the strategy.

Cost = Translation costs (borne by business units who own the original content)

Measure 1 = increased visits to the website

Measure 2 = increased use of MTL

YouTube

The current suite of videos developed are suitable and useful communication tools. However, they may benefit from updating and renaming so as to be searchable and increase their viewership.

It may also be worthwhile incorporating translated videos from other departments on pages with related translated content or embedded/linked to within highly viewed pages.

Another option worth considering is adding translated captions on current videos with high viewership so as to improve accessibility for those who speak a LOTE and share these resources more broadly with NESB community members.

This strategy will not incorporate the creation of new videos due to costs that exceed the budget for this type of work within this project and the historically low viewership of the current videos.

Cost = Translation costs (borne by business units who own the original content)

Measure 1 = increased visits to the website

Measure 2 = increased use of MTL

Print & Publications Strategy

You can touch and hold print – it communicates on many more levels (kinetic, scent, visual, intellectual). It enables much more sophistication in message and branding, and many businesses have forgotten the value of print, so a printed message can stand out from the crowd. Print marketing is proactive – so you're not waiting for consumers to search for your information. It doesn't rely on technology to perpetuate itself, and creative print products get attention and drive action.

Print lasts – and travels, it gets read more often, it's often kept and referred to later and most importantly - it can be passed on to others – reaffirming the Darebin brand by the very important word of mouth channel (which is uncontrolled).

The brand needs to be applied across all printed materials, displays, posters and promotional campaigns. This will unify the message and improve consumer 'buy-in' – adding to the credibility of the venue and proclaiming it as a council asset.

Targeted Materials

In the past – communications regarding the Language Aide Program have focused solely on the Multilingual Telephone Line and not on the breadth of services that can be provided.

There is an opportunity here to communicate the whole service (face to face, reading basic forms and letters etc...) in plain English.

It is proposed that a suite of materials be designed specifically to promote the service. Ongoing design work will require a small annual budget to cater for:

- Brochures
- Postcards
- Posters
- Small-format cards (similar to business cards)

These materials will then be distributed across the four target markets either via a direct mail program or via Council officers with direct relationships amongst these groups and venues:

- Visitors to Darebin Facilities
- Ethnic Community Clubs and Groups
- Members of Darebin's Advisory Committees
- Informal Groups and Places of Worship

Cost = graphic design and print fees

Measure = increased use of Language Aide Program

Customer Experience Strategy

Learning about the Customer

The Language Aide/MTL service needs to start regularly asking for feedback in order to better understand and service its customers. This is an essential part of knowing what kind of service to provide and how to target marketing.

Feedback can be collected using both qualitative and quantitative data collection.

Qualitative:

- Ask staff to report specific incidents verbal of feedback to the Language Aide Support Officer (Currently CSEO – Culture & Diversity)

Quantitative:

- Ask each customer who uses the service at a counter
- Cost = graphic design and print fees
- Measure = increased use of Language Aide Program

Cost = incorporated into the cost of Customer Service Mystery Shopping/Net Promoter Funding

Measure = increased use of Language Aide Program

Communicating with Program Users

A few improvements to the face to face and telephone service are proposed to support customer interactions. These include:

- Introduction of a 'Languages Available' notice board at Preston Front Counter which changes each day depending on the officers available on site
- Implementation of Communication Access Symbol Accreditation across Customer Service Centres and accreditation via Scope.
- Amendments to the MTL Queue including:
 - The initial announcement to be shortened to under 10 seconds to reduce the incidence of abandonment e.g. "Welcome to the City of Darebin, you have called the Multilingual Telephone Line"
 - After the main announcement, officers answering this line will make the following statement: "Welcome to the Darebin Multilingual Line, which language do you require". This will ensure all English calls are directed to the main Customer Service (8888) queue and that those callers will not attempt to circumvent the Customer Service queue and any genuine callers' communication needs are immediately attended to.

Cost = administrative costs of making changes to the queue design

Measure = decreased abandonment rate

Marketing Action Plan

Action	Internal/External	Communication Channel	Responsibility	Collateral Required
Create a dedicated web page with all relevant links and information that explains the Language Aide service and how it is used and partner with the Digital and Web Team in providing greater prominence to the Language Aide Program and MTL as per Council Resolution (detailed in Item 607 from Council Meeting held on 21 August 2017)	External	Web	Customer Service Administration Officer Customer Service Enhancement Officer – Culture & Diversity Communications - Digital and Web Team	Online
Work with business units with frequently accessed content on the website to support them in reformatting or redeveloping relevant and linkable content.	External	Web	Customer Service Enhancement Officer – Culture & Diversity Communications - Digital and Web Team Business Units Across Council	Online
Provide translated captions for current YouTube videos to increase their accessibility to CALD community members	External	Web	Customer Service Enhancement Officer – Culture & Diversity Communications - Digital and Web Team	Online
Re-title videos currently on YouTube to make them more easily searchable	External	Web	Customer Service Enhancement Officer – Culture & Diversity Communications - Digital and Web Team	Online
Develop a suite of printed materials, translated in the top 8 languages as well as those languages which represent the newly-arrived groups	External	Print	Customer Service Enhancement Officer – Culture & Diversity Communications – Brand and Design Specialist	Posters Brochures Postcards

Partner with business units in Council involved in direct service delivery to assist with promotion of the service by providing materials	External	Print	Customer Service Enhancement Officer – Culture & Diversity Business Units Across Council	Posters Brochures Postcards
Provide materials via direct mail to clubs and groups within Darebin as well as to community centres, neighbourhood houses and other venues	External	Print	Customer Service Enhancement Officer – Culture & Diversity Business Units Across Council	Posters Brochures Postcards
Provide bi-monthly updates via internal communication channels regarding the Language Aide Program etc....	Internal	Web	Customer Service Enhancement Officer – Culture & Diversity	NIL
Implement quantitative and qualitative feedback tools to begin measuring user satisfaction of the service that focuses face to face interactions and phone calls to the MTL.	External	Telephone & FtF	Customer Service Enhancement Officer – Culture & Diversity	NIL

