

**AUSTRALIAN TOURISM COMMISSION BOARD PERFORMANCE AGREEMENT 2016-17**

**REPORT AGAINST STRATEGIC PRIORITIES**

<b>PRIORITY 1: DRIVING DEMAND</b>		
<b>Priority</b>	<b>Responsible Department</b>	<b>Action</b>
Utilise the additional government investment for international and domestic marketing to drive the achievement of the 2020 tourism industry potential.	Marketing	The value of South Australia’s tourism sector grew 4.9 per cent to \$6.3 billion in the year to June 2017, achieving the headline target for both the Premier’s Economic Priority 5: <i>A Destination of Choice</i> , and the <i>South Australian Tourism Plan 2020</i> .
Influence Brand perceptions, awareness, consideration and intention of the interstate target market via marketing campaigns and public relations activities that build brand and encourage visitation through retail distribution partners and via traditional and digital mechanisms.	Marketing	<p>Interstate overnight expenditure in South Australia grew five per cent to \$2 billion in the year to June 2017.</p> <p>The SATC marketed the state to the interstate market through three television commercials that showcased the “best of South Australia”. These aired in our key interstate markets of Melbourne, Sydney and Brisbane. As at 30 June 2017, these commercials had been viewed by 4.9 million people in these markets. The commercials encouraged consumers to book a South Australian holiday through either an airline or online travel agent.</p> <p>An additional television commercial aired throughout the year, showcasing South Australia’s wide range of festivals and events.</p> <p>The SATC also executed an online campaign to provide consumers with information on South Australia such as articles, potential itineraries, promotional videos and inspiring images. The information was provided to consumers who showed interest in South Australia, based on their online behaviour. More than 50 content pieces were created with 412,514 individual people engaging with this content between December 2016 and June 2017.</p>

		In 2016-17, Public Relations coverage for the domestic market achieved an advertising space rate (ASR) equivalent of \$50.48 million, with a potential audience reach of 456 million.
Continue intrastate marketing and public relations activities to increase consideration and visitation by South Australians within South Australia's regions, via traditional and digital mechanisms.	Marketing	<p>Throughout 2016-17, ten region specific television commercials aired on metropolitan television, showcasing a range of experiences and products with a tagline of "there's so much, so close to home". For the year end June 2017, these commercials had been viewed by 594,000 South Australians in the SATC's target segment.</p> <p>The SATC sponsored 11 episodes of South Aussie with Cosi, five of which were dedicated to South Australian Touring Routes. The SATC also sponsored the 891 Radio Adelaide Off the Beaten Track travel segment.</p> <p>During 2016-17, South Australian traffic to southaustralia.com increased by 134 per cent to 905,000 sessions. This traffic provided 49,902 referrals to South Australian tourism operators.</p> <p>The intrastate market has seen significant growth over the past few years and expenditure currently sits at \$1.8 billion in the year to June 2017.</p>
Deliver Brand, tactical marketing and public relations activities, in priority international countries and leverage this with partners using traditional and digital mechanisms.	Marketing	<p>In 2016-17, the SATC ran 92 international campaigns in key markets.</p> <p>Public Relations coverage for the international market achieved an advertising space rate (ASR) equivalent of \$78.43 million with a potential audience reach of 9.50 billion.</p> <p>International expenditure in South Australia grew 12 per cent to \$1.1 billion in the year to June 2017. This is a record high.</p>
Provide targeted, Brand-aligned, user friendly content and images to help get shared messages out more strongly across our target markets and via multiple digital platforms including mobile, tablet and desktop.	Marketing	<p>In 2016-17, the SATC continuously improved and added images to its online Media Gallery. Third-party sourced imagery was used where these aligned with the SATC brand and style, and photoshoots were commissioned to capture new imagery where required.</p> <p>Images that were identified as no longer brand-aligned were archived.</p>

		<p>This formed part of an ongoing process that includes an audit of external imagery used by travel partners, trade and media to request that off-brand/out dated imagery is updated with on-brand imagery.</p> <p>The SATC also commenced making improvements to the Media Gallery platform to ensure a more client-focused environment and easier distribution of high quality brand-aligned content. Two new category listings will be made available on the Media Gallery - one for trade and industry and one that contains imagery available exclusively to SATC staff. The new categories will curate the 100 'best of South Australia' images that have proven popularity and digital reach, making it easier for users to navigate the Media Gallery. The usability improvements are scheduled to go live in Q3, 2017.</p>
<p>Establish at least one new branded, 5-star plus accommodation in the Adelaide CBD</p>	<p>DD</p>	<p>The Adelaide Casino redevelopment has commenced, which will include a 122-room luxury hotel.</p> <p>Construction is proposed to start on the 5-star, \$140 million Sofitel hotel in 2018.</p>
<p>Develop a reputation for service excellence and unique visitor experiences.</p>	<p>CA/DD</p>	<p>The SATC funded the South Australian Tourism Industry Council (SATIC) to conduct 'Service Excellence' workshops for tourism operators throughout South Australia. Between November 2016 and June 30, 25 workshops were run, attracting more than 500 participants. In line with the workshops, service excellence was also a key focus of the 2017 SATIC Conference.</p> <p>Lonely Planet listed South Australia as one of the top five must-see regions for 2017.</p> <p>The Kangaroo Island Wilderness Trail, launched in October 2016, was named by Lonely Planet as one of ten "best new openings" in the world for 2017.</p> <p>The SATC ran an Understanding China project to help the South Australian tourism industry better understand and cater for the needs of Chinese visitors.</p> <p>As part of the project, a range of activities were undertaken including:</p>

		<ul style="list-style-type: none"><li>• 20 Understanding China workshops delivered throughout the state, presented by Fastrak Asian Solutions</li><li>• 41 individual product/business assessments</li><li>• 14 Regional Destination Assessments (all regions as well as Hahndorf and Glenelg)</li><li>• 54 meetings with councils and stakeholders</li><li>• Seven China Assessment &amp; Development Plan presentations. Due to demand, an additional workshop and follow-up meetings were held in Adelaide</li><li>• Published 14 Service Delivery Guidelines, which provide useful tips and advice for tourism operators</li></ul>
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**PRIORITY 2: WORKING BETTER TOGETHER**

<b>Priority</b>	<b>Responsible Department</b>	<b>Action</b>
Leverage third party Brand equity to further distribute South Australia's key marketing messages to all visitors through a wide range of partners.	Marketing	In 2016-17, the SATC ran 24 national campaigns with 18 cooperative partners. Partners included Lonely Planet, Expedia Group, Virgin Australia, Flight Centre, SeaLink, Great Southern Rail, 1834 Hotels, Stayz, Discover Australia Holidays and AFL Travel.
Implement the updated Destination Action Plans and actively partner with each region to deliver Tourism 2020 outcomes.	DD	The SATC continued to progress the 2015-17 Destination Action Plans with regional tourism organisations and their stakeholders.  The Plans, which are structured to match the framework of the <i>South Australian Tourism Plan 2020</i> , have been used by a range of regional tourism organisations in framing their strategic and business plans.

**PRIORITY 3: SUPPORTING WHAT WE HAVE**

Priority	Responsible Unit	Action Taken
<p>Work with partners on maintaining and increasing access to and within South Australia, including through joint marketing initiatives.</p>	<p>Marketing/DD</p>	<p>The SATC partnered with Qantas, Adelaide Airport Ltd and the Kangaroo Island Council to establish new Qantas services to Kangaroo Island. The services will commence in December 2017.</p> <p>The SATC has also worked in partnership with Adelaide Airport Ltd to secure two new direct international services to Adelaide. China Southern Airlines commenced Adelaide to Guangzhou in December 2016, and Fiji Airlines commenced Adelaide to Nadi in June 2017.</p>
<p>Work with Regional Tourism Organisations through the three-year funding agreement, as well as industry and other key players to better connect our tourism industry.</p>	<p>DD</p>	<p>The 11 regional tourism organisations continued to play a key role as the point of liaison between the SATC, their regional stakeholders and industry.</p> <p>A steering committee comprising regional chairs, local government, the State's Regional Development Australia boards and the South Australian Tourism Industry Council also commenced shaping the new South Australian Regional Visitor Strategy, due for completion in early 2018. In 2016-17, Steering Committee meetings were held in four regions, namely the Barossa, Adelaide Hills, Eyre Peninsula and the Fleurieu Peninsula. Steering Committee meetings will continue in the remaining regions in 2017-18.</p> <p>Underlining the importance of the South Australian Regional Visitor Strategy, regional expenditure in South Australia grew by 7.4 per cent to \$2.6 billion in the year to June 2017.</p>
<p>Establish an international reputation for our premium food and wine experiences.</p>	<p>Marketing</p>	<p>As of June 2017, South Australia is associated with "Good Food &amp; Wine" by 49 per cent of the interstate audience, ranking second behind Victoria (54 per cent). South Australia is associated with "Credible wineries and wine regions" by 60 per cent of the interstate audience, well ahead of second placed Victoria at 44 per cent.</p> <p>Adelaide became a member of the Great Wine Capitals global network</p>

		<p>in July 2016.</p> <p>South Australia won the right to, and hosted the World's 50 Best Restaurants Academy Chairs, a group of some of the world's most influential people in food and wine. These influencers as well as targeted media experienced some of South Australia's best vineyards and restaurants and met with local producers and chefs. This will help drive significant domestic and international coverage of South Australia's food and wine offering. The media coverage that mentioned South Australia was valued at \$834,000 advertising space rate equivalent with a potential audience reach of 57.48 million.</p>
<p>Enhance our thriving live music scene.</p>	<p>ESA</p>	<p>Live music in South Australia provides 4,100 jobs and a \$264 million economic contribution to the state's economy.</p> <p>The Live Music Events Fund, jointly administered by Arts SA and Events South Australia, secured the Australian Independent Record Labels Association (AIR) Awards and Industry Conference to Adelaide for 2017-2019. AIR represents the labels for acclaimed Australian artists including: the Hilltop Hoods, Courtney Barnett, Vance Joy, Chet Faker, Seth Sentry and John Butler.</p> <p>The AIR Awards were held at the Old Queen's Theatre on 27 July. An Industry Conference (Indie-Con) was also held for the first time in conjunction with the AIR Awards from 27-28 July.</p> <p>Securing this event is a testament to the recent growth and increased profile of the South Australian independent music sector and Adelaide's standing as a UNESCO City of Music.</p> <p>The Live Music Events Fund also enabled Music SA to repeat the success of Umbrella: Winter City Sounds, which launched in 2016. The event was held from 14-30 July, and showcased 200 South Australian artists across 60 venues in Adelaide.</p>

**PRIORITY 4: INCREASING THE RECOGNITION OF THE VALUE OF TOURISM**

<b>Priority</b>	<b>Responsible Unit</b>	<b>Action Taken</b>
<p>Build on the current strong research program and make evidence based information available to increase the understanding of the value and relevance of tourism to our stakeholders.</p>	<p>Strategy &amp; Insights</p>	<p>The SATC continued its ongoing publication of the International Visitor Survey and National Visitor Survey results on the SATC corporate website. Infographics were used to clearly communicate the results to a broad range of stakeholders. The SATC also published this data on the Premier's Economic Priorities website and it was shared with Data.SA.</p> <p>In response to stakeholder feedback, the SATC developed a new publication to profile the type of visitor that comes to South Australia from key domestic markets. This has been well received.</p> <p>The SATC continued participation in the Tourism Research Roundtable.</p>

**PRIORITY 5: USING EVENTS TO GROW VISITATION**

<b>Priority</b>	<b>Responsible Unit</b>	<b>Action Taken</b>
Attract two additional major events each year	ESA	<p><b>Hybrid World Adelaide (HWA)</b></p> <p>The HWA event concept was originally pitched to the SATC and later refined and developed by the Adelaide Film Festival. Hybrid World Adelaide supports the State Government’s agenda in positioning Adelaide as a leading smart city, and attracting entrepreneurs and start-ups in the technology industry.</p> <p>The inaugural HWA will be held from 4-8 October 2017 and will celebrate ingenuity, human engagement with technology and advances in digital technology. The event is positioned as a digital playground for both industry experts and the public and will explore how the real and digital worlds are intertwined.</p> <p>The Adelaide Film Festival is managing and delivering HWA in 2017 and 2018. The Adelaide Film Festival will also run in 2017 and 2018 alongside HWA - in consecutive years for the first time.</p> <p><b>Sydney Roosters</b></p> <p>One of Australia’s most iconic and popular National Rugby League Clubs – the Sydney Roosters, made Adelaide Oval their home ground on 24 June 2017, for their top of the table clash against the Melbourne Storm. The game was played in front of a big crowd of 21,492 and was a thriller with the Storm winning in extra time (Golden Point). It is estimated more than 3,000 people travelled to South Australia for the game, which was broadcast nationally, and was the first rugby league match played at Adelaide Oval since its redevelopment.</p> <p>Following the success of the match, ESA has continued to work with the Sydney Roosters to grow the partnership and investigate future events.</p>
Utilise the additional government funding in the Events Bid Fund to secure and sponsor new leisure events, in	ESA	As at June 2017, 38 events have been secured through the Event Bid Fund. These events are forecast to inject more than \$126 million into

<p>conjunction with partners, to build a balanced calendar of events that grow visitation, support business and create employment opportunities for the State.</p>		<p>the state's economy. Events secured on multiple year agreements include:</p> <ul style="list-style-type: none"> <li>• Adelaide Motorsport Festival (2015, 2016, 2017)</li> <li>• ISPS Handa Women's Australian Open (2016, 2017, 2018)</li> <li>• Hybrid World Adelaide (2017, 2018)</li> </ul> <p>In 2016-17, 15 major events were secured which are forecast to inject \$33 million in expenditure for the state. Some of the events include: Mundine v Green II, FIFA World Cup Russia-Asian Qualifier (Socceroos v Saudi Arabia), NRL Sydney Roosters v Melbourne Storm, 2017 AFL Hall of Fame, Hybrid World Adelaide and the 2018 Special Olympics.</p> <p>Event highlights include:</p> <p><b>2017 ISPS Handa Australian Women's Open Golf</b> – a record 32,064 spectators attended the 2017 tournament at the Royal Adelaide Golf Course. Golf Australia reported the 2017 event delivered an estimated \$7.2 million in expenditure to South Australia compared to \$6.5 million for the 2016 event.</p>
<p>Continue to invest the additional government funding for the Santos Tour Down Under to ensure the event retains its place as Australia's premier cycling race and festival, and increases the economic and tourism benefits to the State.</p>	<p>ESA</p>	<p>The 2017 Santos Tour Down Under once again proved to be one of Australia's premier major events with 840,000 fans from around Australia and the world lining the routes for the 2017 race.</p> <p>A record 43,000 event specific visitors attended, injecting \$56.5 million into the South Australian economy, an increase from \$49.6 million for the 2016 event.</p> <p>The event generated 683 full time equivalent jobs, increasing from 613 in 2016.</p> <p>The media/PR value of the 2017 event was \$202 million with 30 hours of action broadcast nationally on the Nine Network and 600 hours broadcast internationally to countries such as the United Kingdom, Italy, China, the United States of America and New Zealand.</p>
<p>Continue to innovate the Clipsal 500 Adelaide and secure new on and off track motor sport categories and event attractions as well as proactively engage the community to develop</p>	<p>ESA</p>	<p>The 2017 Clipsal 500 Adelaide was held from 2-5 March 2017.</p> <p>2017 marked the first race for Simona de Silvestro as the first full-time</p>

<p>premium social zones aimed at attracting the next generation of motor sport fans and families.</p>		<p>female driver in the Virgin Australia Supercars Championship series.</p> <p>On track action included eight feature race categories. The event also saw the return of one of the world's most popular extreme sports combining motor cross, supercross, off-roading and trails into one action packed competition - SuperEnduroX.</p> <p>New initiatives and attractions included:</p> <ul style="list-style-type: none"> <li>• Aston Martin Vulcan Race Car display – this magnificent car, one of only 24 manufactured at a cost of \$4 million, did demonstration laps over the four days of the event</li> <li>• 50<sup>th</sup> Anniversary Camaro Car Show – a showcase of the six generational body changes over the last 50 years of production</li> <li>• Jaguar 60<sup>th</sup> Le Mans Victory Celebration – a celebratory display paying tribute to the most successful Le Mans ever for Jaguar, in which the D-type vehicle took five of the top six places at the 1957 Le Mans event</li> <li>• Pit Exit Corporate facility – due to the growing demand for exclusive corporate hospitality, the Pit Exit Suite second storey was extended an additional 36 metres, all of which sold out three months prior to the event.</li> </ul>
<p>Prepare for the 2017 Bridgestone World Solar Challenge event.</p>	<p>ESA</p>	<p>Preparations for the 2017 Bridgestone World Solar Challenge (BWSC) are progressing well, with record numbers of teams and countries expected at the 30-year anniversary event.</p> <p>Increased support from Northern Territory Major Events has allowed the event to grow its presence in the top end. This will include moving static scrutineering from the Darwin Showgrounds to the Darwin Convention Centre and a public engagement activity at the Darwin Waterfront Precinct the weekend prior to the start of the event, inviting the public, teams, volunteers, and international participants and volunteers to engage with the Darwin community.</p> <p>For the first time, the BWSC will run a school outreach program for primary and secondary students. The program will travel from Adelaide to Darwin prior to the event, engaging with schools and communities along the way.</p>

		<p>The official City of Adelaide finish line will also see increased public engagement, including a 30-year BWSC historical display and improved student engagement. Students and members of the public will be able to meet all the teams and see their incredibly innovative solar cars.</p>
<p>Develop Tasting Australia into a sustainable annual event.</p>	<p>ESA</p>	<p>The 11<sup>th</sup> Tasting Australia was held 1 - 7 May 2017 - the first time it was held annually.</p> <p>In 2017, there were several new initiatives introduced, aimed at generating stronger commercial outcomes and delivering a more compelling product. These included a high-end dining experience in Town Square (Victoria Square) - 'Glasshouse Kitchen' and a day/night eating and drinking experience - 'Charred'.</p> <p>Crowd attendance at 'Charred' was very strong at 52,010 over the duration of the festival.</p> <p>Associated events saw a 79 per cent sell-out rate and managed events experienced unprecedented demand with 96 per cent of all tickets sold.</p> <p>The total number of tickets sold in 2017 was 6,718 with 11 per cent of these attributed to interstate and international ticket buyers.</p> <p>The PR value of the 2017 event is estimated at \$23.4 million, compared with \$16.2 million in 2016, a media item count of 1,512 and potential reach of 92.3 million. 41 per cent of this was national content compared to 14 per cent in 2016 suggesting greater awareness among interstate audiences.</p> <p>Planning for the 2018 event commenced and will build on the successful aspects of the 2017 event.</p>
<p>Manage the Adelaide Fashion Festival to promote South Australia and its fashion and design industries as well as developing cultural links with China, including the relationship with sister state Shandong.</p>	<p>ESA</p>	<p>The 2016 Adelaide Fashion Festival took place between 19-23 October. The program incorporated 20 events, including 10 designer runways, keynote speaker lunches and breakfasts, retail activations and associated events. Seven of the events sold out, including the two final night Paolo Sebastian Runways.</p> <p>More than 20 local South Australian established and emerging designers were featured including Paolo Sebastian, Australian Fashion</p>

		<p>Labels, Tiff Manuell, Jaimie Sortino, Acler, Caleche and Alexis George.</p> <p>Key national and international media attended with media coverage generating a PR Value of \$9.04 million in Australia, with an item count of 950 and a cumulative reach of 67.62 million. Further, national buyers and stylists attended runway shows and met with local designers to create opportunities for future growth.</p> <p>In 2016, international supermodel Coco Rocha attended as special guest. Rocha posted online 12 times about her experience in South Australia and at the Adelaide Fashion Festival to her 1.1 million Instagram followers, 1.5 million Twitter followers and more than 500,000 Facebook fans.</p> <p>Designers from Qingdao, China were welcomed back, including designer Madam Mingrong Zhou who showcased at the Couture Culture Runway, and Qingdao Fashion Festival Event Manager, Mr Zhang who showcased his Kidswear Range at the Kids Runway for the first time. A new designer D/Nim (Vincent Chen) was also included in the Ready to Wear Runway.</p>
<p>Focus sponsorships, including those targeted through the Events Bid Fund, on core strength areas such as food and wine, arts and culture, live music, national and international sports and mass participation events, with a particular focus on off-peak periods and utilising key infrastructure.</p>	<p>ESA</p>	<p>21 major events were either provided sponsorship or were staged in 2016-17, including: the 2017 ISPS Handa Women's Open Golf, the 2016 International Netball Quad Series Test Match featuring Australia and England, the T20 Cricket International Double Header between Australia and Sri Lanka, the Adelaide Festival and the 2016 Adelaide Motor Sport Festival.</p>
<p>Develop the capacity building program for major, regional and local/ community events and festivals across the State.</p>	<p>ESA</p>	<p>In 2016-17, Events South Australia ran two event industry workshops, in the Fleurieu Peninsula and the Barossa. Key topics covered included:</p> <ul style="list-style-type: none"> <li>• funding and promotional opportunities</li> <li>• sponsorship</li> <li>• operations and risk management</li> <li>• event evaluation.</li> </ul> <p>The SATC also identified opportunities and provided advice to regional event organisers.</p>

		<p>In line with the Destination Action Plan process, the SATC also presented to four regions: Adelaide Hills, Barossa, Eyre Peninsula and Fleurieu Peninsula on ways to continue to grow and improve regional events.</p> <p>The SATC chaired the Major Events Group and the October Events Group with the aim of fostering greater collaboration, growth, communication and efficiencies between events held in March and October.</p>
<p>Increase awareness and consideration of South Australian hero events, through collaborative marketing, public relations and partnerships to trigger visitation.</p>	<p>ESA</p>	<p>The SATC has increased its support for the promotion of key events and event periods in South Australia. This has been achieved through content placement in Network SA, campaigns through southaustralia.com and SATC social media platforms. Direct investment was also made in cooperative marketing with the Adelaide Fringe and Adelaide Festival, among others, incorporating events into destination marketing and through creative for the October group of events.</p>
<p>Ensure that the additional government funding for the jointly administered Convention Bid Fund is used to win those business events that are identified as best utilising newly completed infrastructure and delivering the highest economic return for the tourism industry. This recognises that increased business events activity will boost expenditure by high value visitors.</p>	<p>CA</p>	<p>The Convention Bid Fund was used to secure Australia's largest travel and tourism business to business event, the Australian Tourism Exchange as well as a range of other business events and conventions. These include the Australian Geoscience Convention, Land Forces (Australian Defence Conference), medical conferences, symposiums and annual general meetings which will take place at the Adelaide Convention Centre.</p> <p>Since November 2013, the State Government has invested \$20.5 million in the Convention Bid Fund which has boosted the Adelaide Convention Centre's ability to secure major national and international business events.</p> <p>As of July 2017, the Convention Bid Fund has helped secure 72 events to be held through to 2023. These events will bring 88,000 delegates, generating over \$427 million in economic benefit.</p>

**PRIORITY 6: ORGANISATIONAL EFFECTIVENESS**

Priority	Responsible Unit	Action Taken
Provide systems and support across all aspects of corporate services to maximise the effective and efficient use of SATC resources and ensure public accountability expectations are met.	CA	<p>In 2016-17, the SATC implemented a range of processes and practices in delivering its responsibilities under <i>the South Australian Tourism Act 1993</i> and in adherence to government financial, procurement, contracting, human resources, governance and auditing requirements.</p> <p>The SATC maintains a high level of financial control over its domestic and international operations to ensure accountability for government resources.</p>
Embed a strong planning and performance monitoring approach that links long term planning and outcomes to the daily work of each individual in the office, covering strategic risk as well as operational risks.	CA	<p>In 2016-17, the SATC developed the SATC Corporate Plan 2018-2020 (commencing July 1 2017). This involved extensive consultation throughout every unit of the SATC, including evaluation of current performance and evidence-based strategy development. Key external tourism stakeholders also provided input to the plan, which has been endorsed by the SATC Board.</p> <p>The objectives of the SATC Corporate Plan 2018-2020 align the actions of the SATC with the Premier's Economic Priorities and reaffirm the ambition of the South Australian Tourism Plan 2020 to achieving \$8.0 billion in visitor expenditure by December 2020.</p> <p>The SATC Performance Management system has integrated the 'Five Priority Action Areas' framework to directly relate to individual performance plans.</p>
Embed organisational values and drive continual improvement through review processes.	F&BS	<p>To maximise organisational effectiveness, a review of the SATC's Managing Development and Performance Policy was undertaken and training was delivered to employees focusing on the completion of effective performance reviews.</p>

		<p>Agency wide training needs analysis was conducted to identify both organisational and individual learning and development needs and opportunities.</p> <p>The SATC's values are promoted within the organisation. The 'Culture and Values' working group aims to drive and influence the agency's culture through staff engagement and implementation of initiatives which endorse our values. The annual staff engagement survey provides an objective mechanism for assessing the cultural environment.</p>
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