

# Competency Standard

<b>UNIT TITLE:</b> ASSESS AND PLAN TOURISM OPPORTUNITIES FOR LOCAL COMMUNITIES		<b>NOMINAL HOURS:</b> 50
<b>UNIT NUMBER:</b> D2.TCS.CL5.02		
<b>UNIT DESCRIPTOR:</b> This unit deals with skills and knowledge required to consult with relevant stakeholders to determine and prepare plans that will provide tourism opportunities for local communities that are mutually acceptable to the local communities, authorities and the business operator.		
<b>ELEMENTS AND PERFORMANCE CRITERIA</b>	<b>UNIT VARIABLE AND ASSESSMENT GUIDE</b>	
<p><b>Element 1: Research local tourism opportunities</b></p> <p><b>1.1</b> <i>Consult with the local community</i> to obtain their involvement and input</p> <p><b>1.2</b> <i>Identify possible tourism opportunities</i> for local communities</p> <p><b>1.3</b> <i>Identify research needs</i> for the local communities</p> <p><b>1.4</b> <i>Conduct research on general tourism trends and data</i></p> <p><b>1.5</b> <i>Conduct research on the local area and communities</i></p> <p><b>Element 2: Interpret research results</b></p> <p><b>2.1</b> <i>Analyse the information collected</i> from all sources</p> <p><b>2.2</b> <i>Identify impacts of the research</i></p>	<p><b>Unit Variables</b></p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment.</p> <p>This unit applies to organisations that are involved in the delivery of tours and travel to local communities within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> <li>1. Travel Agencies</li> <li>2. Tour Operation</li> </ol> <p><i>Consult with the local community</i> may include:</p> <ul style="list-style-type: none"> <li>• Arranging and conducting meetings with local authorities, key stakeholders, industry bodies and local communities</li> <li>• Actively seeking input from stakeholders, including advertising and promoting the meetings and their purpose</li> <li>• Seeking advice in relation to potential tourism-related opportunities</li> <li>• Recording input from contributors</li> </ul>	

<p><b>2.3</b> <i>Communicate research results to stakeholders</i></p> <p><b>2.4</b> <i>Use research results and feedback to guide future actions</i></p> <p><b>2.5</b> <i>Confirm tourism opportunities to be pursued with the local communities and other relevant stakeholders</i></p> <p><b>Element 3: Prepare formal draft plans</b></p> <p><b>3.1</b> <i>Seek assistance from external experts and relevant personnel</i></p> <p><b>3.2</b> Ensure draft plans reflect community interests and concerns</p> <p><b>3.3</b> Ensure plans reflect the <i>business plans and direction of the host enterprise</i></p> <p><b>3.4</b> <i>Identify training needs and training delivery methodologies</i></p> <p><b>3.5</b> Identify <i>physical infrastructure needs</i> for the local communities and the host enterprise</p> <p><b>3.6</b> Identify <i>resources that need to be supplied to the local communities</i> to facilitate implementation of plans</p> <p><b>3.7</b> Incorporate the environmental, social, cultural and economic interests of the local communities into the plans</p> <p><b>3.8</b> Ensure plans are culturally and environmentally sensitive</p>	<ul style="list-style-type: none"> <li>• Explaining the potential advantages and disadvantages, impacts, of tourism opportunities on the society, culture and economy of the local communities: <ul style="list-style-type: none"> <li>▪ Advantages may include: <ul style="list-style-type: none"> <li>– Economic benefits to local community</li> <li>– Improved local facilities</li> <li>– Employment opportunities</li> <li>– Cultural benefits including cultural preservation</li> <li>– Visitor education</li> <li>– Greater understanding between host and visitor cultures</li> </ul> </li> <li>▪ Disadvantages may include: <ul style="list-style-type: none"> <li>– Trivialisation of culture</li> <li>– Effect on social structures and lifestyles</li> <li>– Environmental damage</li> <li>– Loss of privacy</li> <li>– Exposure to the dangers accompanying any influx of tourists</li> <li>– Reduced ability to use and/or enjoy traditional facilities and locations.</li> </ul> </li> </ul> </li> </ul> <p><i>Possible tourism opportunities</i> may include:</p> <ul style="list-style-type: none"> <li>• Tourism retailing operations</li> <li>• Tour operations</li> <li>• Accommodation development</li> <li>• Visits to the community by invited external tour operators</li> <li>• Community involvement in providing staff for external operations</li> <li>• Community involvement in training related to the final plans.</li> </ul>
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<p><b>3.9</b> Maintain ongoing communication and consultation throughout the planning process</p> <p><b>3.10</b> Develop a clear <i>strategic and tactical focus</i> for plans that are made</p> <p><b>Element 4: Present draft plans</b></p> <p><b>4.1</b> <i>Submit plans for consideration</i> by the local communities and other relevant key stakeholders</p> <p><b>4.2</b> Amend plans on the basis of feedback received</p> <p><b>4.3</b> Re-present revised plans for approval</p>	<p><i>Conduct research</i> may include:</p> <ul style="list-style-type: none"> <li>• Questionnaires and surveys</li> <li>• Interviews, including face-to-face and telephone</li> <li>• Focus groups</li> <li>• Electronic counters, where applicable</li> <li>• Desktop research.</li> </ul> <p><i>Identify research needs</i> may be related to:</p> <ul style="list-style-type: none"> <li>• Considering the current business focus of the local communities</li> <li>• Integrating the tourism possibilities within the existing or planned organisational business direction and operational goals</li> <li>• Agreeing on the aims of the research with key stakeholders and the local communities</li> <li>• Setting timelines and allocating responsibilities and resources for the research</li> <li>• Determining the research sources that will be used.</li> </ul> <p><i>General tourism trends and data</i> should include:</p> <ul style="list-style-type: none"> <li>• Existing data available from government and peak industry sources, including fee-for-service data and material that is freely available</li> <li>• Conducting primary and secondary research</li> <li>• Considering quantitative and qualitative, hard and soft data</li> <li>• Arrival and spending patterns</li> <li>• Stay and visitation patterns</li> <li>• Identification of previous marketing activities focused on the local communities, including identification of the relative success or failure of those initiatives, and the reasons for that</li> <li>• Activity and usage patterns and levels historically and currently applicable to the local communities</li> </ul>
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- Investigating initiatives for the local communities already being planned or implemented by others
- Studying similar initiatives in similar locations, where applicable.

*Conduct research on the local area and communities* should relate to:

- Generating additional input and information to supplement findings of initial community and other meetings
- Offering alternatives and making suggestions
- Seeking identification of preferences from the local communities, including identification of why these preferences are preferred
- Recording the reservations of local communities in relation to introducing tourism opportunities into their communities
- Providing additional explanations, as required
- Cataloguing existing facilities within the local community
- Determining the skill levels of existing local communities, including identification of the number of potential workers available to participate in final plans.

*Analyse the information collected* may include:

- Classifying the statistical and other data collected
- Verifying the research data
- Quantifying the research data
- Manipulating the research data, including the generation of trends, percentages and ratios as appropriate to the identified and/or emerging opportunities
- Producing a report on the research, including the production of summaries and recommendations.

*Impacts of the research* should relate to:

- Social impacts

- Environmental impacts
- Economic impacts
- Cultural impacts.

*Communicate research results* may include:

- Presenting copies of the research data and research report to key stakeholders
- Presenting the report and its findings and speaking to the report at local community meetings
- Presenting the research data/report to external stakeholders, including the wider community, businesses, tourism bodies and organisations, government authorities, funding sources and media
- Seeking and recording feedback on the research from local communities and external stakeholders.

*Use research results and feedback* may include:

- Initial development of draft plans, where no existing draft plans already exist
- Modification to existing draft plans
- Integration of research data into existing or newly generated plans
- Ensuring alignment between identified local community needs, wants and preferences and the direction to be taken
- Notifying local communities as to how their input is being reflected in the emerging plans
- Seeking confirmation that action to date is accommodating the stated needs, wants and preferences of the local communities.

*Confirm tourism opportunities to be pursued* may include:

- Holding meetings with stakeholders to explain the options that have been identified, or have evolved as a result of the research and consultation
- Explaining relative merits and disadvantages on options, where applicable

- Re-presenting research data to explain and/or support anticipated courses of action
- Encouraging debate and feedback from all stakeholders
- Ensuring information provided to the local communities and key stakeholders is factual, complete and unbiased
- Inviting stakeholders to speak on possibilities raised and data presented
- Obtaining support from local communities and key stakeholders to pursue nominated courses of action
- Receiving, acknowledging and accepting feedback that indicates proposed courses of action are not acceptable to the local communities and key stakeholders
- Revising proposals on the basis of negative responses and/or feedback received in order to generate more acceptable courses of action.

*Assistance from external experts and relevant personnel may include:*

- Key people from within the local communities
- Financial experts
- Planning experts
- Government officers and agencies
- Managers from the host organisation where the head office is a remote office
- Environmental experts
- Social demographers.

*Business plans and direction of the host enterprise may relate to:*

- Availability of funding
- Timing of initiatives to fit with other established plans
- Staffing numbers and expertise

- Availability of physical resources to support the plans, including vehicles
- Integration of plans with existing products and services being advertised and offered
- Short-term and long-term business objectives.

*Identify training needs* may include:

- Undertaking a training needs analysis with selected members of the local communities
- Assessing internal staff abilities and expertise to deliver the identified courses of action
- Organising demonstrations and tests to assess competency of local communities
- Checking credentials of members of the local communities.

*Training delivery methodologies* may include:

- Engaging the services of professional training providers
- Using host organisational staff to deliver on-the-job training
- Evaluation of the potential usefulness of alternative training options, including online delivery, correspondence education, or shared training with identified partners.

*Physical infrastructure needs* may include:

- Buildings and facilities that need to be erected to support the initiative
- Alterations and/or additions that may need to be made to existing facilities
- Obtaining provisional approval from authorities relating to permits and authorisations to proceed
- Tracks, roads, parking areas and traffic movement controls and facilities, including vehicular and pedestrian traffic
- Assessment of the purchase of suitable on-site vehicles to transport tourists/visitors
- Ensuring the physical infrastructure requirements identified as being necessary for the proposal will supplement the local communities and not negatively impact on the amenity of the destination or the communities enjoyment and/or use of their environment
- Ensuring minimal environmental impact.

*Resources that need to be supplied to the local communities* may include:

- Cash or other forms of financial recompense or payment
- Training
- Health care and medical services
- Access to and/or the provision of nominated facilities, services or goods
- Safety and security requisites
- Employment opportunities
- Equipment to enable full and appropriate participation by the local communities in the initiative.

*Strategic and tactical focus* may include:

- Application of a Strengths, Weakness, Opportunities and Threats (SWOT) analysis to provide the basis for functional/operational plans
- Identification of how the host organisation can achieve identified outcomes, while optimising the outcomes for the local communities and protecting the initiative against competition
- Generating mission and goals for the project(s), including identification of the relevant values that attach to the initiative
- Clarifying priorities for the project
- Establishing criteria for measurement of the success of the initiative
- Establishing criteria for monitoring the implementation of the initiative
- Specific written plans to guide the implementation of the identified facets of the initiative
- Describing the relationship between the host organisation, local communities and key stakeholders during the implementation phase
- Establishment of an effective communication structure for the project

- Creation of relevant supporting accounting structures to assist in the allocation and control of identified funds and resources
- Establishment of individual roles, responsibilities and scopes of authority for those who will be involved in the implementation of the project.

*Submit plans for consideration* should relate to:

- Formal presentation of professionally prepared plans to relevant stakeholders, including local communities and external stakeholders
- Explanation of all plans, including strategies and tactics, projected outcomes, resource allocation and internal structures contained within the plans
- Identification of new issues arising that were identified as part of the formal planning process that may impact on the local communities
- Soliciting and recording feedback from stakeholders
- Defending positions taken by the host organisation and justifying those positions to stakeholders by identifying how those stances result in a mutually beneficial outcome
- Discussion of the implementation phase of the project(s).

#### **Assessment Guide**

The following skills and knowledge must be assessed as part of this unit:

- Knowledge of the enterprise's policies and procedures in regard to interaction with and the provision of support for local communities, including policies in relation to environmental sustainability and respect for local communities
- Knowledge of the host enterprise business and other short and long-term plans
- Knowledge regarding the financial and other resources available to support local tourism opportunities
- Principles of research and the development of plans
- Ability to use communication techniques, including negotiation and consultation techniques

- Knowledge of the local communities, including identification of key stakeholders and an appreciation of the social, economic and cultural issues facing them
- An understanding of the potential positive and negative impacts of change on the local communities
- Knowledge of minimal impact operations and sustainability issues
- General knowledge of local and international trends in tourism, including visitation patterns and emerging activities and destinations preferred by tourists.

**Linkages To Other Units**

- Develop and update local knowledge
- Manage and resolve conflict situations
- Establish and maintain a business relationship
- Develop and implement a business plan
- Develop new products and services
- Manage and implement small projects
- Plan, manage and conduct meetings
- Manage legal requirements for business compliance
- Develop and update tourism industry knowledge
- Demonstrate/observe respect for indigenous cultures
- Plan, trial and implement minimal impact operations
- Monitor tourism operations
- Construct and apply tourism product research
- Create, implement and evaluate strategic product initiatives
- Develop and monitor culturally appropriate tourism activity

- Develop host community awareness programs
- Develop, implement and evaluate regional tourism plans.

**Critical Aspects of Assessment**

Evidence of the following is essential:

- Understanding of host enterprise policies and procedures in regard to interaction with and the provision of support for local communities, including policies in relation to environmental sustainability and respect for local communities
- Demonstrated ability to research and consult with a nominated local community to identify potentially viable tourism opportunities that are available to them, gain their support for one opportunity/initiative and prepare a full and effective set of strategic and tactical plans that will theoretically enable the implementation of the identified opportunity/initiative
- Demonstrated ability to arrange and conduct a meeting with an identified local community to capture their input, advice and concerns in relation to possible tourism opportunities that face them.

**Context of Assessment**

Assessment must ensure:

- Actual or simulated local community and workplace application of research, consultation and planning skills.

**Resource Implications**

Training and assessment must include involvement with a real local community and the integration of the development of plans within a stated real or simulated host enterprise operational environment that has existing business plans; and access to workplace standards, procedures, policies, guidelines, tools and equipment.

**Assessment Methods**

The following methods may be used to assess competency for this unit:

- Observation of practical candidate performance
- Interviews with people who have participated in the research, consultative and planning process
- Physical documents produced as part of the project, including research material, research reports, plans and other documentation produced or obtained as part of the research and planning process
- Role plays
- Oral and written questions
- Third party reports completed by a supervisor
- Project and assignment work.

**Key Competencies in this Unit**

*Level 1 = competence to undertake tasks effectively*

*Level 2 = competence to manage tasks*

*Level 3 = competence to use concepts for evaluating*

<b>Key Competencies</b>	<b>Level</b>	<b>Examples</b>
Collecting, organising and analysing information	3	Conduct research on the tourism possibilities available to the local communities
Communicating ideas and information	1	Explain plans, expected outcomes and possible disadvantages to local communities

	Planning and organising activities	3	Prepare strategic and tactical plans to present to local communities and other stakeholders
	Working with others and in teams	2	Manage others who are undertaking research and/or organising meetings with local communities
	Using mathematical ideas and techniques	3	Evaluate statistical data obtained during the research process
	Solving problems	2	Negotiate solutions to planning and implementation problems
	Using technology	1	Use the internet to research material; use software to assist in project planning