

Competency Standard

UNIT TITLE: DEVELOP, IMPLEMENT AND EVALUATE REGIONAL TOURISM PLANS		NOMINAL HOURS: 70
UNIT NUMBER: D2.TCS.CL5.11		
UNIT DESCRIPTOR: This unit deals with skills and knowledge required to generate, implement, monitor and evaluate strategic tourism plans within a local and/or regional context.		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1: Develop regional tourism plans</p> <p>1.1 <i>Identify the context for the host enterprise</i> in relation to regional tourism development</p> <p>1.2 Undertake a <i>situation analysis</i> of the region and the host enterprise</p> <p>1.3 Engage in <i>community consultation</i> to identify regional concerns, opinions, suggestions, recommendations and preferences</p> <p>1.4 Identify the <i>stakeholders</i> in relation to the development and implementation of regional tourism plans</p> <p>1.5 Consider the <i>impacts of tourism on the regional community</i></p> <p>1.6 Identify and quantify the <i>community and industry resources available</i> to support the implementation of plans</p>	<p>Unit Variables</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 the development and implementation of local and/or regional tourism plans that will impact a range of tourism facilities across a range of industry sectors within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Travel Agencies 2. Tour Operation <p><i>Identify the context for the host enterprise</i> may be related to:</p> <ul style="list-style-type: none"> • Researching the business and strategic plans for the organisation • Speaking with management to identify emerging issues that have the potential to cause revisions to plans and changes of business direction and focus • Undertaking market research to identify attitudes of the local community to identified issues • Identifying emerging issues of concern to the community 	

<p>1.7 <i>Maintain ongoing consultation</i> with the regional community throughout the entire planning development process</p> <p>1.8 <i>Produce draft plans</i> to reflect community concerns and organisational requirements</p> <p>1.9 <i>Submit plans</i> for approval and feedback</p> <p>1.10 <i>Revise plans</i> as appropriate on the basis of feedback received</p> <p>1.11 <i>Obtain approval and/or support</i> for plan implementation</p> <p>Element 2: Implement regional tourism plans</p> <p>2.1 <i>Advise stakeholders and the regional community</i> of intention to initiate approved plan(s)</p> <p>2.2 <i>Maintain ongoing consultation</i> with stakeholders and communities during implementation</p> <p>2.3 <i>Follow the actions outlined in the approved plan(s)</i></p> <p>2.4 <i>Amend implementation</i> on the basis of <i>issues arising</i></p> <p>2.5 <i>Monitor the implementation</i> of the plan(s)</p>	<ul style="list-style-type: none"> • Defining the current position of the organisation in relation to tourism development in the region • Describing and quantifying the inventory of tourism infrastructure of the region which may include: <ul style="list-style-type: none"> ▪ Transport ▪ Accommodation ▪ Attractions ▪ Retail ▪ Visitor information services ▪ Tours ▪ Conference facilities • Describing and quantifying the tourism-related carrying capacity for the region. <p><i>Situation analysis</i> will include:</p> <ul style="list-style-type: none"> • Defining the strengths of the enterprise and the local region • Defining the weaknesses of the enterprise and the local region • Defining the opportunities available, or presenting themselves to the enterprise and the local region • Defining the threats presenting themselves to the enterprise and the local region • Embracing internal and external factors • Identifying product and service gaps in relation to other comparable locations which may include definition of: <ul style="list-style-type: none"> ▪ Inability to service current demand ▪ Operating practices inappropriate for the current market place and visitors ▪ Visitor expectation levels that are below acceptable levels
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<p>Element 3: Evaluate regional tourism plans</p> <p>3.1 <i>Compare results of plan(s) against previous statistics and conditions</i></p> <p>3.2 <i>Compare outcomes against key performance indicators as stated in the plan(s)</i></p> <p>3.3 Identify unintended and/or unanticipated outcomes</p> <p>3.4 Resolve negative <i>outcomes</i> of the plan(s)</p>	<ul style="list-style-type: none"> ▪ Lack of resources to enable required service delivery, including human, physical and financial resources ▪ Existing potential that is not being exploited <ul style="list-style-type: none"> • Identifying emerging technology that is impacting on tourism within the identified context of the region and market place. <p><i>Community consultation may include:</i></p> <ul style="list-style-type: none"> • Conducting seminars and public meetings • Formal and informal regional community research • Encouraging debate and discussion in the media • Making public appearances to speak to proposed plans and responding to questions and criticism • Redressing misinformation that exists in the community • Providing current information based on verifiable evidence and information • Engaging with all groups in the regional community • Encouraging key community members to participate on steering committees and advisory boards • Undertaking activities to engender community support for intended planning objectives • Explaining the context and identified goals for projects that are being considered for inclusion in formal regional tourism plans. <p><i>Stakeholders may include:</i></p> <ul style="list-style-type: none"> • General public • Elected officials including politicians with responsibility and influence in the travel and tourism industries
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- Senior bureaucrats from local, regional and national government agencies
- Community groups and elders
- Tourism operators, tour operators and travel agents
- Travel and tourism industry associations and peak representative bodies
- Trade unions
- The media.

Impacts of tourism on the regional community may be related to:

- Listing and describing the costs to local communities of tourism, which may include:
 - Trivialisation of culture
 - Effect on social structures
 - Introduced negative influences and factors
 - Dilution of culture
 - Increase in crime
 - Damage to the local environment including pollution
 - Increased stress on existing buildings, facilities and infrastructure
 - Increased living costs
 - Low-paid jobs
 - Dependency on tourism
 - Seasonal employment
 - Traffic congestion.
- Listing and describing the benefits to local communities of tourism, which may include:
 - Economic benefits to the local community
 - Creation of employment opportunities

- Opportunity to share the culture and educate visitors
- Investment opportunities in businesses, real estate, infrastructure
- Maintenance, growth and improvement in local facilities
- Improved health and training facilities
- Improved public transport systems
- Opportunity to enhance the preservation of endangered or threatened aspects of the local culture, customs and community
- Opportunity to make the wider community aware of the problems facing the community.

Community and industry resources available may include:

- Local government resources
- Local tourist associations or other industry bodies
- Preparedness of individual tourism operators to contribute to and support plans
- Expertise of those likely to implement plans
- Current market position of the destination/community
- Opportunities that exist for sponsorship and/or joint ventures
- Potential for grants and other government assistance
- Local skill profile
- Extent and condition of local infrastructure.

Maintain ongoing consultation may include:

- Using the media to communicate information and progress
- Establishing a newsletter for nominated individuals and organisations
- Conducting a scheduled series of information sessions
- Being available to respond to requests for information and updates
- Establishing an information site on the host enterprise website.

Produce draft plans may include:

- Ensuring that development initiatives are culturally and environmentally appropriate
- Developing a suite of plans that align with the accepted requirements of plans to be SMART i.e. specific; measurable; accurate; realistic and relevant; track-able and time-related
- Developing policies and procedures to guide and govern the implementation of the plan(s)
- Allocating tasks, resources and responsibilities to enable the attainment of the goals of the plan(s)
- Identifying quality standards that will apply to planning implementation
- Developing monitoring and evaluation criteria against which to assess the progress and success of the plan(s), including development of Key Performance Indicators (KPIs), where appropriate.

Submit plans may include:

- Presenting and explaining plans at public and other targeted meetings
- Releasing the plans to the media for public consumption and discussion
- Providing copies of the plans to government agencies, industry bodies and other identified key stakeholders
- Formally registering and submitting plans to designated authorities that have control over the areas that are targeted for development.

Obtain approval and/or support may include:

- Receiving official permission to proceed
- Receiving general approval from the community
- Granting of funding to enable project commencement.

Advise stakeholders and the regional community may include:

- Undertaking media interviews
- Providing media releases
- Holding information meetings with stakeholders and relevant communities.

Follow the actions outlined in the approved plan(s) may include:

- Ensuring responsibilities are discharged as allocated
- Ensuring resources promised by the host enterprise and/or resources promised by government agencies, industry and government agencies are forthcoming, including physical resources, financial resources and human resources
- Ensuring timelines for achievement of targets are met
- Evaluating the progress of plans against established key performance indicators (KPIs)
- Overseeing or engaging in actions designed to achieve the goals of the plan(s), including education/training, building of facilities, undertaking promotional activities
- Engaging communities and individuals as projected.

Issues arising may include:

- Unexpected events
- Unanticipated problems
- Reversals of previously obtained permissions from individual and authorities
- Withdrawal of support from key stakeholders.

Monitor the implementation may include:

- Tracking progress of plan(s)
- Recording evidence of progress
- Assessing progress against established Key Performance Indicators (KPIs)
- Notifying stakeholders regarding verifiable progress.

Compare results of plan(s) against previous statistics and conditions must include:

- Evaluating qualitative and quantitative data
- Researching anecdotal evidence
- Determining net results of initiatives contained in the regional tourism plan(s).

Resolve negative outcomes may include:

- Meeting with regional stakeholders to describe and quantify, where applicable, the negative outcome
- Apologising, for instance where promises made about the plan(s) have not been able to be fulfilled
- Revising plans, including committing additional resources, as required
- Submitting revised plan(s) for approval
- Implementing revised plans.

Assessment Guide

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

- Enterprise policies and procedures in regard to interactions with local communities, government agencies and industry associations, including protocols relating to public meetings, media liaison and the making of public comment on behalf of the enterprise
- Principles and practices of strategic planning and research
- Extensive knowledge of the region for which plans are to be produced and implemented
- Ability to use communication, negotiation, planning, organisational, networking and interpersonal skills
- Knowledge of the costs and benefits of tourism to and for local communities
- Knowledge of the hierarchy of tourism bodies and representative organisations
- Knowledge of main stakeholders in relation to local tourism

- Knowledge of typical problems and issues in the relationship between local tourism and host communities
- Knowledge of media interview, training and presentation delivery techniques.

Linkages To Other Units

- Develop and update local knowledge
- Develop host community awareness programs
- Develop a marketing strategy and coordinate sales activities
- Establish and maintain a business relationship
- Develop and implement a business plan
- Produce documents, reports and worksheets on a computer
- 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
- Develop and monitor culturally appropriate tourism activity
- Source and present information.

Critical Aspects of Assessment

Evidence of the following is essential:

- Understanding of host enterprise policies and procedures in regard to interactions with local communities, government agencies and industry associations, including protocols relating to public meetings, media liaison and the making of public comment on behalf of the enterprise

- Demonstrated ability to develop, implement and evaluate selected elements of a formal, written tourism plan for a nominated region, providing details with verification, where appropriate, in relation to:
 - The tourism-related strengths and weaknesses of the community
 - The tourism-related opportunities and threats that face the community
 - A series of community consultations
 - Regional tourism concerns and issues
 - The stakeholders in the community who have an interest in, or will be affected by, the plan
 - Industry and community resources, their type and quantity available to support implementation of the plan
 - Objectives, goals, key performance indicators, timelines, responsibilities and resources required to implement the plan
 - A suite of comprehensive and detailed action plans to ensure attainment of stated goals and objectives
- How the implementation of the plan will be monitored and evaluated.

Context of Assessment

Assessment must ensure:

- Actual or simulated workplace and regional community settings for the planning, research, consultation, implementation and evaluation of a regional tourism plan.

Resource Implications

- Training and assessment must include a real regional community, real people, real issues and actual information and data regarding relevant tourism issues and contexts for that community.

Assessment Methods

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

- Observation of practical candidate performance
- Portfolio of documentation produced by the candidate, including records of meetings, research material and plans
- Feedback from stakeholders who have participated in the consultation and implementation process
- Analysis of statistical data relating to the implementation of the project plan
- 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

Key Competencies	Level	Examples
Collecting, organising and analysing information	1	Research issues that are relevant to and impact on the regional community
Communicating ideas and information	2	Share information with identified stakeholders
Planning and organising activities	3	Determine the goals and objectives for the regional tourism plan

	Working with others and in teams	2	Organise community and other meetings
	Using mathematical ideas and techniques	1	Calculate statistics that relate to identified tourism issues
	Solving problems	2	Resolve tourism issues that have the potential to negatively impact on the regional community
	Using technology	1	Use communication technologies to disseminate information to the regional community