



Australian Government

Department of Education, Employment and Workplace Relations

LGAGCM709A Build business opportunities and community initiatives

Release 2

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Modification History

LGAGCM709A Release 2: Layout adjusted.

LGAGCM709A Release 1: Primary release.

Unit Descriptor

This unit covers the building of business and entrepreneurial skills necessary to develop new opportunities, programs and services that will grow the economic base of the community and council.

Elected members and senior council managers require the skills to develop business opportunities within councils and within and on behalf of their communities and so opportunity seeking, environmental analysis, business case development and planning skills are addressed in this unit.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations that provide the boundaries for the operation of councils is essential. The unique nature of councils, as a tier of government, directed by elected members and reflecting the needs of local communities must be appropriately reflected. The unit is appropriate for elected members, CEOs and other senior managers of councils.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency

Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Analyse regional and local business environments in which council operates	<p>1.1 <i>Research</i> is conducted to determine and analyse the business environments in which council operates.</p> <p>1.2 Data on business trends is accessed and analysed to provide relevant knowledge about the business environment.</p> <p>1.3 Risks and <i>opportunities</i> from internal and external environments are identified.</p> <p>1.4 Businesses are consulted to develop a greater understanding of the services they deliver and their requirements.</p>
2. Identify and scope development opportunities within the community	<p>2.1 Current and future needs of the community as a whole are assessed for their growth and development opportunities.</p> <p>2.2 Consultation with key groups and stakeholders is conducted to form relationships and clarify needs.</p> <p>2.3 Associations or public sector enterprises are approached to consider working collaboratively with council to achieve developments within the community.</p> <p>2.4 <i>Feasibility studies</i> and reports are conducted to assess the viability and sustainability of development opportunities.</p> <p>2.5 Senior management and council are regularly informed of proposals, costings and funding requirements.</p> <p>2.6 Draft proposals for business development initiatives are developed in consultation with key stakeholders and personnel.</p> <p>2.7 Approval for development programs is sought from senior management, council and CEO where necessary.</p>
3. Analyse council's capabilities to develop opportunities	<p>3.1 Council's key capability statements are developed in consultation with appropriate personnel.</p> <p>3.2 Analysis is conducted to identify council capacity to meet the needs and expectations of the business environment.</p> <p>3.3 State and federal funding available to support development activities is identified and allocated accordingly.</p> <p>3.4 <i>Infrastructure</i> within municipality is assessed to determine current and future capacity requirements.</p>
4. Manage development and implementation of business and community initiatives	<p>4.1 <i>Financial and non-financial resources</i> to support delivery of development programs are coordinated and budgeted for.</p> <p>4.2 Partnerships with associations or public sector enterprises are established and formalised.</p> <p>4.3 Programs are designed, developed and implemented to deliver agreed outcomes using identified <i>council protocols and processes</i>.</p> <p>4.4 Programs and initiatives are marketed effectively and efficiently to the community.</p> <p>4.5 Programs are monitored, reviewed and evaluated against</p>

ELEMENT**PERFORMANCE CRITERIA**

desired outcomes and evaluation criteria.
4.6 Business and community development programs are reported back to the community.

Required Skills and Knowledge

This describes the essential skills and knowledge and their level, required for this unit

Required Skills

- research skills
- judgement and decision making skills
- management skills
- high-level interpersonal skills and ability to build networks and exercise influence
- highly developed verbal and written communication skills
- highly developed analytical and problem solving skills
- ability to assess emerging issues, accounting for any sensitivities
- research and reporting skills
- sound budgeting skills

Required Knowledge

- sound knowledge of budgeting and financial procedures
- demonstrated knowledge of strategic planning processes
- demonstrated knowledge of links between policy areas and processes within council

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the elements to the required performance level detailed in the performance criteria. The unit's skill and knowledge requirements must also be demonstrated. The candidate will demonstrate the capacity to work collaboratively with all stakeholders to drive and manage community initiatives and the building of business opportunities.

Critical aspects of evidence to be considered

The demonstrated ability to:

- analyse, scope, implement and manage business development opportunities in the field of local government
- engage in appropriate research, consultation, and development and implementation of activities

Context of assessment

Assessment of performance requirements in this unit should be undertaken with the context of the local government framework. Competency is demonstrated by performance of all stated criteria, including the range of variables applicable to the workplace environment.

Method of assessment

The following assessment methods are suggested:

- preparation of a major workplace project report/portfolio (that may incorporate assessment of related units) as a key form of assessment that enables candidates to integrate the learning and assessment project into their regular work responsibilities, which enables integrated and holistic assessment of the complex skills and knowledge addressed in this unit
- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate his/her handling of a range of contingencies
- written and oral questioning to assess knowledge and understanding
- completion of workplace documentation
- third-party reports from experienced practitioner
- completion of self-paced learning materials, including personal reflection and feedback from trainer, coach or supervisor

Evidence required for demonstration of consistent performance

Evidence should be gathered over a period of time in a range of actual or simulated management environments.

Resource implications

Access to a workplace or simulated case study that provides

the following resources:

- relevant council documents, such as strategic and operational plans
- relevant local government legislation and regulations

Range Statement

The Range Statement relates to the Unit of Competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the Performance Criteria is detailed below.

<i>Research</i> may include:	<ul style="list-style-type: none"> • trends in growth and type of businesses in the municipality • economic conditions • growth in industry sectors • current and emerging industry trends • population figures and trends • environmental conditions and impact of any proposal on environmental sustainability • analysis of relevant statistics, including those from the Australian Bureau of Statistics • workforce trends
<i>Opportunities</i> may include:	<ul style="list-style-type: none"> • rural development initiatives • seminars for small to medium sized businesses • creating a business network • training for existing and potential businesses • assistance in starting up a new business • attracting industries into the local area
<i>Feasibility studies</i> may address:	<ul style="list-style-type: none"> • existing and potential demand for proposed products or services • council's capacity to deliver proposed service alone or in partnership • costings and the need for additional funding
<i>Infrastructure</i> may include:	<ul style="list-style-type: none"> • roads infrastructure • rail infrastructure • telecommunications infrastructure • other services and facilities supplied by all tiers of government • access to public sector services and facilities
<i>Financial and non-financial resources</i> may include:	<ul style="list-style-type: none"> • appropriately skilled staff • additional training • temporary staff assistance • additional corporate funding
<i>Council protocols</i> may include:	<ul style="list-style-type: none"> • internal resourcing • contracting out part or all of the design, development and implementation

Unit Sector(s)

Common