

Skills Demand Snapshot

Victoria's Nursery Sector

February 2020



This document provides a snapshot of skills demand for the nursery sector in Victoria. For the purposes of this snapshot, the nursery sector includes businesses engaged in propagating and growing plants and floriculture products both outdoors and undercover.



Prepared by the Office of the Victorian Skills Commissioner for the Minister for Training and Skills, the Hon, Gayle Tierney MP.

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Foreword

This document provides a snapshot of skills demand for the nursery sector in Victoria. For the purposes of this snapshot, the nursery sector includes businesses engaged in propagating and growing plants and floriculture products both outdoors and undercover. This profile provides a genuine understanding of the current and future (1-3 year horizon) skills and training requirements of the sector, with a focus on the element of the workforce using VET courses and their career pathways.

The success of this work relied on insights from experienced employers within this sector to provide a sector-wide view of skills requirements and workforce challenges. A total of ten employers, spanning a range of services and market segments, were engaged across two separate meetings to develop this skills profile. Many of these employers have multiple locations, and together represent between 10 and 20 per cent of the Victorian market. At both meetings, insights from public data on the nursery sector were presented and validated with participants.

The meetings provided the opportunity for nursery employers to input their view of priorities and requirements from the VET system in addressing sector skills issues. This profile can be used by TAFE and training providers to better understand the nursery sector's priorities in terms of occupation and skill demand to ensure the supply side responds appropriately to VET opportunities.

The Victorian VET system aims to deliver 'real training for real jobs' by providing up to date training for new challenges in the sector. This report is part of a series of sector profiles which will be developed by the Office of the Victorian Skills Commissioner (OVSC). The set of skills demand snapshots will complement the regional skills demand profiles to provide a richer picture of the skills needs of Victorian employers. Insights from consultations will inform Government in terms of where they should be allocating taxpayers money to sectors which value accredited training. A collaborative effort between government, employers and training providers is required to address these challenges.

This profile represents a summary of the views of consulted employers and sector representatives on the current and future needs of the nursery sector. As such, the Office of the Victorian Skills Commissioner has prepared the report with care and diligence, based on information provided through consultations. Information in the profile has not subsequently been independently verified or audited.

This profile represents a summary of the views of consulted employers and sector representatives on the current and future needs of the nursery sector.

Acknowledgements

The OVSC would like to acknowledge the time, contribution and insights of participating employers and to Nursery and Garden Industry Victoria in supporting this process. The findings in this report would not be possible without their shared knowledge, openness, generosity, expertise and commitment.

Table 1: Participating Employers

Member	Organisation
Paul Boland	Ball Australia
Sandra Priddle	Boomaroo
Kim Dunstan	Flemings Nurseries
George Vavitis	Gardenworld
Matt Mansfield	Mansfield Propagation Nursery
Jim Johnson	Oasis Horticulture
Paul Tissot	Plantmark
Simon Gomme	Powerplants
Mark Jackson	Southern Advanced Plants
Hamish Mitchell	Speciality Trees
Craig Taberner	Nursery and Garden Industry Victoria

Summary

Victoria's nursery sector

Approximately **3,000 workers** across Victoria



Approximately **500 additional entry level workers** required by 2022



Two recommended pathways to employment



Multiple career opportunities for qualified workers



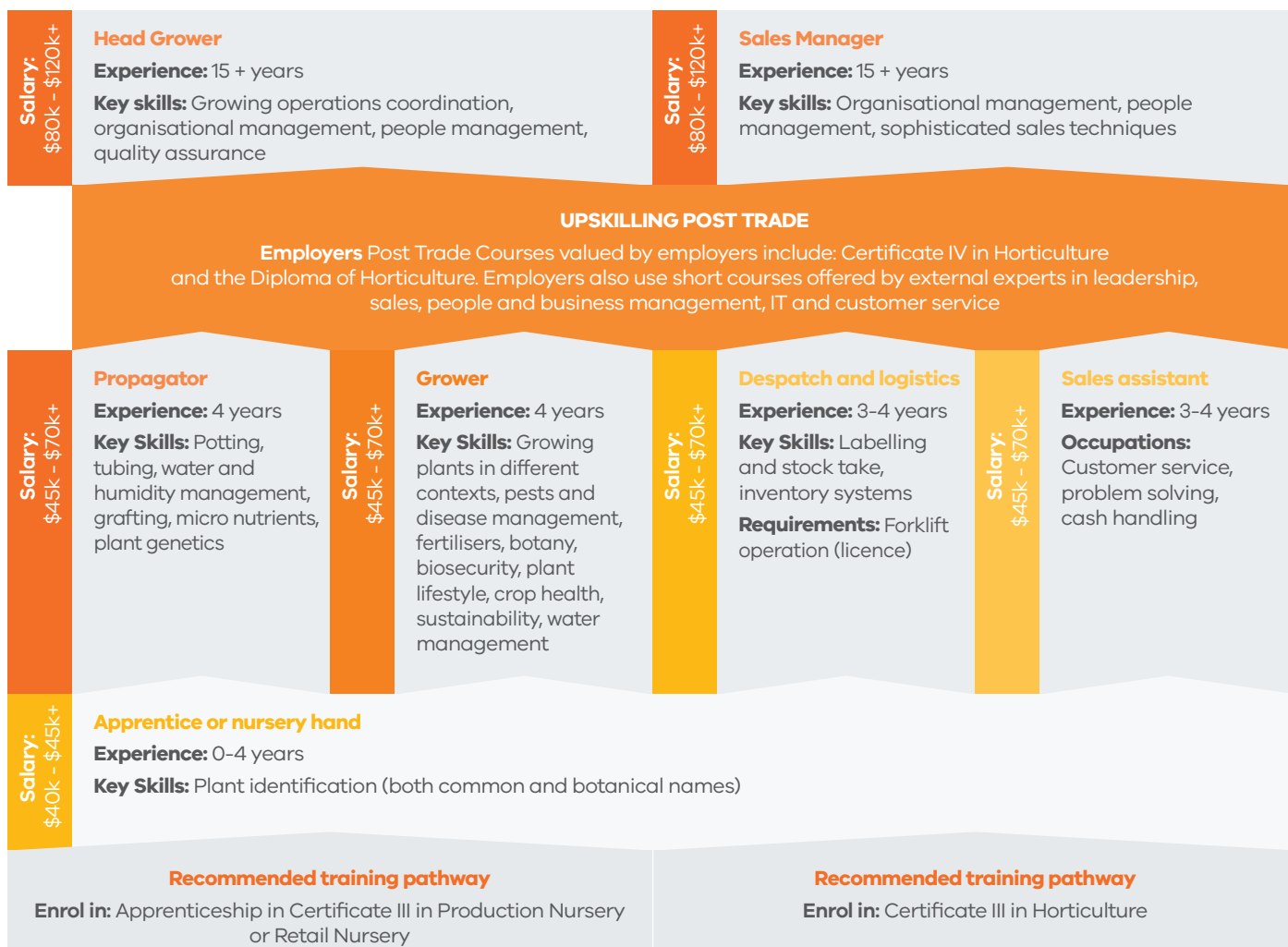
Expanding job roles through introduction of new technology



Career pathways and training

Salary: \$120k - \$150k+	Owner / General Manager
	<p>Experience: 20 + years</p> <p>Skills: business management</p>

Validated career and training pathways



Note: The type of apprenticeship course should be selected in consultation with individual employers, as the skills and experience offered varies based on the range of products in each business.

Other VET courses

*Introductory course

Certificate II in Horticulture -

introductory course to provide industry exposure and prepare for certificate III courses

*Post trade courses

Certificate IV in Horticulture -

develops post-trade skills needed prior to undertaking higher level roles in horticulture

Diploma of Horticulture -

develops management and technical skills for working at high levels in horticulture

Note: The chart on the previous page shows core roles in the nursery sector. Additional opportunities exist for roles such as administration staff, IT professionals and environmental scientists.

Recommendations for VET system

- TAFEs to work with schools and nursery to support an additional 400-500 apprentices to enter the sector in the next three years.
- TAFEs to establish a course advisory committee in partnership with nursery employer representatives to ensure learning materials and quality of apprenticeship training remains contextualised to current industry practice, particularly as new technology is introduced.
- Remove the Certificate II in Production Nursery qualification which is not valued by the sector from the funded course list.
- Rationalise current Certificate III in Production Nursery and Certificate III in Retail Nursery apprenticeship into one Certificate III of Nursery Operations.
- Engage with employers to determine the preferred format for post trade course, including exploring new delivery approaches which better align with the needs of the sector.

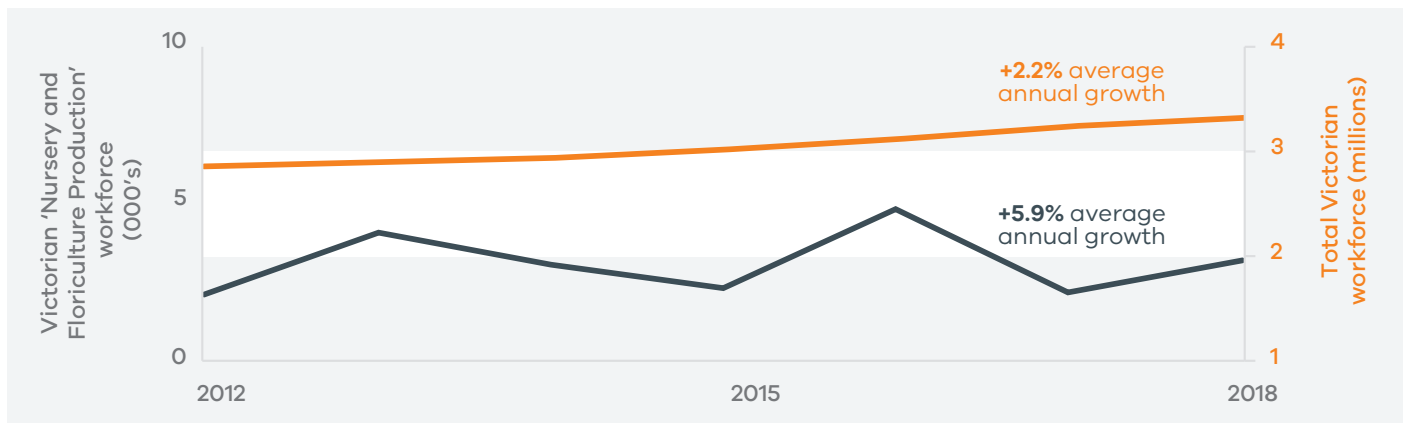


1. Sector overview

The nursery sector has grown strongly relative to the Victorian economy since 2012

Nursery is a sub component of the broader horticultural industry, comprising businesses that specialise in propagation, growing, distribution and wholesale or retail of plants. The sector had an estimated turnover of between \$700 million to \$1 billion in 2019, or approximately 0.3 per cent of the overall Victorian economy¹. Over 3,000 workers are currently employed², and the workforce has grown at an average of six per cent per annum since 2012 (see Figure 1). The nursery sector is supplied by the manufacturing industry with a range of products including pots, irrigation and watering systems, fertilisers and greenhouse systems.

Figure 1: Nursery and Victorian workforce growth since 2009



Note: Nursery and Floriculture Production covers both outdoor and under cover Nursery Production and Floriculture Production as well as Turf Growing. Source: ABS Labour Force Survey, 2019.

Nursery businesses serve both wholesale and retail customers, who purchase plants across the different stages of propagation and growth. Overall, wholesale and retail segments account for around 50% of the market each. Wholesale customers include primary industries and the landscaping sector. Customers in primary industry purchase seeds or young plants for food production and account for a quarter of total wholesale activity. The remaining three quarters of purchases are made by the landscaping sector, including councils or independent contractors, who require more mature plants to create outdoor environments. This includes nursery to nursery sales, purchased by businesses specialised in late stage growth to prepare plants and trees for landscape projects. Nurseries who focus on the retail market typically grow or purchase a wide range of plant products for sale to the public for home gardening. Bunnings alone was reported to hold approximately 50 per cent of the retail market and purchases plants from a range of nurseries throughout Victoria. The rest of the retail market is held by a few large retail chains, and many small independent businesses. The ratio of plants grown in house versus purchased by retailers varies between businesses.

Businesses structure themselves around core production teams

There are approximately 500 nursery businesses based in Victoria. More than half of these businesses are small operations, with no employees and a turnover of less than \$200,000³. These businesses are typically family operated, on small plots of land on the fringe of metropolitan areas that have been passed down through generations.

The remainder of the sector is made up of established larger businesses, which generate the majority of revenue. Businesses vary in both the stage of production they cover, as well as the types of plants they produce. Few businesses operate across the whole production chain. Most specialise in different stages of the growth cycle such as propagation, seedlings, medium sized plants and shrubs or advanced stock including trees and sell to either wholesale or retail markets. Some retailers completely outsource production and focus purely on sales. Overall, the sector is relatively stable with very few new entrants disrupting the market.

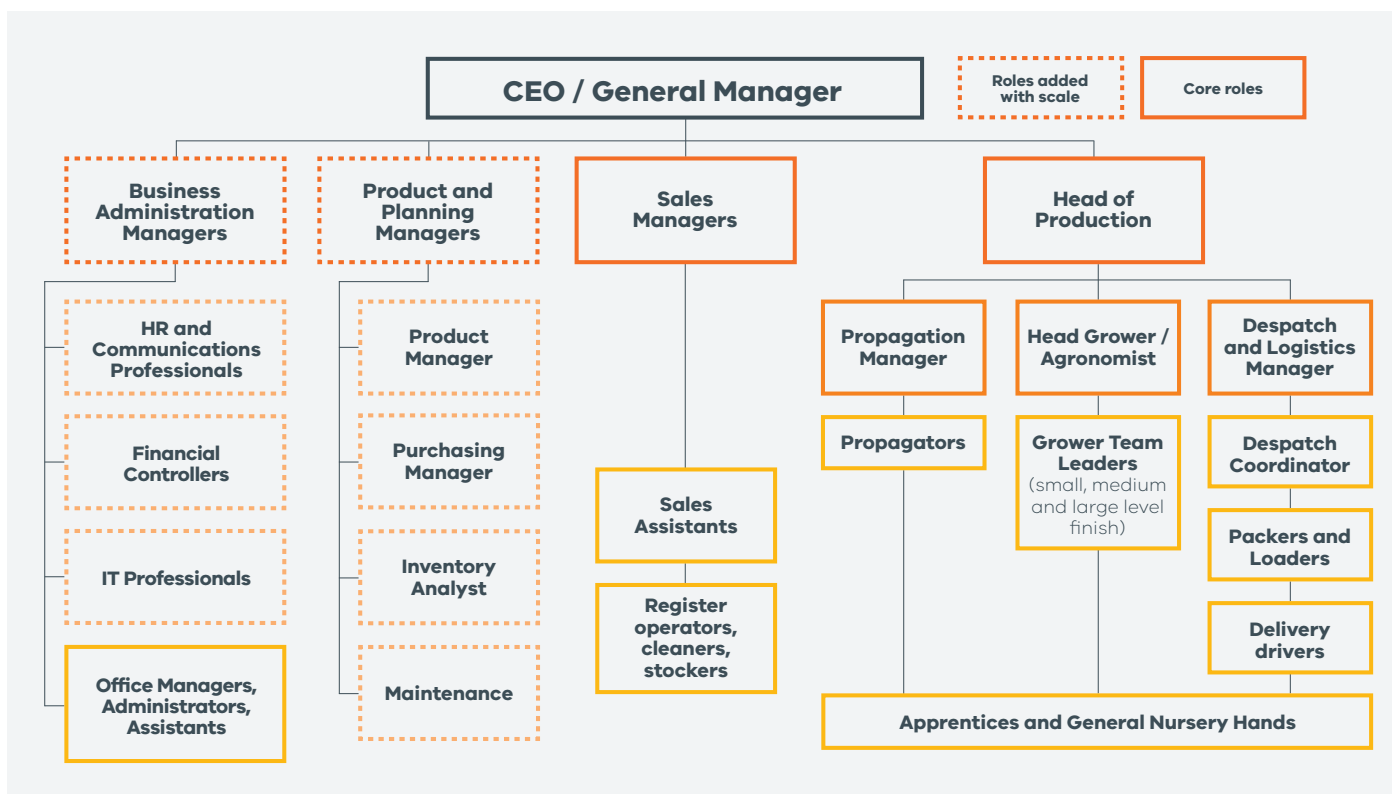


¹ Parliament of Victoria, Victorian Economic Snapshot, 2016-17

² Note: Nursery and Garden Industry Victoria estimate the total nursery workforce in Victoria could include up to 7,000 workers.

Figure 2 below outlines the indicative core structure of larger nursery businesses which include production and sales roles. As businesses grow, additional roles are added to manage scale (indicated by dashed lines).

Figure 2: Indicative nursery business organisational structure



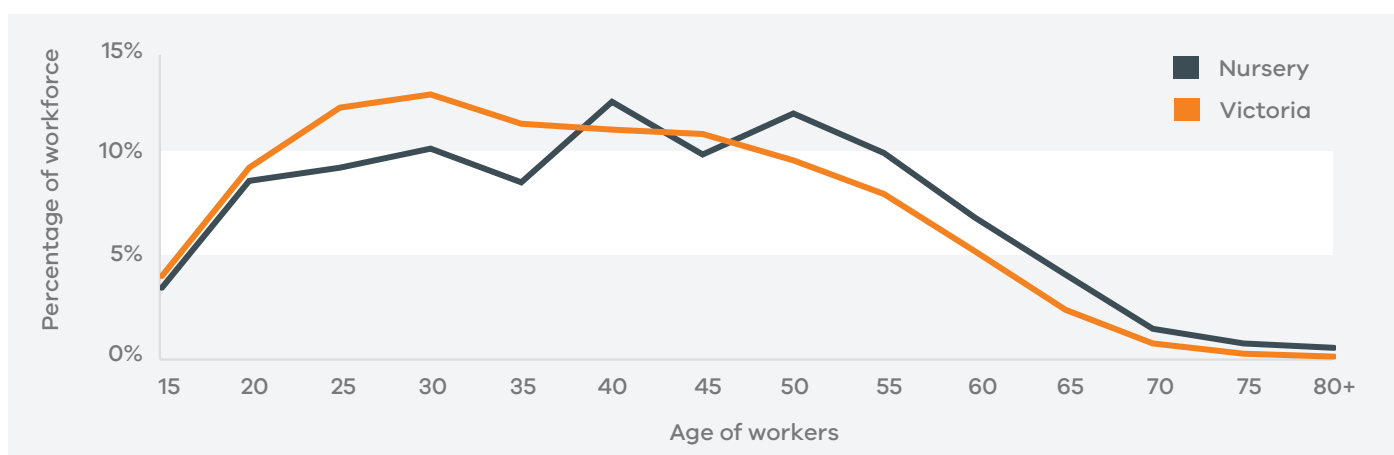
Production teams typically operate in crews of 5-8 workers. Crews are comprised of entry level workers such as apprentices or nursery hands with a mixture of skill levels, supervised by a Team leader with at least 5 years of experience. Smaller businesses have one crew directly supervised by the owner or nursery manager, and staff work across all stages of production including propagation and growing and despatch. Larger businesses operate multiple teams focussed on specific stages of production or different plant types. This often includes dedicated propagation teams as they carry out specialist tasks such as technical soft tissue or laboratory work. Roles in despatch and logistics typically include plant selection to meet orders, packing and loading, and distribution drivers. All production teams are then overseen by a Head Grower, with at least 15 years of experience, who is responsible for the end to end process and quality control. The overall ratio of skilled to unskilled workers in production crews can vary depending on the size of the business, for example some large wholesalers with standardised processes can have less of a requirement for qualified workers.

Most businesses also have their own sales function, with dedicated sales staff who service wholesale or retail customers, or both. Highly experienced sales managers typically supervise teams of 5-8 skilled sales assistants who work directly with customers to advise and assist with their purchase. These teams are also supported by entry level workers such as register operators, stockers and cleaners. In retail focused nurseries, the sales team can comprise a large proportion of the workforce, depending on the amount of growing that is done in house. For example, Bunnings, which was reported to cover approximately 50 per cent of all retail activity in Victoria, purchases the majority of its stock from wholesale nurseries, then employs retail staff to support sales.

Businesses add roles to this core structure as required to cope with increased scale. This includes specific roles for product and planning teams who purchase stock, monitor inventory, and oversee maintenance, which would be carried out by the Head Grower or owner in smaller businesses. General business administration professionals are also required to provide human resources, finance, and IT support. For example, large nurseries operate business-wide stock management systems which require significant IT support. In large nurseries, general managers or operational managers are also required to oversee the whole business, with head growers and professional staff as direct reports. Most workers are employed in full-time roles or apprenticeships, as businesses have a strong preference for permanent workers with industry specific knowledge. However, some casual workers or agency staff are used to provide flexibility in workforce capacity where required, particularly in despatch and logistics roles. The sector has an older workforce concentrated around metropolitan areas.

The sector has an older workforce concentrated around metropolitan areas

The Victorian nursery sector employs a total of approximately 3,000 people⁴. Almost half of the workforce are in entry level apprenticeship or nursery hand roles, with the remainder comprised of experienced workers including supervisors and managers as well as business professionals. Overall, the workforce is slightly older compared to the broader Victorian economy (see Figure 3), with a median age bracket of 40-45 years, which reflects challenges in recent years with the need to attract more young people to entry level roles in the sector.

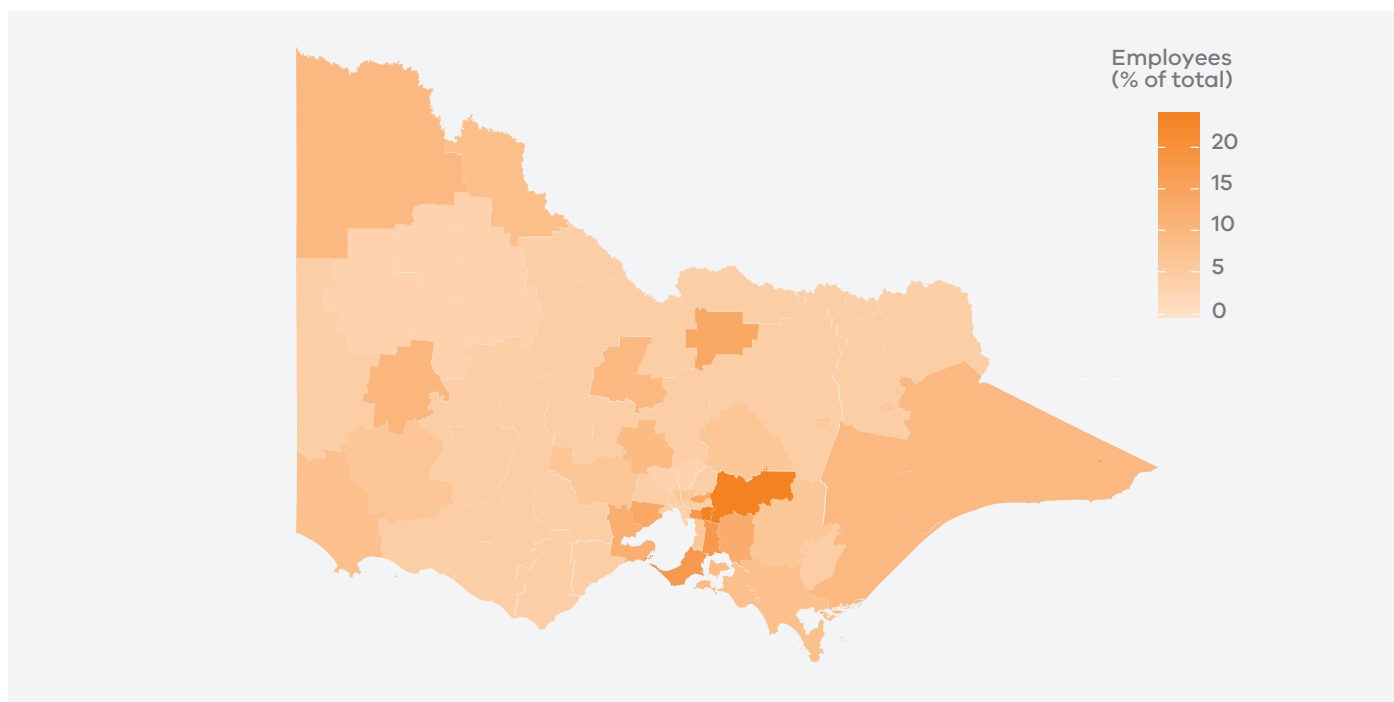


Source: ABS Census, 2016

Figure 3: Victorian nursery workforce age distribution

Work in the nursery sector in Victoria is centred around major residential areas. This is illustrated in Figure 4, which shows that the majority of the workforce is located in the Greater Melbourne area. This distribution provides proximity to the retail market and landscape construction activity which are major revenue sources.

Figure 4: Geographical workforce distribution



Source: ABS Census, 2016

⁴ Note: Nursery and Garden Industry Victoria estimate the total nursery workforce in Victoria could include up to 7,000 workers



2. Sector outlook and workforce implications

Recommendations for the VET system:

1. TAFEs to work with schools and nursery employers to support an additional 400–500 apprentices to enter the sector in the next three years.
2. TAFEs to establish a course advisory committee in partnership with nursery employer representatives to ensure learning materials and quality of apprenticeship training remains contextualised to current industry practice, particularly as new technology is introduced.

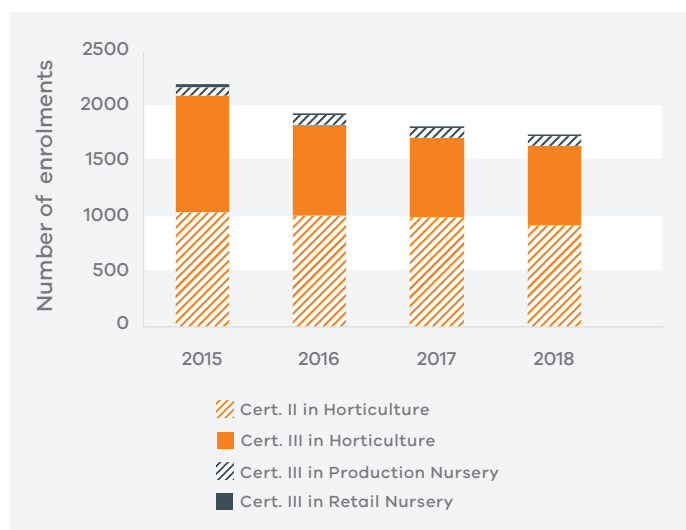
Demand for suitable entry level and skilled workers has outstripped supply over the past 5 years

As the sector has grown strongly over the past 5 years, demand for skilled workers has increased, however employers have not seen a corresponding increase in the number of workers entering the sector to complete qualifications and transition into skilled roles.

All employers noted that the lack of suitable entry level workers has increased in recent years and estimated a current shortage of more than 100 apprentices in the sector. The nursery sector is largely reliant on graduates of the VET system to fill skilled roles, however the number of students enrolling in relevant entry level VET courses has decreased significantly in recent years. As a result, employers also struggle to find qualified workers to progress into skilled roles in different aspects of the business. Head Growers were identified as the most difficult position to fill, which is one of the most important roles in the business, overseeing large volumes of valuable stock.

Figure 5 shows that the number of students enrolled in horticulture or nursery courses dropped by an average of 10 per cent each year from 2,400 in 2015 to 1,750 in 2018. The biggest reduction was enrolments in Certificate III in Horticulture which dropped by more than 300 over this period. Horticulture courses span multiple sectors, including agriculture, so total enrolments are not only reflective of students entering the nursery sector.

Figure 5: Enrolments in entry level nursery related courses from 2015–2018



Note: enrolments do not only include nursery students as horticulture courses serve multiple sectors.

Employers reported a negative perception of the industry as the main reason for a lack of interest from suitable entry level workers. Lower entry level wages and the physical nature of the work, which often requires completing repetitive tasks outdoors year-round are key factors in this. The fact that a higher proportion of students are choosing to attend university over other trades has also exacerbated this problem in recent years. To generate sufficient interest from young people in the long term, employers agreed the sector needs to communicate the expanding future career opportunities and emphasise its increasingly important role in addressing environmental issues and sustainability.

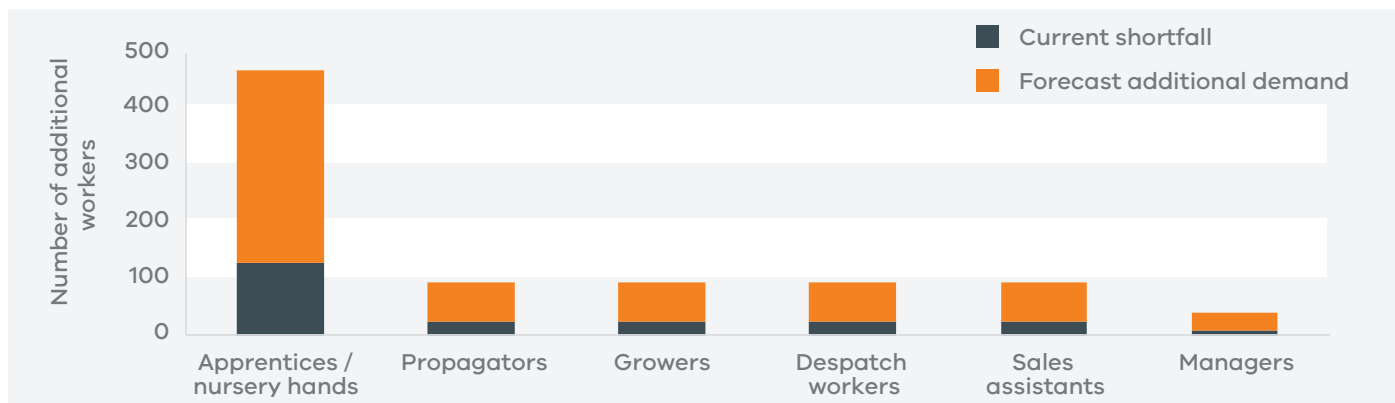
To fill gaps in the workforce, nurseries are increasingly looking to employ skilled workers directly from related industries. For example, landscaping workers often have transferrable skills such as horticultural knowledge and an understanding of customer requirements to fill a range of roles within the business. Employers also sometimes are required to hire workers with classroom-based qualifications directly into skilled positions and invest heavily in training internally to get them up to speed. In situations where employers cannot find qualified candidates for vacant positions, they often employ or promote people who do not have the desired qualifications.

The workforce is predicted to double in the next ten years, requiring an additional 1,000 workers by 2022

The current growth in the sector workforce is anticipated to continue to increase. Employers predict that the workforce will double in the next 10 years, equivalent to seven per cent per annum, due to increased demand from development of public parks and gardens, housing and increased demand for fruit and vegetables. For example, environmental policies to mitigate climate change include the City of Melbourne's climate change adaptation program which delivers the planting of 3,000 trees per year, to increase canopy cover on public land from 24 to 40 per cent¹. To keep pace with demand, by 2022 the sector will need approximately an additional 1,000 workers, including between 400–500 entry level nursery hands or apprentices. There will also be approximately 350 skilled production and sales roles that need to be filled, either by current apprentices or workers transitioning from related industries. The continuous transition of entry level workers into skilled roles means that a higher level of apprenticeship training will need to be sustained across time to support the sector. Figure 6 below illustrates approximate current shortfalls and forecast additional demand in core production and sales roles in the workforce.

¹ City of Melbourne. Green our city strategic action plan 2017–2021: Vertical and rooftop greening in Melbourne.

Figure 6: Estimated growth in demand for workers in core roles over the next three years



Note: forecasts do not include replacement of the current workforce due to turnover.



Employers seek workers with strong horticultural expertise for core roles

Nursery businesses rely heavily on skilled workers with horticultural knowledge to produce high quality plants and match them with customers' needs. On average, workforce costs comprise more than one third of total revenue, so an efficient and productive workforce is a high priority. A sufficient background in horticulture to accurately identify a range of different plants provides the basic knowledge required across all roles in the nursery, however, more in depth skills are required for skilled positions (see Table 2). Propagators require technical skills such as grafting, potting, tubing and an understanding of plant genetics, many of which employers noted as lacking in the sector due to the low number of workers trained to the required level. Growers typically require in depth knowledge of plant lifecycles and healthy growth practices, however the level of skill required can also vary depending on the type of plant, as some require significantly more care than others. Post production roles typically require less training, however despatch workers need to have a forklift licence and experience completing stock takes, while sales workers need customer service and problem-solving skills. For high level management positions, employers also look for leadership qualities and business management expertise.

Table 2: Key skills identified by employers

	 Propagation	 Growing	 Despatch and logistics	 Sales
Management	<ul style="list-style-type: none"> Leadership People and business management Quality control 			
Skilled	<ul style="list-style-type: none"> Potting Tubing Water / humidity management Grafting Micro nutrients Plant genetics 	<ul style="list-style-type: none"> Growing plants in different contexts (e.g. pot, ground, garden types) Pest and disease management Fertilisers Botany (biology) Biosecurity Plant lifecycle Crop health Sustainability Water management (irrigation, water quality, water volumes) 	<ul style="list-style-type: none"> Forklift operation (ticket) Labelling and stock take Inventory systems 	<ul style="list-style-type: none"> Customer service Problem solving Cash Handling
Entry level	<ul style="list-style-type: none"> Plant identification (common and botanical names) 			

Economies of scale will drive introduction of technology and consolidation of businesses

Several trends are expected to impact the industry going forward. Employers anticipate economies of scale will drive consolidation of smaller nurseries, while the continued introduction of technology will create efficiencies and more sophisticated job roles.

Employers anticipate the number of small, family owned nurseries will continue to reduce while larger businesses increase their market share. Currently, approximately one fifth of nursery businesses produce more than 80 per cent of industry turnover, and over the past two years, the number of nurseries in Victoria has reduced by 10 per cent. The increasing value of property in fringe metropolitan areas is a key driver of this trend, particularly as the next generation is typically less interested in continuing to work small plots of land and look to pursue other careers. Major biosecurity requirements also mean that smaller businesses will come under increasing pressure to comply. In addition, large retailers are expected to gradually reduce the number of suppliers they purchase wholesale plants from, which will concentrate production in larger nurseries who employ more people with greater control and structure. For example, one large retailer currently has approximately 75 suppliers within Victoria and employers expect this to gradually decrease over the next few years.

Increased use of technology in the sector is expected as larger nurseries move towards a plant manufacturing model and look to reduce the cost of labour. Opportunities exist for new technology to improve quality, consistency and efficiency across the production process. The most sophisticated technologies are likely to be used during propagation and growing, where businesses are producing high volumes of plant products but require precision and highly sensitive temperature and moisture control. For example, robotic transplanters, plant sensors and automatic closed greenhouse systems are already being implemented in the sector. Businesses are also making significant investment in technologies in despatch and logistics, with automated trolleys and forklifts to replace hands on work where possible. For example, Boomaroo have recently invested \$10 million in warehouse machinery. The amount of skilled IT support required is also increasing as more businesses implement business-wide IT systems to manage stock registers to track production, sales and despatch of plants. Overall, the continued introduction of technology is not anticipated to reduce the number of entry level or skilled positions in the workforce and will likely have benefits for staff by reducing the amount of hands on work and providing more sophisticated, interesting roles working with machinery. Employers expect that managers will need to upskill in areas such as process design and lean management as businesses increasingly adopt the manufacturing style model.

Large retailers are expected to gradually reduce the number of suppliers they purchase wholesale plants from, which will concentrate production in larger nurseries who employ more people with greater control and structure. For example, one large retailer currently has approximately 75 suppliers within Victoria and employers expect this to gradually decrease over the next few years.





3. The role of training

Recommendations for the VET system:

3. Remove the Certificate II in Production Nursery qualification which is not valued by the sector from the funded course list.
4. Rationalise current Certificate III in Production Nursery and Certificate III in Retail Nursery apprenticeship into one Certificate III of Nursery Operations.
5. Engage with employers to determine the preferred format for post trade courses, including exploring new delivery approaches which better align with the needs of the sector.

In house training is the preferred model for skill development in the sector

Nursery businesses prefer to hire apprentices into general roles and upskill them internally. During the first few years workers gain experience across the business before moving into skilled roles in a specific stream of work. Employers also encourage workers to continually develop and deepen their skills throughout their career.

New workers are often employed as general nursery hands, however, formal apprenticeships are the preferred pathway into the sector as employers value the combination of horticultural knowledge and hands on business experience. Most medium or large nurseries employ at least one apprentice and see them as critical to support long term business growth, as they typically make the best supervisors and managers due to their breadth of skills. The most important skill for new workers is the ability to be familiar with a wide range of different plants. This base level of skill enables nursery hands to operate effectively in the nursery environment and gain experience working in a range of different parts of the business. Employers then typically invest in training workers internally, with particular focus on propagation, growing and sales roles which require the most training.

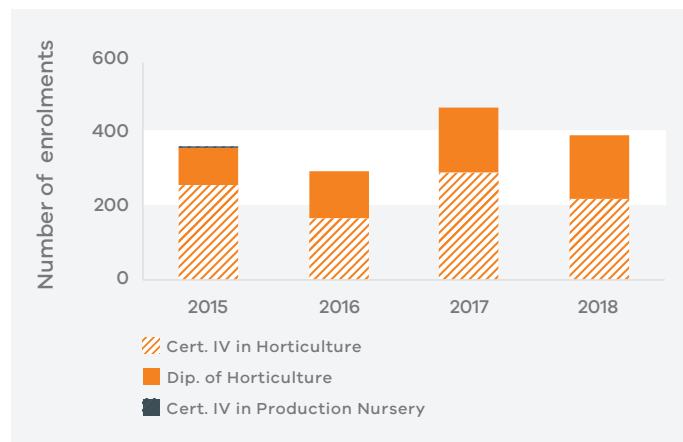
Once apprentices have completed their four-year qualification, they typically move into skilled roles in aspects of the business which best suit their preferences and skill set. The broad range of roles offered within a nursery offers a high level of flexibility and diversity of opportunities for workers. Workers with strong technical skills typically go into propagation, those who enjoy working outdoors focus on growing, while any with interpersonal skills can move into sales and others take up despatch and logistics roles. Depending on their rate of learning and development, recently qualified apprentices can quickly become crew leaders or supervisors, particularly those with strong leadership skills. This also depends on the nature of the role, as some require further training than others. For example, wholesale sales workers need to be highly experienced before working directly with customers, whereas workers in despatch and logistics can take on leadership much earlier. Skilled workers also have flexibility post specialisation, and most choose to remain in the industry but move between different aspects of the business over time.

Employers encourage ongoing development and deepening of skill sets throughout workers careers. Professional development for skilled workers is typically carried out on the job, however the sector also uses short courses offered by external experts. Most workers require 10-15 years of experience before transitioning into management roles, however mature workers who have transitioned from other sectors may progress more rapidly due to transferrable skills they bring with them.

Larger businesses usually have more levels of progression, for example in specialist retail nurseries workers progress from nursery hand to sales assistant, to sales person and then sales manager. Employers typically send workers looking to transition into management to external leadership, sales, people and business management, IT and customer service training courses. Post trade certificate IV and diploma courses in horticulture and production nursery are also used by some workers to deepen technical skills in specific areas including plant health, irrigation systems, organics, soil analysis, quote preparation, contract negotiation and quality assurance. There are approximately 400 enrolments per year in post trade courses (see Figure 7).

Employers also noted opportunities for employment of experienced nursery workers in closely related roles in the horticulture and environmental sectors due to transferability of core skills, particularly in peri-urban and regional areas of Victoria. This includes work such as revegetation, forestry, park ranging, arboriculture, landscaping, turf production, gardening, production of fruit, nuts and vegetables as well as ornamental horticulture and park management. Employers predict that demand for workers in these roles will increase as more emphasis is placed on public health and wellbeing, and addressing climate change.

Figure 7: Enrolments in nursery related post trade qualifications

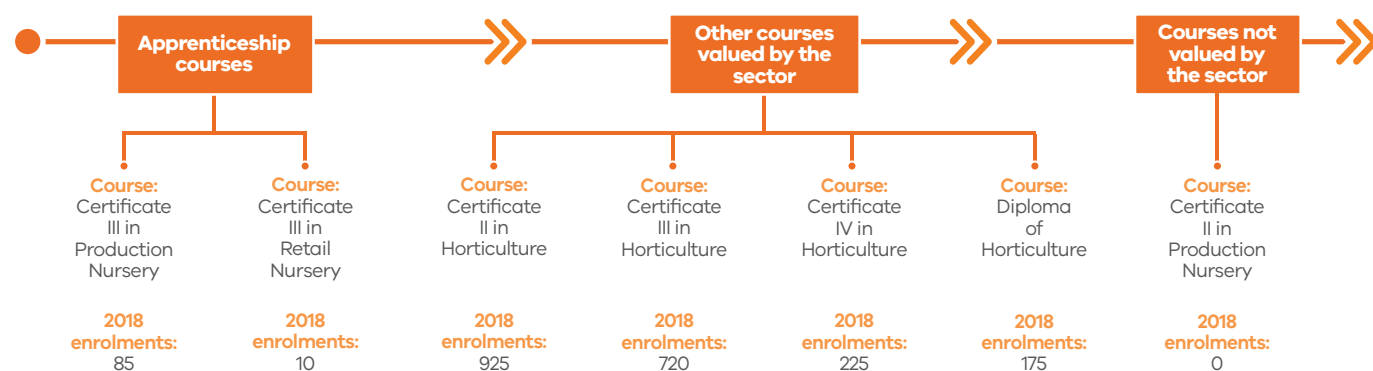


Note: enrolments do not only include nursery students as horticulture courses serve multiple sectors

Most available VET training courses are valued by the Nursery sector

There are seven nursery related courses on the 2020 VET funded course list (see Figure 8). This list was rationalised between 2019 and 2020, with 9 courses removed which had few or zero students. In the remaining courses, the majority of enrolments are concentrated in the certificate II and III horticulture courses, and the apprenticeship in Production Nursery which are highly valued by employers. The Certificate II in Production Nursery course is generally not valued by the sector, as it is seen as too low level to lead to direct employment outcomes.

Figure 8: Nursery related VET courses on the funded course list



Opportunities exist to further rationalise courses to simplify training pathways and better meet sector needs

Prior to 2020, the proliferation of different courses over complicated the training system for the nursery sector, resulting in a need to rationalise the training pathways. Content was duplicated across multiple courses which made navigating training options confusing for both employers and students. Employers agreed that nursery is fundamentally a horticultural discipline, so there is no need for a large number of separate courses specifically for the sector.




In the future, employers seek to create a broad pool of workers with horticultural skills and experience, who can then work with businesses to specialise in different aspects of nursery production, despatch and sales. Employers agree that one main qualification pathway is sufficient to cover core skills required to work in a range of nursery roles. The skills identified by employers to be covered in each course are outlined in Table 3. The current Certificate II in Horticulture was identified as a useful introductory course primarily for younger students to explore their interests in the sector. However, it should not be a pre-requisite for enrolment in certificate III courses. At the certificate III level, employers recommended the development of one new Nursery Operations apprenticeship to combine the current Production Nursery and Retail Nursery courses. This should cover plant identification as well as basic core skills required across the different aspects of nurseries. An apprenticeship delivery model is preferred, as employers believe that students gain a much greater depth of knowledge with this approach. However, some employers also agreed that offering a shorter one-year classroom-based option such as the Certificate III in Horticulture is necessary in the interim to mitigate current workforce shortages. This provides an entry point for mature workers to quickly transition into the nursery sector from elsewhere, for whom an apprentice wage is not appropriate.

Some employers use this pathway to fill difficult positions in their business and were concerned that removing this option could reduce the total number of workers entering the sector and worsen existing workforce challenges.

Post trade courses could also be rationalised to create one diploma level course with sub specialities in different aspects of nursery operations. Employers agreed that there is insufficient distinction between current Certificate IV and Diploma level courses on the same topic to warrant both. One diploma course which offers a range of electives and sub specialities to allow workers to deepen skills in specific aspects of the business is the preferred option. An alternative option proposed for upskilling post trade was a series of small blocks of training in different skill sets which workers could engage in as required. This would reduce the risk for employers of losing staff, by cutting down the length of time workers left the business for training in theoretical course components.

Employers agreed that nursery is fundamentally a horticultural discipline, so there is no need for a large number of separate courses specifically for the sector.

Table 3: Recommended training courses for the nursery sector

 Cert II in Horticulture	 Cert III in Nursery Operations (apprenticeship) and Cert III in Horticulture (classroom based)	 Diploma of Horticulture (multiple sub-specialties)
<ul style="list-style-type: none"> • Plant identification (both common and botanical names) • Basic nursery operations 	<ul style="list-style-type: none"> • Growing plants in different contexts • Pest and disease management • Fertilisers • Botany (biology) • Biosecurity • Plant lifecycle • Crop health • Sustainability • Water and humidity management • Potting, tubing and grafting • Micro nutrients • Plant genetics • Inventory systems • Customer service • Problem solving 	<ul style="list-style-type: none"> • Business management • People management • HR, Finance, legalities etc <p>Plus:</p> <ul style="list-style-type: none"> • Electives in technical skills to focus on specialist aspects of nursery (up to 5 different sub-specialties)







**Office of the
Victorian Skills Commissioner**

Level 1, 21 Degraeves Street
Melbourne VIC, 3000

PO Box 354, Flinders Lane
VIC, 8009

T: (03) 8892 1602

E: enquiries@vsc.vic.gov.au

www.vsc.vic.gov.au

Level 1, 21 Degraeves Street
Melbourne VIC, 3000

