ACA Victoria Executive Board Nomination 2026

Nominee: Morgan Le Tet

Service Provider: Discovery Childcare and Education

Bio:

Morgan Le Tet is the Founder and CEO of Discovery Childcare and Education, which operates three long day care services in Melbourne.
He brings 15 years' experience in the operation, development and strategic management of early learning services, with a practical understanding of the regulatory, workforce, financial and commercial challenges facing providers.
Morgan holds Bachelor of Laws and Bachelor of Arts degrees from Monash University and is an admitted Australian lawyer. His background in law, business strategy, property development and governance complements his hands-on experience as an owner-operator.
Morgan would bring to the Executive Board, first-hand experience, analytical and strategic skills and a commitment to practical, constructive advocacy for ACA members. Through this, he hopes to contribute to a stronger sector and better outcomes for services, children and families.

Describe your experience in the early childhood education and care sector.

I commenced managing the Top Kids childcare group in 2011 which consisted of two services. In 2014, I developed a service in Croydon and in 2016, founded Discovery Childcare and Education which currently consists of three services: Ringwood (92 LDC places), Boronia (176 LDC places) and Croydon (171 LDC places). Currently I'm developing a fourth service in Doncaster (109 LDC places) which is scheduled to be completed in March 2027.

Tell us what makes ACA Victoria's mission meaningful to you.

Like most childcare operators in Australia, I operate on a private for-profit basis and I'm strongly of the view that the ACA Victoria represents our best interests on a state and national level. The challenges we experience and goals we aspire to can be coherently explained and lobbied for when there is a body that unites and represents us both with the Government and in the media.

The ACA also provides us with:
- incredibly valuable guidance both in challenging times as well as in when it's business as usual;
- opportunities for us to hone our skills through training and resources; and
- opportunities to network and connect with other operators and have a sense of community. Prior to joining the ACA I had a very strong sense of unwillingness to connect from other operators and a scarcity mindset which is a shame because we are all so much better off when our experiences and knowledge are shared.

Describe any Board Leadership experience you have had to date.

While I've held leadership positions, I haven't previously sat on a board.

Outline any skills, connections, resources, or expertise you can provide to improve the services ACA Victoria offers to its members.

Academically, I hold a Bachelor of Laws and Bachelor of Arts (psychology major) degrees from Monash university and am an admitted Australian lawyer. My legal background lends itself well to highly legislated sectors such as childcare.

While my career has been primarily in the childcare sector it has focussed on business strategy, management and developing services from site acquisition, through to construction and continuing operation of the service. I take a hands-on approach with management but am equally experienced with the challenges in managing a group with multiple services.

Confirm that you can commit to the time required for meetings and other duties as outlined in the Executive Board Position Description.

I confirm.

What are your thoughts on the key challenges and opportunities facing the Early Childhood Education and Care sector?

I think our sector is facing the most challenging phase it ever has. 12 months on and we still haven't recovered from the damage done by Joshua Brown. In addition: expectations on achieving compliance are increasingly demanding, a period of service overdevelopment has affected competition to maintain adequate occupancy, many operators are hamstrung by the fee caps under the Worker Retention Payment grant and accommodating increased wages in light of gender-based undervaluation are just some of the issues we are facing. Most of these challenges will in fact strengthen our sector and ultimately create clearer guidelines, safer services, fairer pay and greater commercial responsibility. In that there is great opportunity to improve our sector, strengthen public perception and build a better future for all stakeholders.

Indicate how you might use your time on the ACA Victoria's Board to address these challenges and opportunities.

I would be guided by the needs of the Board and members but some of the ways could include: connecting with other members to identify challenges and ways to better assist them, assisting with hosting or speaking at ACA events, participating in meetings and related administration, engaging in research and exploring opportunities to strengthen the Board and expand the number of members, liaising with other ACA branches or groups if there is synergistic benefits in doing so.

What are your ideas to enhance ACA Victoria's engagement with its members?

1. Developing relationships with businesses or organisations that may assist members and potentially sponsor the ACA. From personal experience, I've found ABLA to be a fantastic introduction through the ACA and I thought there may be other areas such as marketing that members could similarly benefit from.

2. At member meetings perhaps a question could be put to everyone to discuss at their over say five minutes and for tables to submit their responses. Obviously, this isn't a perfect way of obtaining feedback but it would encourage discussion between member who may not know each other and I think audience participation has been and will continue to be one of the strengths of our member meetings.

3. Members voting on matters to be explored in house and potentially beyond. One way this could work would be to ask members to nominate a significant ongoing challenge that they are facing. Create a shortlist of the most common challenges and allow all members to vote on the one that they would like the ACA to look into further. In doing so members are encouraged to assist the ACA and the Board could offer guidance and support on a topic that affected the largest number of members.