ACA Victoria Executive Board Nomination 2026

Nominee: Shan Kuo

Service Provider: Little Lane Early Learning Hawthorn Pty Ltd

Bio:

Shan is the co-founder and chief operating officer of Avenues & Little Lane group of early learning centres located across Brisbane, Melbourne and Sydney. As a qualified primary and early childhood teacher, Shan is extremely passionate and hands -on with the day-to-day operations of the 27 approved services and a team of over 1000 staff in the group. Shan leads the process of policy review, compliance, quality improvement, assessment and rating, design and implementation of the educational program, funding and service approval applications. Proudly, 12 of the services in the group have been rated as exceeding NQF and 5 are rated as Exceeding in all QAs. Shan also works closely with Mike Wu, CEO, co-founder and husband on the design, planning application, subdivision and construction of many of their childcare properties. Shan is also the CEO of Avenues Training College, founded in 2008, delivering state funded places for Certificate III and Diploma in Early Childhood and Education and Care. With 25 years of experience in the early years sector, Shan is passionate about making a positive contribution to the early years sector in Australia. Shan is a member of the Queensland Stakeholder's Advisory Committee with the Department of Education – Early Childhood; members of the committee convene bi-monthly to discuss and give advice on relevant regulatory change and updates for the sector with representatives from the Department of Education Queensland.

Shan was a finalist in the 2022 Australian Ethnic Business Awards in the Medium to large Business Category. Together with Mike, they were also the recipient of the Taiwanese Overseas Business Award in 2024.

Shan & Mike are proud parents of 5 daughters who are 24,22,18,14 and 8 years of age. Shan has over the years volunteered as a parent representative in their childrens' school. She has been an active member of the school's fundraising committee and has made significant contribution to the school's upgrade of the sports hall and new buildings.Recently, Shan has hosted an open day at Little Lane Early Learning Centre - Box Hill, sharing with members how her centre has achieved exceeding in all 7 QAs in the recent Assessment and rating process.

Shan would be humbled to be elected as ACA VIC board member and be given the opportunity to work with current members to further strengthen the advocacy work for our sector.

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

I am the co-founder and chief operating officer of Avenues & Little Lane group of early learning centres located across Brisbane, Melbourne and Sydney. I am a qualified primary and early childhood teacher, holding a Masters of teaching in Primary and Master of Education in early childhood from the University of Sydney and Queensland University of Technology. I am extremely hands on with the day-to-day operations of the 27 approved services in the group. Together with my team, I lead the process of policy review, compliance, quality improvement, assessment and rating, design and implementation of the educational program, funding and service approval applications. I also works closely with Mike Wu, CEO, co-founder (and husband) on the design, planning application, subdivision and construction of many of their childcare properties. I am also the CEO of Avenues Training College, founded in 2008, delivering state funded places for Certificate III and Diploma in Early Childhood and Education and Care. With 25 years of experience in the Early Years sector, I am passionate about making a positive contribution to the early years sector in Australia.
I am a member of the Queensland Stakeholder's Advisory Committee with the Department of Education – Early Childhood; members of the committee convene bi-monthly to discuss and give advice on relevant regulatory change and updates for the sector with representatives from the Department of Education Queensland.
I have hosted within my company large conferences in the exhibition centre for our company with over 400 attendees and also exchange teaching and learning conference with overseas early childhood groups. I have also taken groups of my staff to the Reggio Emilia Exchange.

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

I have been very interested in the advocacy work that Paul Mondo and the ACA Vic team has been leading over the years with the Australian Government with regards to the roll-out of WRP, the Job seeker payment for our sector during COVID, and other initiatives to support operators following the reform in our sector with regards to staff qualifications and changes in ratio and training of staff to respond to various regulatory changes.

Describe any Board Leadership experience you have had to date.

I have set up from the head office jointly with my husband and co-founder our own organisation which began from 1 centre and 20 staff to now 27, soon 37 services and over 1000 staff.

I have been involved in the Epworth Foundation special events committee and also my children's school board over the past 2 years. I welcome the opportunity to learn from current board members.

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

I have hosted an open day at my Box Hill centre to share our experience in achieving an exceeding rating in all 7QAs. I have done lots of advocacy work with state and Federal MPs in the area of skilled migration and Visas for my staff. I have also been invited to meetings with ministers and their achieve of staff to feedback on the struggles we are facing in the sector in the area of planning and staff training and recruitment.

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

If elected, I will dedicate time to attending meetings as it is my passion to be able to support a positive change in our sector.

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

Staffing, recruitment, over- regulation, training operational viability, growing distrust of male educators in our sector. Use of CCTV/ AI cameras

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

Attend meetings to feedback on where the challenges are, share my own experience, and am able to support member events and meetings, open days etc. I also would have an interest to understand government policies and provide feedback to government.

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

The member meetings have been held in the one location, perhaps we can try holding them in different areas to capture more members from different areas. I can potentially also support operators that speak Mandarin. I have found that Montessori Services seem to be somewhat segregated and perhaps we can explore hosting conferences jointly to provide more breadth in the topic areas.