Early Start has now firmly established itself as an international leader in early childhood education, research, leadership and support. It’s heartening to see each area of Early Start working cohesively towards improving the lives of children. The families they bring onto our university campus – many for the first time – is an invaluable part of UOW’s commitment to community engagement.”

Professor Paul Wellings CBE
Vice-Chancellor, University of Wollongong
We would like to acknowledge and pay respect to the traditional custodians of the land. As we share our knowledge, teaching, learning and research practices we pay respect to the knowledge embedded forever within the Aboriginal Custodianship of Country.
ABOUT US

OUR FOUR PILLARS
This is a place where curiosity rules. A place where research, education and community come together for the benefit of all children. No matter their background, circumstances or challenges - we stand for kids.

DISCOVERY SPACE
An interactive children's play space that stimulates curiosity, nurtures creativity, builds confidence and provides families with opportunities for discovery and play.

RESEARCH AND ADVOCACY
Our interdisciplinary researchers investigate areas of children’s learning, health and development. We develop and advocate for evidence-based policies and programs.

ENGAGEMENT CENTRES
Early Start supports a network of early childhood education and care centres in regional and remote areas to enrich quality and support services.

SOCIAL IMPACT AND LEADERSHIP
Early Start aims to make a difference in the real world by turning our research into action. We do this at scale and in partnership with industry, government and the community.
More than 130,000 children supported
WHERE CURIOUS MINDS PLAY
Early Start Discovery Space is the first dedicated children’s museum in the world based on a university campus. It provides interactive experiences, stimulating educational programs and learn-through-play activities for children aged birth to 10 years and their families.

BACKED BY RESEARCH
UOW researchers and their findings guide and influence all educational aspects of the Discovery Space, ensuring our play-based experiences are grounded in evidence and beneficial to children’s development.

EMPOWERING
All experiences are designed to allow children to take control and share their imagination and creativity with others. The environment stimulates curiosity, supports independence, encourages social interaction and promotes an inclusive community.

PLAY AND LEARN TOGETHER
All the experiences have been designed to encourage a ‘partnership of play’, where children, families and educators all benefit as co-learners and creators.

FIVE C’s

CONFIDENCE
69,921 repeat members built in confidence with each visit

COLLABORATION
28,118 children collaborated with our educators to enhance our experiences

CAN-DO:
376 children built a can-do approach to our yoga activities

CURIOSITY
1,949 curious minds have been sparked through our visiting exhibitions and workshops

CREATIVITY
12,861 artistic creations were made during our CreARTivity sessions
125,124 total visitation numbers for 2018
11,957 individual active members
5.5 average visits per members
445 children attended our playgroups

“Amazing place for kids. Even with the 1.5 hour drive we are members. All the play is clearly evidence based and purposeful. Highly recommend.”
Holly
Facebook review

“My favourite part is the garden playground because I love to go exploring”
Ashton, 6
Discovery Space visitor
DISCOVERY SPACE HIGHLIGHTS

ANTARCTIC RESEARCH VESSEL
A collaboration with UOW Faculty of Science, Medicine and Health, an international podcaster and members of the Aboriginal community saw our Shipyard turn into a research vessel on its way to Antarctica. Visitors can observe wildlife on screens through the glass bottom floor, hear the sounds of Antarctica within the hull of the ship and measure up against the wingspan of various seabirds.

NURSERY
Visitors to the Discovery Space now have the opportunity to show their nurturing side and care for their very own baby. This new mini experience lets children act out the roles they are naturally curious about, including parent, carer, nurse and older sibling.

EXCLUSIVE PUPPET SHOW
More than 3,900 people have been taken to a new world through a puppet show written exclusively for the Discovery Space. 64 shows were performed at the Space and at community events throughout 2018.

SPEAKER SERIES EVENT
More than 150 parents, carers and early childhood professionals from the community learnt about self-regulation from Dr Cathrine Neilsen-Hewett and Dr Steven Howard. The Speaker Series was followed by a full day of self-regulation activities.

LEARNING FROM CHILDREN
2018 saw more than 160 students develop their confidence with professional experience in the Discovery Space, including students from UOW Early Years, Creative Arts, Music, UOW College, high school students and local disability services.
ANTARCTIC RESEARCH VESSEL
RESEARCH AND ADVOCACY

THE BRIGHTEST MINDS
Early Start research brings together the best academics, practitioners, professionals and research students to advance the learning, development and health of children and those who work with and care for them.

MANY DISCIPLINES. ONE GOAL.
26 researchers and more than 50 higher-degree research students across education, psychology, public health and human geography work together with communities to investigate real life family challenges. This collaborative approach is having a transformational impact on the lives of children and families in Australia and around the world.

A GOOD INFLUENCE
Early Start continues to build a global reputation for leading research that addresses community needs, improves understanding of child development and influences both policy and practice. The Early Start Research Strategy 2017-2021 aims to create more evidence-based knowledge by further connecting academics, practitioners, policymakers and the wider community.

$2.3M research income
5,580 citations in 2018
59 HDR enrolments and 10 completions
100 peer-reviewed publications (78% in Quartile 1 Journals)
# Early Start Research Themes

## New Projects Awarded Funding in 2018

<table>
<thead>
<tr>
<th>Foundation/Institution</th>
<th>Project Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abbott Foundation</td>
<td>Learning Through Play: Pilot Project Longitudinal Study</td>
</tr>
<tr>
<td>Adopt Change</td>
<td>My Forever Family Project</td>
</tr>
<tr>
<td>Anglicare</td>
<td>Evidence-Based Integrated Early Childhood Education &amp; Care Service</td>
</tr>
<tr>
<td>Australian Research Council (ARC)</td>
<td>Improving classroom writing by enhancing reflexive decisions and practice</td>
</tr>
<tr>
<td>Australian Research Council (ARC)</td>
<td>Quality in adult-child interactions during digital experiences</td>
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<tr>
<td>Bupa Foundation</td>
<td>Emerging Health Researcher: Commendation Award</td>
</tr>
<tr>
<td>Commonwealth Department of Health</td>
<td>Australian 24-Hour Movement Guidelines for Children &amp; Young People</td>
</tr>
<tr>
<td>Commonwealth Department of Industry, Innovation and Science</td>
<td>Insect Hotels – Entomology for the early years</td>
</tr>
<tr>
<td>The Creswick Foundation</td>
<td>Towards the development of an intervention for children of parents with Borderline Personality Disorder</td>
</tr>
<tr>
<td>Global Challenges Project Funding</td>
<td>Jumpstarting smartphone physical activity relationships for parents and their preschool-aged children</td>
</tr>
<tr>
<td>Global Challenges Project Funding</td>
<td>Stronger Culture, Healthier Lifestyles: a pilot after-school cultural activity program for Aboriginal children</td>
</tr>
<tr>
<td>Global Challenges Seed Funding</td>
<td>Sustainable Development Goal actions at a local level: A case study of cross-sectoral engagement involving multi-stakeholder partnerships</td>
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<tr>
<td>Global Challenges Seed Funding</td>
<td>SUNRISE: Surveillance Study of Movement Behaviours in Young Children</td>
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<td>Goodstart Early Learning Ltd.</td>
<td>Goodstart Early Years Training</td>
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<tr>
<td>Harvard University, Centre on the Developing Child</td>
<td>Learning Through Play: Pilot Project Longitudinal Study</td>
</tr>
<tr>
<td>Ian Potter Foundation</td>
<td>Improving early childhood service, integration and quality for children living in regional and remote communities</td>
</tr>
<tr>
<td>National Health and Medical Research Council (NHMRC)</td>
<td>Harnessing the power of elite sport sponsorship to promote healthy eating by young adults</td>
</tr>
<tr>
<td>Translational Research Grants Scheme (NSW Health)</td>
<td>Evaluating two healthy eating and active living support programs: Time2bHealthy and Healthy Habits</td>
</tr>
<tr>
<td>World Health Organisation</td>
<td>Global Standards for Nutrition and Movement Behaviours</td>
</tr>
</tbody>
</table>
The effects of advertising override any child’s ability to regulate [their food intake]. When kids see advertisements from multiple media sources it really is overwhelming and their defences are really down,”

Associate Professor Bridget Kelly
addresses the Senate on the
power of junk food advertising

RESEARCH HIGHLIGHTS

HOW PLAY INFLUENCES LEARNING
Early Start received funding from the Abbott Foundation and Harvard University’s Centre on the Developing Child to examine how visiting play centres – like the Discovery Space – impacts 3 to 5-year-old children and their development over a 12-month period.

CHILDHOOD OBESITY AND WELLBEING
Professor Tony Okely and Associate Professor Bridget Kelly led the development of Global Standards for healthy eating and movement behaviours in early childhood education and care settings for the World Health Organization. Professor Kelly also gave evidence at an Australian Senate inquiry into obesity, and presented a review on food labelling for the promotion of healthy diets to the WHO to inform the development of WHO guidelines.

UNDERSTANDING CHILDREN’S DEVELOPMENT
The Early Years Toolbox is a collection of tools for monitoring and understanding children’s learning, development and wellbeing, with the aim of informing and supporting early years practice. In 2018, new tools were added to the suite and implemented within early years services in Australia and the UK. There are plans for expansion of this work in 2019 and beyond.

WHERE THERE’S A WILL
The Wollongong Infant Learning Lab (WILL) team, led by Associate Professor Jane Herbert, began a three-year ARC-funded project looking at the development of learning and memory as babies begin to crawl and walk.

VIRTUAL TOURS
An Early Start research group led by Professor Lisa Kervin ran virtual excursions of the Discovery Space for Early Start Engagement Centres to support families who can’t access the space on a regular basis. Data was captured around interactional strategies used by educators and will continue through 2019.

MOVING AROUND THE WORLD
Pilot data collection commenced in April 2018 for SUNRISE – an international surveillance study across more than 25 countries. The study will look at the proportion of 4-year-old children who meet the WHO Global 24-hour Movement Guidelines.
HONORARY PROFESSORS

TED MELHUISH
Expert on research and policy in the area of early childhood. Contributor to social policy throughout the world and for the World Health Organisation.

JACQUELINE BARNES
Influential researcher in the evaluation of early intervention programs related to children’s health and development, and parenting.

IRAM SIRAJ
Expert in primary and early childhood education research and the impact of home learning, staff training, pedagogy and curriculum.

FRED PAAS
A leading mind in cognitive load theory – the design of effective and efficient learning environments.

OTHER VISITING PROFESSORS

<table>
<thead>
<tr>
<th>Name</th>
<th>University / Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mirko Schmidt</td>
<td>University of Bern, Switzerland</td>
</tr>
<tr>
<td>Rebecca Bull</td>
<td>National Institute of Education, Singapore</td>
</tr>
<tr>
<td>Xie huichao</td>
<td>National Institute of Education, Singapore</td>
</tr>
<tr>
<td>Maureen Black</td>
<td>University of Maryland, USA</td>
</tr>
<tr>
<td>Tim Olds</td>
<td>University of South Australia, Australia</td>
</tr>
<tr>
<td>Tang Kim Hong</td>
<td>Pham Ngoc Thach University of Medicine, Vietnam</td>
</tr>
<tr>
<td>Mohammad Sorowar Hossain</td>
<td>Biomedical Research Foundation, Bangladesh</td>
</tr>
<tr>
<td>Tom Robinson</td>
<td>Stanford University, USA</td>
</tr>
<tr>
<td>Kate Williams</td>
<td>Queensland University of Technology, Australia</td>
</tr>
<tr>
<td>Elian Fink</td>
<td>University of Cambridge, UK</td>
</tr>
<tr>
<td>Pham Nguyen Bang</td>
<td>Papua New Guinea Institute of Medical Research</td>
</tr>
<tr>
<td>Katrine Nyvoll Aadland</td>
<td>Western Norway University of Applied Sciences, Norway</td>
</tr>
<tr>
<td>Eivind Aadland</td>
<td>Western Norway University of Applied Sciences, Norway</td>
</tr>
<tr>
<td>Anne Grethe Baustad</td>
<td>Nord University, Norway</td>
</tr>
</tbody>
</table>
STRONG PARTNERSHIPS
Early Start is connected with 41 early childhood education and care centres throughout regional and remote NSW and ACT to provide leadership, support and professional development. The majority of centres are community operated or affiliated with a non-profit organisation.

PROVIDING OPPORTUNITIES
The majority of centres support communities facing multiple challenges, including those located in low SES areas. Approximately 35 per cent of the children in Early Start Engagement Centres are Aboriginal or Torres Strait Islanders. All nine Aboriginal Child and Family Centres are part of the network. The Engagement Centres provide a portal into these communities to enrich development and redress social and educational disadvantage.

LONG-DISTANCE LEARNING
Each Engagement Centre is provided with technology to facilitate the delivery of educational programs and learning tools, meaning innovation is being pioneered where it is needed most. With this technology in place, children and educators have direct access not only to the support of Early Start but the support of each other.

FULL-CIRCLE
Strong relationships between UOW and our community partners have allowed researchers from UOW to access more than 200 Network Centres to collect individual child development data. The resulting research can be used for advocacy for the early years sector and builds the evidence-base for best practice.
2,300 children supported
17,432KM travelled to engagement centres
270 Network Centres engaged in
41 Engagement Centres
ENGAGEMENT CENTRE HIGHLIGHTS

PRESCHOOL SITUATIONAL SELF-REGULATION TOOLKIT (PRSIST)
Twelve Engagement Centres participated in validating the PRSIST formative assessment tool. Educators were able to obtain real-time data on children’s self-regulatory behaviour and were supported in how to analyse data and develop children’s self-regulatory capacity.

PROVIDING OPPORTUNITIES
Three Engagement Centre educators were sponsored by Early Start to gain professional development at the Early Childhood Australia Conference in Sydney. Community Engagement Coordinators, Fay Gowers and Michelle Gregory also presented at the conference about how high-quality pedagogy can be achieved with digital technology tools.

INSECT HOTELS STEM PROFESSIONAL DEVELOPMENT
Through funding received from the Department of Industry, Innovation and Science, Early Start ran a 10-week learning STEM program for early childhood educators, including suggestions for learning experiences that educators could implement in their centres.

I understand the importance of embedding today’s learning into our everyday practices. When you left, I actually explored the box activity with three other children.”
Sharmane McIlhutton, Educator, Kids Uni South

This was an absolutely mind-blowing experience. The conference has provided me with both professional and personal growth and sparked a newfound drive.”
Catherine Brown, Educator, Eden Early Learning Centre

I have learnt a great deal and am consistently discovering and researching more about the insects so I am prepared for all those questions I may be asked.”
Melinda Watson, Educator, Koonawarra Community Preschool
COMMUNITY ENGAGEMENT HIGHLIGHTS

RAINBOW FAMILIES PLAYGROUP
2018 saw the launch of our Rainbow Families playgroup. Each week LGBTI+ parents and carers visit the Discovery Space with their children to play and support each other. This is the third free community playgroup supported by the Discovery Space with UOW International Students and Family Services Illawarra already utilising the space.

I love having our Rainbow Families’ playgroup at the Discovery Space. The support and interest that the staff and volunteers have given us makes me confident that the Discovery Space is a safe, welcoming and inclusive place for LGBTIQA+ parents and carers and their children.

Jasmin
Rainbow Families playgroup member

PARTNERSHIP WITH LOCAL LIBRARIES
To ensure the Discovery Space is accessible to all families, Early Start entered into a community partnership with Wollongong City Libraries. To promote our shared value of life-long learning, all library members were offered a free family pass to the Discovery Space. More than 380 families redeemed their pass in 2018.

VOLUNTEERS IN DISCOVERY SPACE

103 volunteers in 2018
2,812 hours contributed by volunteers in 2018

Becoming a volunteer at Early Start Discovery Space has given me so much confidence. I am constantly learning - from children and families and the other volunteers. I have even decided to apply to uni, something I would never have done if I didn’t volunteer here.”

Liz, stay-at-home mum
THEORY OF CHANGE

FROM RESEARCH TO THE REAL WORLD
Underpinned by a world-class multidisciplinary research, Early Start specialise in improving people’s understanding of childhood development, learning and health, while also enhancing the ways professionals engage with children, parents and communities.

INFLUENCE AT ALL LEVELS
Early Start supports professionals who work with children from birth to year 12 and we have ongoing formal partnership arrangements with leading providers of early childhood education and care, early intervention, schools, clinical programs, and government departments.

EMBED evidence-based practice to enrich the quality of programs.

REVIEW outcomes, impact and contribute to transformation that meet service needs and demands in a dynamic environment.

INNOVATE to address entrenched and complex issues for sustained change in life trajectories.

SOcial Impact and Leadership

TAKING THE LEAD
Early Start have an ongoing commitment to evidence-based professional development through innovative face-to-face and online delivery models. This development has been shown to a direct, positive impact on children, families, service providers, charitable organisations and government policy.

INFLUENCE AT ALL LEVELS
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FROM RESEARCH TO THE REAL WORLD
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SOCIAL IMPACT AND LEADERSHIP HIGHLIGHTS

GO BIG!
Developed in collaboration with school teachers, UOW Outreach and Pathways team and UOW School of Education, Go Big! digital story series was launched in 2018 to provide Year 2 students with an opportunity for career discovery and to understand their personal values.

FEEL GOOD
Following on from the Fostering Effective Early Learning (FEEL) project of 2015–17, Early Start and the NSW Government released the official report in April 2018. The report outlined the significant improvements in pedagogical leadership in centres, which quickly led to children’s socio-emotional progress and cognitive development in language and numeracy.

SUPPORTING EFFECTIVE SERVICE INTEGRATION
Early Start received a $500,000 grant from the Ian Potter Foundation to undertake a four-year project in partnership with seven Early Start Engagement Centres. The project will strengthen pathways for children and their families to access health, early intervention, education and wellbeing services in their community.

RESEARCH INFLUENCING POLICY
Based upon research by Early Start Visiting Professor Ted Melhuish and colleagues in the UK, the Victorian Government announced three-year-olds will have at least five hours of kindergarten per week by 2022, progressively scaled up to 15 hours per week over the next decade.

NEW PSYCHOLOGY CLINIC
2018 saw the opening of Northfields Clinic at Early Start, in partnership with the School of Psychology. The specialist child and family psychology clinic is Northfields’ second clinic on UOW’s main campus. The new clinic has seen Northfields therapy sessions increase by 72 per cent, with an 89 per cent increase in child therapy.

253 children from birth to 11 years were assessed and treated in 2018.
EARLY START HIGHLIGHTS

GOVERNOR GENERAL VISITS EARLY START
His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd), Governor-General of the Commonwealth of Australia, declared himself a “big supporter” of the Discovery Space after taking a tour and meeting with children during a visit in September with Her Excellency Lady Cosgrove.

NAIDOC WEEK CELEBRATIONS
NAIDOC Week saw Early Start celebrate Indigenous Australian history and culture with a selection of Aboriginal stories, games and art activities around the 2018 theme, Our Language Matters. The activities were made possible through a NSW Government Aboriginal Affairs NAIDOC Week Grant.

3RD BIRTHDAY CELEBRATIONS
Early Start came alive with circus celebrations, including acrobatics, juggling, rope magic, face-painting and a special cake cutting ceremony to celebrate three years of operation. Like all good birthdays, this one lasted for three-days and saw almost 2,000 people visit the Discovery Space.

KIDSFEST
Early Start was an official destination for KidsFest the biggest community-run festival for families and carers in NSW. The week-long festival saw Early Start give people in the community an opportunity to visit the Discovery Space free of charge.

SUPERHERO ME!
A generous donation from Lancaster Law & Mediation allowed us to run a series of superhero workshops where children learnt about superhero symbols and ethics before designing and creating their very own superhero costume.

12-MONTHS OF FUN
From puppets and animals to dinosaurs and treasure, the Discovery Space celebrated 12 different themes throughout 2018 with many UOW and community organisations invited into the space to share their expertise through workshops and after-hours events.

REREADING BOOKS
The Conversation article written by Early Start’s Jane Herbert and Elisabeth Duursma about children always wanting to read the same book gained 270,000 readers and 6,800 Facebook shares. It was also translated into French and Spanish.
NAIDOC WEEK CELEBRATIONS

3RD BIRTHDAY CELEBRATIONS

GOVERNOR GENERAL VISIT
PHILIP MARCUS CLARK AO  
CHAIRMAN BOARD  
CHAIR – FINANCE AND FUNDRAISING  

Philip is a member of the JP Morgan Australia Advisory Council. He chairs a number of listed and private company boards and government boards, including SCA Property Group, Royal Botanic Gardens and Domain Trust and NSW Skills Board.

DOREEN CLARK AM  
DEPUTY CHAIRMAN  
MEMBER – DISCOVERY SPACE  

Doreen serves as Chair of the Board of Children’s Discovery Museum Limited, an organisation working towards the establishment of a facility for children aged 3 to 12 years, in Western Sydney. Doreen was made a Member of the Order of Australia in January 1997 for services to science and education. In 2003 she received a Centenary Medal.

MELANIE KANSIL  
CHAIR – DISCOVERY SPACE  

Melanie is currently Chief Commercial Officer for The a2 Milk Company. She has an MBA from Stanford University and an AB in Physics from Harvard University. Melanie is Secretary of the Stanford Australia Association and a Non-Executive Director of Heathley Asset Management Limited.

ELAINE HENRY  
CHAIR – INCLUSION AND OUTREACH  

Elaine has been the Chief Executive of the Cancer Council (NSW), and also led the transformation of The Smith Family into a social enterprise helping disadvantaged Australian children realise their potential through education. She now serves on more than ten Boards/Committees in the non-profit and government sectors, including the Australian Research Alliance for Children and Youth.

LLOYD NICCOL  
MEMBER – FINANCE AND FUNDRAISING  

Lloyd is a Building Systems Innovation Specialist and brings a wealth of experience in product development and sustainability. In addition, Lloyd is an Honorary Fellow with the Faculty of Engineering and Information Sciences and was an original Early Start Advisory Committee Member commencing in April 2015.

PROFESSOR PAUL CHANDLER  
MEMBER – RESEARCH AND ADVOCACY, INCLUSION AND OUTREACH  

Paul is the Foundation Director of Early Start and the Pro Vice Chancellor (Inclusion & Outreach) at UOW. Paul is a former Australian Research Council Fellow (UNSW) and Dean of Education (UOW). He sits on numerous private, not for profit and government boards. He has also been appointed to the board of NSW Educational Standards Authority.

PROFESSOR GLENN SALKELD  
MEMBER – RESEARCH AND ADVOCACY  

Glenn is currently Executive Dean, Faculty of Social Sciences with the University of Wollongong. Glenn is a health economist with over 30 years of experience in public health research and education. Glenn worked for the World Health Organisation in teaching economics and evidence-based medicine in countries including South Africa, India, Iran, Estonia, China and Hungary.

PROFESSOR W STEVEN BARNETT  
CHAIR – RESEARCH AND ADVOCACY COMMITTEE (appointed 2018 commenced 2019)  

Steven is a Board of Governors Professor and Senior Co-Director of the National Institute for Early Education Research (NIEER) at Rutgers University. His research includes studies of the economics of early care and education. Steven earned his Ph.D in economics at the University of Michigan. He has authored or co-authored over 180 publications.

PROFESSOR ELLEN FREDE  
MEMBER – RESEARCH AND ADVOCACY COMMITTEE (appointed 2018 commenced 2019)  

Ellen is Senior Co-Director at the National Institute for Early Education Research at Rutgers University and Research Professor at the Graduate School of Education. She holds a Doctorate in developmental psychology, a Master’s degree in human development and a Bachelor’s degree in early childhood education.

MICHAEL BETTERIDGE  
MEMBER – DISCOVERY SPACE COMMITTEE (appointed 2018 commenced 2019)  

Michael is General Manager, Member Marketplace at the NRMA. Michael brings more than 20 years’ experience in marketing, sales, partner management and digital across a range of travel and tourism businesses.
LEADERSHIP TEAM

ANITA KUMAR
CHIEF EXECUTIVE OFFICER
Anita is a passionate advocate for the rights of children and families, especially those dealing with complex life issues or living in vulnerable circumstances. She has a strong track record of forging impactful strategic partnerships across government, corporate, philanthropic, agency and sector organisations as a means to build a sustainable social enterprise.

PROFESSOR ANTHONY OKELY
RESEARCH DIRECTOR
Tony is head of research at Early Start. He is a leading mind and an international expert in the research of physical activity, gross motor skills, and sedentary and sleep behaviours in children. He has been awarded more than $10M in competitive funding and has led the development of numerous national government and WHO guidelines.

BRENDEN LOGUE
SENIOR MANAGER OPERATIONS AND BUSINESS DEVELOPMENT
(appointed 2018 commenced 2019)
Brenden is a skilled professional in both commercial business and government. His broad expertise includes operations management, human resources, accounting, marketing and stakeholder management. He is an effective manager who builds consensus and facilitates mutually achievable goals with staff, customers and stakeholders.

PROFESSOR MARC DE ROSNAY
ACADEMIC DIRECTOR
Marc leads transformational initiatives involving Early Start and the community with the goal of improving educational and social opportunities for young children in regional, rural and remote contexts. Marc’s research focuses on social and emotional development in the early years, and the ways in which children’s growing understanding of the world (cognitive development) affects their experience.

ANA-LUISA FRANCO
MANAGER, ENGAGEMENT AND COMMUNITY
Ana-Luisa is committed to improving the quality of early childhood practises as the leader of the Engagement Centre team. She has more than 15 years’ experience as a practitioner and a leader working collaboratively within a transdisciplinary team to influence outcomes for children.

MARTHA JOHNSON
MANAGER, EDUCATION AND EXPERIENCE DISCOVERY SPACE
Martha is passionate about making learning experiences fun, engaging and meaningful for children, while also finding creative ways to include adults in learning. Martha has over a decade of experience educating children and adults in various roles and is committed to working collaborative across disciplines to share knowledge to provide learning experiences that are based on best practice and research.

We don’t have exhibits, we have experiences. The difference is that exhibits are something you watch and experiences are something you do. We want children to have experiences and do things for themselves. We want them to be challenged and not worry about making mistakes.”

Christopher Abbott AM
The Abbott Foundation
FINANCIALS

PROFIT AND LOSS SUMMARY
For the year ended 31 December 2018

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL $000’s</th>
<th>BUDGET $000’s</th>
<th>Variance $000’s</th>
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<tbody>
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<tr>
<td>Fees and Charges</td>
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<tr>
<td>Donations and Sponsorship</td>
<td>480</td>
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<tr>
<td>Project and Research Income</td>
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<tr>
<td><strong>TOTAL INCOME</strong></td>
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<td><strong>EXPENSES</strong></td>
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<tr>
<td>Employee Related</td>
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<tr>
<td>Operating</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>4,418</strong></td>
<td><strong>5,105</strong></td>
<td><strong>687</strong></td>
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<tr>
<td><strong>UOW FACULTY OF SOCIAL SCIENCES CONTRIBUTION</strong></td>
<td><strong>1,767</strong></td>
<td><strong>2,515</strong></td>
<td><strong>748</strong></td>
</tr>
</tbody>
</table>

FINANCIAL GOVERNANCE

Early Start was established as a collaborative initiative between the University of Wollongong (UOW), the Commonwealth Government and the Abbott Foundation.

Early Start is an entity of the UOW. Please refer to UOW’s Annual Reports for full fiduciary information. Early Start’s Governance is through an Advisory Board. The Early Start Chief Executive Officer reports to the Board and the Executive Dean of the Faculty of Social Sciences.

FINANCIAL SUSTAINABILITY

The 2018 end-of-year results were $748,000 positive to budget, highlighted by the reduced investment from the University. We generated $61,000 more revenue than budgeted. The positive variation in expenses was a result of achieving operational efficiencies. Over the course of 2018 we have improved our financial sustainability by generating an additional revenue of $399,000 in comparison to 2017.

Early Start was generously supported by a number of donors and supporters including, The Abbott Foundation, The Ian Potter Foundation, Graham Lancaster, UOW Student Services and others. Research funding was also received for existing and new projects from: NSW Department of Education, Harvard Centre for Developing Child, Commonwealth Department of Industry, Innovation and Science, World Health Organisation, The Colman Foundation and the NSW and Commonwealth Departments of Health.

We also worked in partnership with a number of organisations in the non-profit sector, including Goodstart Early Learning, Anglicare, CareSouth, Big Fat Smile and Illawarra Family Services.