## **HEAD I**

# MINISTRY OF SOCIAL AND FAMILY DEVELOPMENT

## **OVERVIEW**

## **Mission Statement**

To nurture:

- Resilient Individuals;
- Strong Families; and
- A Caring Society

## **FY2022 EXPENDITURE ESTIMATES**

# **Expenditure Estimates by Object Class**

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Ov	er FY2021
	TOTAL EXPENDITURE	\$3,766,038,967	\$4,112,851,000	\$3,798,400,700	\$3,857,074,200	\$58,673,500	1.5%
	Main Estimates						
	OPERATING EXPENDITURE	\$3,673,038,883	\$4,013,912,300	\$3,710,511,400	\$3,770,228,500	\$59,717,100	1.6%
	RUNNING COSTS	\$476,550,927	\$564,876,000	\$553,760,200	\$665,227,900	\$111,467,700	20.1%
	Expenditure on Manpower	\$223,292,246	\$268,888,100	\$263,983,100	\$287,307,000	\$23,323,900	8.8%
1200	Political Appointments	1,300,691	1,326,100	1,326,100	1,364,100	38,000	2.9
1500	Permanent Staff	221,690,576	267,348,800	262,074,000	285,830,700	23,756,700	9.1
1600	Temporary, Daily-Rated & Other Staff	300,979	213,200	583,000	112,200	-470,800	-80.8
	Other Operating Expenditure	\$193,139,008	\$232,835,100	\$214,928,100	\$294,660,700	\$79,732,600	37.1%
2100	Consumption of Products & Services	183,189,911	220,319,000	202,641,200	285,570,600	82,929,400	40.9
2300	Manpower Development	3,759,815	5,299,400	4,475,900	5,007,500	531,600	11.9
2400	International & Public Relations, Public Communications	4,554,395	6,144,100	6,735,000	2,970,600	-3,764,400	-55.9
2700	Asset Acquisition	1,594,508	1,039,000	1,055,000	1,092,500	37,500	3.6
2800	Miscellaneous	40,380	33,600	21,000	19,500	-1,500	-7.1
	Grants, Subventions & Capital Injections to Organisations	\$60,119,673	\$63,152,800	\$74,849,000	\$83,260,200	\$8,411,200	11.2%
3100	Grants, Subventions & Capital Injections to Statutory Boards	39,519,324	36,998,400	40,634,400	47,163,600	6,529,200	16.1
3200	Grants, Subventions & Capital Injections to Educational Institutions	156,000	200,000	0	100,000	100,000	n.a.
3400	Grants, Subventions & Capital Injections to Other Organisations	20,444,349	25,954,400	34,214,600	35,996,600	1,782,000	5.2

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Ov	er FY2021
	TRANSFERS	\$3,196,487,957	\$3,449,036,300	\$3,156,751,200	\$3,105,000,600	-\$51,750,600	-1.6%
3500	Social Transfers to Individuals	2,269,790,563	2,363,605,900	2,021,910,700	1,993,886,400	-28,024,300	-1.4
3600	Transfers to Institutions & Organisations	926,697,393	1,085,430,400	1,134,840,500	1,111,114,200	-23,726,300	-2.1
	OTHER CONSOLIDATED FUND OUTLAYS	\$14,856,547	\$21,123,500	\$21,123,500	\$3,278,500	-\$17,845,000	-84.5%
4600	Loans and Advances (Disbursement)	14,856,547	21,123,500	21,123,500	3,278,500	-17,845,000	-84.5
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$93,000,084	\$98,938,700	\$87,889,300	\$86,845,700	-\$1,043,600	-1.2%
5100	Government Development	50,733,124	55,451,200	48,635,600	48,568,300	-67,300	-0.1
5200	Grants & Capital Injections to Organisations	42,266,959	43,487,500	39,253,700	38,277,400	-976,300	-2.5

## **Establishment List**

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
POLITICAL APPOINTMENTS	4	4	4	4
Minister	2	2	2	2
Minister of State	1	1	1	1
Parliamentary Secretary	1	1	1	1
PERMANENT STAFF	2,069	2,282	2,605	2,605
Accounting Profession (2008)	1	1	1	1
Administrative	10	10	10	10
Corporate Support	4	4	4	4
Driving	1	1	1	1
Economist Service	4	4	6	6
Healthcare Support	2	2	2	2
Information Service (2008)	5	5	5	5
Legal	6	6	6	6
Management Executive Scheme (2008)	1,989	2,202	2,533	2,533
Management Support Scheme (2008)	38	38	29	29
Operations Support	8	8	7	7
Shorthand Writers	1	1	1	1
TOTAL	2,073	2,286	2,609	2,609

#### **FY2021 BUDGET**

The revised FY2021 total expenditure of the Ministry of Social and Family Development (MSF) is \$3.80 billion. This is \$32.36 million or 0.9% higher than the actual FY2020 total expenditure of \$3.77 billion. Of the total expenditure, \$3.71 billion (97.7%) is for operating expenditure and \$87.89 million or 2.3% is for development expenditure.

### **Operating Expenditure**

The revised FY2021 operating expenditure of \$3.71 billion is \$37.47 million or 1.0% higher than the actual FY2020 expenditure of \$3.67 billion. This increase is mainly due to higher expenditure in childcare and infant care subsidies, grants to pre-school operators of childcare centres and kindergartens, payouts for Baby Bonus and Government-Paid Leave Schemes, as well as the extension of the COVID-19 Recovery Grant to help Singapore Citizens and Permanent Residents affected by the pandemic.

## Development Expenditure

The revised FY2021 development expenditure of \$87.89 million is \$5.11 million or 5.5% lower than the expenditure incurred in FY2020. The decrease is mainly due to adjustments to the development timeline of preschools under the Anchor Operator Scheme (AOP) arising from the various COVID-19 mitigation measures.

#### **FY2022 BUDGET**

The total expenditure for MSF in FY2022 is projected to be \$3.86 billion, which is an increase of \$58.67 million or 1.5% over the revised FY2021 expenditure. Of this, \$3.77 billion or 97.7% is for operating expenditure and \$86.85 million or 2.3% is for development expenditure.

#### Operating Expenditure

The budget of \$3.77 billion for operating expenditure is \$59.72 million or 1.6% higher than the revised FY2021 operating expenditure.

The Family Development Programme will take up the largest share of MSF's operating expenditure (\$2.69 billion or 71.3%). This is followed by the Social Policy and Services Group Programme (\$611.67 million or 16.2%), Rehabilitation and Protection Group Programme (\$153.43 million or 4.1%) and Sector Planning and Development Programme (\$69.75 million or 1.8%). The balance \$248.13 million or 6.6% will be distributed among 5 other programmes, comprising Corporate Support Programme, Gambling Safeguards Programme, Strategic Planning, Research and Development Programme, Enforcement and Licensing Group Programme, and Office of the Director General of Social Welfare and Office of the Chief Psychologist Programme.

#### Family Development Programme

This Programme covers the functions of Family Development Group and Early Childhood Development Agency (ECDA).

Family Development Group is allocated \$1.04 billion for its operating expenditure. About 94% of the budget is allocated to support marriage and parenthood. This includes the Baby Bonus Scheme, various Government-Paid Leaves Schemes and the Baby Support Grant.

ECDA is allocated \$1.64 billion for its operating expenditure, an increase of \$21.00 million or 1.3% over the revised FY2021 operating expenditure of \$1.62 billion. The increase in budget is due to continued efforts to provide affordable and quality early childhood (EC) services, including the provision of more government-supported preschool places and subsidies to ensure accessibility and affordability for families, as well as initiatives to improve quality of our EC programmes and professionals.

#### Social Policy and Services Group Programme

The Social Policy and Services Group (SPSG) Programme is allocated \$611.67 million for its FY2022 operating expenditure, a decrease of \$32.47 million or 5.0% from the revised FY2021 operating expenditure of \$644.15 million. This decrease is mainly due to lower projected expenditure for the extended COVID-19 Recovery Grant and ComCare Short-to-Medium Term Assistance. SPSG's FY2022 budget includes the extended COVID-19 Recovery Grant and funding for over 210 social programmes. SPSG's budget also supports the administration and provision of social assistance to low-income Singaporeans, and the operations of MSF's 24 Social Service Offices.

### Rehabilitation and Protection Group Programme

The Rehabilitation and Protection Group is allocated \$153.43 million for its operating expenditure, an increase of \$6.75 million or 4.6% over the revised FY2021 operating expenditure of \$146.68 million. The budget increase is to provide effective rehabilitation and protection services. The services include: (i) funding of Fostering Agencies and Voluntary Children's Homes; (ii) implementation of evidence-based programmes to enable youth offenders to achieve positive outcomes in their rehabilitation; and (iii) services for the protection of children and vulnerable adults to break cycles of abuse, neglect and offending.

#### Sector Planning and Development Programme

The Sector Planning and Development Programme is allocated \$69.75 million for its operating expenditure, a decrease of \$7.87 million or 10.1% from the revised FY2021 operating expenditure of \$77.61 million. This decrease is mainly due to a projected reduction in COVID-19 related grants.

#### **Development Expenditure**

The development expenditure for MSF in FY2022 is projected to be \$86.85 million, a decrease of \$1.04 million or 1.2% from the revised FY2021 development expenditure. The decrease is mainly due to lower expenditure following the anticipated completion of the Adult Disability Home at Pasir Ris in FY2021.

#### Other Consolidated Fund Outlays

Advances for FY2022 are projected to be \$3.28 million. About \$3.00 million is required to meet expenditure for co-funded projects before reimbursement of funding from external parties. The balance provision mainly caters for payments of security and rental deposits.

# **Total Expenditure by Programme**

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
				·	·	•
I-A	Corporate Support	225,023,600	1,323,900	226,347,500	18,077,300	244,424,800
I-B	Strategic Planning, Research and Development	6,962,100	0	6,962,100	7,059,000	14,021,100
I-C	Enforcement and Licensing Group	6,009,000	45,500	6,054,500	0	6,054,500
I-D	Rehabilitation and Protection Group	107,724,600	45,701,800	153,426,400	1,258,000	154,684,400
I-G	Family Development	131,862,600	2,555,394,100	2,687,256,700	51,652,400	2,738,909,100
I-K	Office of the Director of Social Welfare and Office of the Chief Psychologist	3,692,500	0	3,692,500	0	3,692,500
I-T	Sector Planning and Development	55,858,500	13,888,500	69,747,000	0	69,747,000
I-U	Social Policy and Services Group	123,127,200	488,546,000	611,673,200	8,745,300	620,418,500
I-V	Gambling Safeguards	4,967,800	100,800	5,068,600	53,700	5,122,300
	Total	\$665,227,900	\$3,105,000,600	\$3,770,228,500	\$86,845,700	\$3,857,074,200

## Development Expenditure by Project

	Total	Actual Expenditure Up to end of	Actual	Estimated	Revised	Estimated
Project Title	Project Cost	FY2019	FY2020	FY2021	FY2021	FY2022
DEVELOPMENT EXPENDITURE	•••		\$93,000,084	\$98,938,700	\$87,889,300	\$86,845,700
GOVERNMENT DEVELOPMENT		•••	50,733,124	55,451,200	48,635,600	48,568,300
Corporate Support Programme						
Tech Refresh at GDC2	11,725,100	0	2,473,377	6,500,000	4,750,000	4,275,000
Inception and Minimum Viable Product (MVP) for the Modernisation of Social Service Net (SSNET)	464,100	0	0	0	187,200	276,900
Minor Development Projects			4,105,431	8,169,800	6,134,700	5,007,900
New Projects		•••	0	11,882,100	450,300	8,517,500
Strategic Planning, Research and Development Programme						
The Inception, Development And Operations Of The Social Service ICT (SSICT) Phase 3 Initiatives	34,478,800	0	0	0	531,200	7,059,000
Rehabilitation and Protection Group Programme						
Improve infrastructure to enable differentiated treatment and programmes for Juvenile Homes	16,570,000	10,552,188	0	750,000	1,942,100	600,000
Enhancement of systems under RPG's Information Technology Plan	6,224,800	1,398,928	581,658	630,700	213,200	454,500
Development of 2 Satellite Child Protection Specialist Centre	1,201,300	0	0	845,000	915,900	15,700
Further Development of Singapore Boys' Home	28,674,500	0	0	0	0	100,000
Family Development Programme						
Transforming Service Journey at Key Moment of Life (Getting Married)	5,111,800	57,921	1,805,248	3,073,400	3,766,400	2,989,400
Developing a New Government-Paid Leave Schemes (GPLS) System	23,960,000	2,584,947	6,159,895	6,839,000	6,839,000	4,242,300
Pre-Planning and Support Services for Families and Persons without Mental Capacity	8,854,700	251,295	1,150,383	1,911,200	1,842,700	4,941,500
Development of a Pre-Divorce Support Portal	1,347,300	0	0	47,300	326,200	471,000

		Actual Expenditure				
Project Title	Total Project Cost	Up to end of FY2019	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
		_	_	_		
Redevelopment of the Families For Life (FFL) Portal to support the FFL Movement	8,473,000	0	0	0	212,300	1,212,300
Full-Scope Family Status Repository (FSR) and Folding in of Marital Status Register (MSR)	4,594,400	0	0	0	40,900	1,295,900
Social Policy and Services Group Programme						
5 New and 1 Replacement Centres for Early Intervention Programme for Infants and Children	9,351,200	6,606,143	13,146	0	13,500	353,500
Setting Up of 8 Special Student Care Centres (SSCC)	839,800	90,073	224,085	125,000	347,400	34,200
Adult Disability Home for Persons with Autism Spectrum Disorder at Seng Kang and Adult Disability Home for Persons with Physical Disabilities at Pasir Ris	23,740,900	13,112,300	6,474,897	5,000,000	5,000,100	50,000
Relocation of Muhammadiyah Welfare Home (MWH) and Methodist Welfare Services (MWS) Girls' Residence	7,956,400	1,668,732	4,229,036	832,600	415,000	154,100
Setting up of Rental Housing and Social Service Hubs	911,400	293,125	270,553	744,100	265,500	491,100
Setting up of Interim and Permanent SSO@QT at Dawson	1,754,000	240,693	29,686	0	240,600	435,000
Relocation of Social Service Office at Bukit Merah to the To-be Vacated Bukit Merah Library	3,558,000	1,051,372	848,823	17,000	149,200	23,000
Development of Social Service 360 Client View	7,664,400	129,558	531,359	722,400	1,178,000	1,100,000
Proposed Expansion and relocation of Community Psychology Hub (CPH) to former Bukit Merah Library	348,000	179,804	497,677	5,000	17,000	12,000
Setting Up of a Holding Site for MSF Homes and MSF- funded Homes Undergoing Major Cyclical Maintenance	3,780,200	0	0	0	0	210,000
Expansion of existing Thye Hua Kwan Family Service Centre at Tanjong Pagar	221,500	0	24,953	131,500	158,600	25,000
Development of a new centre for Early Intervention Programme for Infants and Children (EIPIC)	2,006,500	0	508,534	1,290,300	150,000	1,308,000
Alignment of NTUC Senior Group Home at Henderson under MSF Build-Own-Lease model	133,300	0	0	102,500	93,000	40,000
New Branch FSC at Block 450B Bukit Batok West Ave 6 (Fei Yue FSC [Bukit Batok])	436,100	0	0	302,200	386,000	31,000
Relocation of Social Service Office @ Boon Lay (SSO@BL)	797,900	0	0	0	135,500	662,400
Registries of Civil and Muslim Marriages (ROM/M) Building Refurbishment Project	19,926,500	0	0	0	0	1,238,700
AA/IAA's Approval for the Expansion of the Existing Crisis Shelter (Star Shelter) Including Replacement of Lift in SCWO at Waterloo St	0	0	0	0	169,900	72,800
SSNet One Enhancement Project for Administration of Student Care Financial Assistance (SCFA) Scheme and Student Care Centre (SCC) Operations	3,152,800	0	0	0	315,300	814,900
Gambling Safeguards Programme						
Development of NCPG 2.0	129,700	0	1,792	42,800	7,000	53,700
Completed Projects			20,802,593	5,487,300	11,441,900	0
GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS			42,266,959	43,487,500	39,253,700	38,277,400
Rehabilitation and Protection Group Programme						
Development of 2 Satellite Child Protection Specialist Centre	87,700	0	0	50,000	0	87,800
Family Development Programme						
Reimbursement to HDB for the development and commissioning of pre-built preschools within HDB developments from 2018 to 2022	243,790,000	34,516,427	22,824,271	14,900,000	14,900,100	9,800,000

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2019	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Development of preschool places by Anchor Operators (AOp) in HDB developments and atypical sites from 2018 to 2022	173,840,000	79,396,100	15,670,130	24,660,000	20,500,200	26,700,000
Social Policy and Services Group Programme						
Setting Up of 8 Special Student Care Centres (SSCC)	124,200	9,517	0	0	38,100	260,200
Relocation of Muhammadiyah Welfare Home (MWH) and Methodist Welfare Services (MWS) Girls' Residence	536,700	0	0	0	193,900	146,400
Capital Funding for the addition & alteration (A&A) works at MINDS Idea Employment Development Centre (Sheltered Workshop) located at 29 Rosyth Road	2,858,200	0	0	1,297,800	42,000	1,200,000
Alignment of NTUC Senior Group Home at Henderson under MSF Build-Own-Lease model	18,000	0	0	10,400	9,000	9,000
AA/IAA approval for capital funding for A&A works to THK Pan-Disability Centre @ Eunos [Sheltered Workshop (SW)]	740,400	0	0	0	666,400	74,000
Completed Projects			3,772,559	2,569,300	2,904,000	0

#### KEY PERFORMANCE INDICATORS

#### **Desired Outcomes**

#### Resilient Individuals

- Needy families assisted
- Youth offenders and adult offenders successfully rehabilitated
- Persons with disabilities enabled to lead independent and dignified lives in the community

#### Strong Families

- Strong marriages and family ties
- Affordable, accessible and quality preschools

#### A Caring Society

Accessible and effective social services

### **Key Performance Indicators**

Desired Outcome	Performance Indicator	Actual FY2019	Actual FY2020	Revised FY2021	Estimated FY2022
Resilient Individuals	Needy families assisted				
	Citizen households that receive social assistance $(\%)^{1}$	3.2	3.8	3.8 <sup>2</sup> (forecast)	3.6 <sup>3</sup> (forecast)
	Youth offenders and adult offenders successfully rehabilitated				
	3-year recidivism rate of youth offender cases up to 21 years of age $(\%)^4$	14.23	13.52	12.72	13.49 (forecast)
	Persons with disabilities enabled to lead independent and dignified lives in the community				
	No. of persons with disabilities whose employers receive Special Employment Credit (SEC)/ Enabling Employment Credit (EEC) <sup>5</sup>	9,082	9,208	9,300 (forecast)	9,300 (forecast)
Strong Families	Strong marriages and family ties				
	Respondents who indicate "Singapore is a good place to raise one's children." (%)6	877,8	NA	NA	NA

<sup>&</sup>lt;sup>1</sup>This indicator represents the proportion of citizen household population that was assisted on ComCare Short-to-Medium-Term Assistance (SMTA), ComCare Long-Term Assistance (LTA), ComCare Student Care Fee Assistance (SCFA) and Home Ownership Plus Education (HOPE) scheme in each financial year.

<sup>&</sup>lt;sup>2</sup> As the actual number of unique citizen households that received social assistance in FY2021 and the national count on citizen-headed households in 2021 were not available at time of publication, the proportion of citizen households that receive social assistance was derived by estimating the number of unique citizen households that will receive social assistance in FY2021, over the national count of citizen-headed households in 2020.

<sup>&</sup>lt;sup>3</sup> The estimate for FY2022 figure is derived by taking a 3-year average (FY2019-FY2021). The estimated figure is subject to macroeconomic conditions that may influence the actual demand for social assistance.

<sup>&</sup>lt;sup>4</sup>This indicator is calculated on a CY basis, and reported on an FY basis, i.e. the recidivism rate reported for FY2021 relates to youth discharged in CY2017.

<sup>&</sup>lt;sup>5</sup> The SEC was replaced by the EEC from 1 Jan 2021 onwards. This indicator is reported on a calendar year (CY) basis, and reflects the actual number of unique persons with disabilities (PwDs) whose employers had received SEC/EEC in the CY. SEC/EEC is disbursed on a half-yearly basis. The CY2021 and CY2022 figures were estimated based on rounding up the actual disbursement figure in CY2020 to the nearest 100.

Desired Outcome	Performance Indicator	Actual FY2019	Actual FY2020	Revised FY2021	Estimated FY2022
	Respondents who indicate "I have a close knit family" (%) <sup>6</sup>	939	NA	NA	NA
	Respondents aged 60 and above who indicate 'When I am faced with financial difficulties, I will turn to my family for help.' (%) <sup>6</sup>	78 <sup>10</sup>	NA	NA	NA
	Cohort dissolution rates <sup>11</sup> before the a) 7 <sup>th</sup> anniversary of marriage	11.0	10.2	10.1-10.4 (forecast)	10.4-10.8 (forecast)
	b) 20 <sup>th</sup> anniversary of marriage	23.1	23.5	23.9-24.9 (forecast)	23.6-24.7 (forecast)
	Affordable, accessible and quality preschools				
	Cohort aged 18 months-6 years old with provision for a full-day child care place $(\%)^{12}$	79.2	81.4	83.3 (forecast)	85.6 (forecast)
	Eligible preschools with at least 24-month license tenure (%) $^{\rm 13}$	95.2	97.2	96.3 (forecast)	96.3 (forecast)
	Eligible child care centres and kindergartens with the Singapore Pre-school Accreditation Framework (SPARK) certification (%)14	53.9	53.3	54.0 (forecast)	59.6 (forecast)
	Expenditure of the $20^{\rm th}$ percentile family on full-day child care as a proportion of gross household income $^{15}$ (%)	2.5	0.1	0.1 (forecast)	0.1 (forecast)
A Caring Society	Accessible and effective social services				
	Funded Social Service Agency (SSA) programmes meeting targets (%)	91.9	85.1	93.0 – 97.0 (forecast)	93.0 – 97.0 (forecast)
	Donations raised by Social and Welfare Institutions of Public Character (IPCs) (\$ million) <sup>16</sup>	316	455	455 (forecast)	455 (forecast)

<sup>&</sup>lt;sup>6</sup> The data is from a periodic survey conducted every 3-4 years. The indicator is reported on a CY basis.

<sup>&</sup>lt;sup>7</sup> Due to changes in the survey design, the 2019 indicator was based on a smaller sample size (n=500) representative of national population, compared to previous years' samples (n=2000).

<sup>8</sup> In an earlier edition of the survey conducted in 2016, 84% of respondents indicated that "Singapore is a good place to raise one's children."

<sup>&</sup>lt;sup>9</sup> In an earlier edition of the survey conducted in 2016, 93% of respondents indicated that "I have a close knit family".

<sup>10</sup> In an earlier edition of the survey conducted in 2016, 78% of respondents indicated that 'When I am faced with financial difficulties, I will turn to my family for help.'

<sup>11</sup> This indicator is reported on a CY basis. Cohort dissolution rate for FY YYYY refers to the cumulative proportion of marriages registered in calendar year YYYY-n that had ended in divorce or annulment before the nth anniversary of marriage. Data are based on resident marriages (at least one party is a Singapore citizen or permanent resident) registered in Singapore with the Registry of Marriages (ROM) and Registry of Muslim Marriages (ROMM).

<sup>12</sup> The FY2019 indicator was based on total child care centre capacity as at December as a proportion of cohort population. To align with ECDA's other public reports, the reference month for capacity has been changed to October for this indicator from FY2020.

This indicator is reported on a CY basis, based on the total number of preschools that have been or are expected to have been operational for at least 12 months in December of the CY. The 2019 indicator reflected child care centres only. With the extension of the licensing framework to Kindergartens from 2019, the indicator from 2020 onwards will include both childcare centres and kindergartens.

<sup>&</sup>lt;sup>14</sup> This indicator is reported on a CY basis, based on the total number of preschools that have been or are expected to have been operational for at least 12 months in December of the CY.

<sup>15</sup> Expenditure excludes offsets from the Child Development Account, and is based on the median fees charged by Anchor Operator child care centres in January of the year. Household income refers to the total gross income of the 20th percentile non-retiree citizen-headed household.

<sup>&</sup>lt;sup>16</sup> This indicator is reported on a CY basis.