

Study of Proposed Development of Retirement Living and Residential Aged Care Centre as part of an integrated Service

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**Study of Proposed Development of a Medical Centre as an Integrated Service Ewingsdale
Road, Ewingsdale, Byron Bay**

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EXECUTIVE SUMMARY

This report has been prepared to support a planning proposal to be lodged by Belbeck Investments Pty Ltd (**Belbeck**) with Byron Shire Council (**Council**) seeking additional permissible uses, including a medical centre, retail centre, seniors living and aged care facility land known as Lot 101 DP 1140936, located on Ewingsdale Road, Ewingsdale (**Subject Site**).

The proposed development on the Subject Site is to be co-located with a 54 bed public hospital planned by the NSW State Government under management of the North Coast Area Health Service (NCAHS).

Should the development proceed as planned (following approval of the planning proposal), the integrated service offering of seniors housing, aged care, medical centre and public hospital as well as the additional support services will constitute a tremendous medical and community resource by creating a “Health Campus” with multiple complimentary synergies.

The Belbeck Investments Pty Ltd and NSW State Government (Byron Shire Hospital) proposals are complimentary and would provide an excellent integration partnership opportunity to develop hybrid models of funding, service, workforce – recruitment and retention, staffing, employment, education and training.

This integrated service model will provide support capacity for future health needs of the ageing population profile of the Bryon Bay region as well as an opportunity for an additional NSW health workforce training facility. Hence the proposed development has the capability to benefit not only the catchment area, but the education organisations, NCAHS and the broader NSW State health service.

In addition, the construction phase and ongoing services will produce significant sustainable social and economic benefits to the Byron Bay region.

It is our strong recommendation that Council approve the planning proposal to allow the project to proceed as planned which will benefit all stakeholders.

INTRODUCTION

Belbeck Investments Pty Ltd proposes to develop a co-located seniors housing, nursing home and medical centre adjacent to a 54 bed public hospital planned by the NSW State Government under management of the NCAHS. Through these uses being made permissible on the Subject Site and the subsequent development of the Subject Site, synergies of co-location of facilities will provide consolidated public health services and bring to the Byron Bay region and community considerable commercial and social benefits.

The Subject Site, is located on Ewingsdale Road, Ewingsdale. It is in close proximity to the Pacific Highway and approximately five kilometres from the commercial area of Byron Bay. The original land parcel has been recently subdivided into three lots; the eastern and western lots are the subject of this planning proposal by Belbeck Investments Pty Ltd and the central lot is owned by the NSW State Government and NCAHS and proposed to be developed for the purpose of the Byron Shire Hospital.

Belbeck Investments Pty Ltd, under the terms of the principal Local Environmental Plan (LEP), seeks that additional uses be made permissible on the Subject Site to facilitate the development of seniors housing, aged care facility, medical centre and retail centre. The planning proposal supports strategic urban planning in order to meet the future healthcare demand of the ageing population in the Local Government Area Byron 11350 (hereinafter referred to in this report as the Byron Bay region).

The purpose of this report is to demonstrate the need for, and benefits of, a medical centre as a component of a synergistic “Health Campus” on the Subject Site, as well as how this will service future health demands of the Byron Bay region and deliver additional sustainable benefits to the local community.

Determining the need for a medical centre in this location is based on projected demand and utilisation of health services, synergies between the co-located facilities and the benefits to the community of the proposed development. In order to determine these factors PPL consultants made a site visit, reviewed data from the Australian Bureau of Statistics (ABS) census 2011 and Byron Bay Local Government Area 11350, researched local information via internet as well as conducted interviews with a number of key stakeholders.

Recommendations have been formulated based on comprehensive analysis of factors instrumental to estimating future health service needs including current and projected population profile, age by sex, age by percentage of the total projected population and estimated prevalence of age related diseases on national average/conditions/health issues and risk.

1. POPULATION CATCHMENT

The Byron Bay region is situated on the eastern most point of the Australian coastline. It comprises an area of 566 square kilometres and according to the ABS Census 2011 it has a population catchment of around 30,000.

In addition to the permanent population, there is an influx of approximately 1.7 million tourists to the region annually. This transient population is cyclic and seasonally driven with the majority of visits being in the summer months.

1.1 Town

The Byron Bay region includes the following towns and communities:

- | | | |
|--------------------------|----------------------------|------------------------------|
| ▪ <i>Huonbrook</i> | ▪ <i>Ewingsdale</i> | ▪ <i>Repentance Creek</i> |
| ▪ <i>Koonym Range</i> | ▪ <i>Federal</i> | ▪ <i>Skinners Shoot</i> |
| ▪ <i>Main Arm</i> | ▪ <i>Goonengery</i> | ▪ <i>South Golden Beach</i> |
| ▪ <i>McLeods Shoot</i> | ▪ <i>Hayters Hill</i> | ▪ <i>Suffolk Park</i> |
| ▪ <i>Bangalow</i> | ▪ <i>Middle Pocket</i> | ▪ <i>Talofa</i> |
| ▪ <i>Billingudgel</i> | ▪ <i>Montyecollum</i> | ▪ <i>The Pocket</i> |
| ▪ <i>Binna Burra</i> | ▪ <i>Mullumbimby</i> | ▪ <i>Tyagarah</i> |
| ▪ <i>Booyong</i> | ▪ <i>Mullumbimby Creek</i> | ▪ <i>Upper Coopers Creek</i> |
| ▪ <i>Broken Head</i> | ▪ <i>Myocum</i> | ▪ <i>Upper Main Arm</i> |
| ▪ <i>Brunswick Heads</i> | ▪ <i>Nashua</i> | ▪ <i>Upper Wilsons Creek</i> |
| ▪ <i>Byron Bay</i> | ▪ <i>New Brighton</i> | ▪ <i>Wanganui</i> |
| ▪ <i>Coopers Shoot</i> | ▪ <i>Newrybar</i> | ▪ <i>Wilsons Creek</i> |
| ▪ <i>Coorabell</i> | ▪ <i>Ocean Shores</i> | ▪ <i>Wooyung</i> |
| ▪ <i>Crabbes Creek</i> | ▪ <i>Palmwoods</i> | ▪ <i>Yelgum</i> |
| ▪ <i>Eureka</i> | ▪ <i>Possum Creek</i> | |

MAP 1.2 – BYRON BAY REGION



2. POPULATION PROFILE

The Byron Bay region has a population of approximately 30,000 people.

The following tables reveal age, sex, percentage of population data which is useful for predicting demand for health services.

2.1 Population Estimates

Table 2.1 – AGE BY SEX

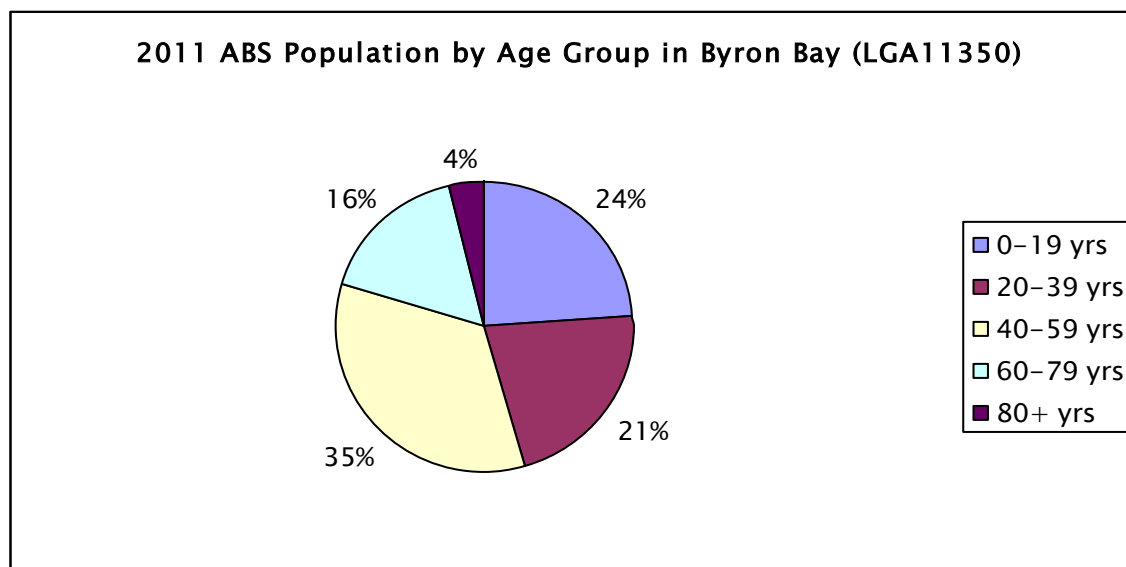
Australian Bureau of Statistics 2011 Census of Population and Housing Byron Bay – LGA 11350

Age	Male	Female	Total	Percentage of Population
0–4	815	828	1643	5.63
5–9	948	898	1846	6.32
10–14	1014	892	1906	6.53
15–19	911	785	1696	5.81
20–24	661	564	1225	4.19
25–29	625	632	1257	4.30
30–34	739	836	1575	5.39
35–39	952	1184	2136	7.31
40–44	1023	1235	2258	7.73
45–49	1118	1315	2433	8.33
50–54	1304	1417	2721	9.32
55–59	1315	1274	2589	8.86
60–64	1073	963	2036	6.97
65–69	676	618	1294	4.43
70–74	401	424	825	2.82
75–79	279	358	637	2.18
80–84	230	334	564	1.93
85–89	148	239	387	1.32
90–94	46	103	149	0.51
95–99	6	22	28	0.10
100+	0	3	3	0.01
Total	14284	14924	29208	100.00

The above table demonstrates the current largest segment of the population is aged between 50 and 54 years, followed by the groups within the 30–49 years and the 55–69 years. Almost 62 percent of the population is 35 years and above, the majority of this segment being in the 40–64 years bracket. This places a large number of the current population within the ‘ageing population’.

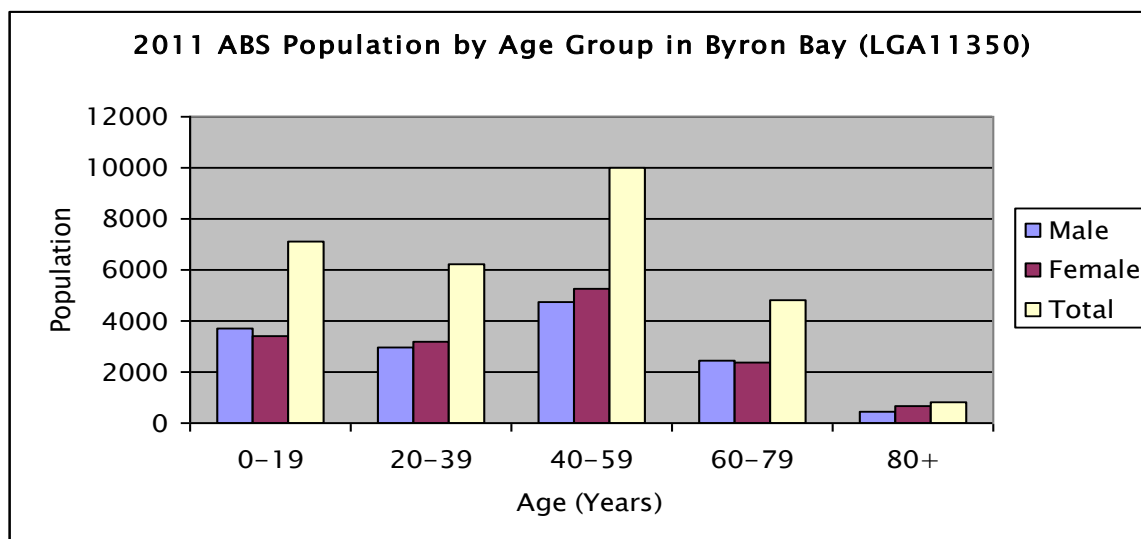
Table 2.2 – POPULATION AGE BY PERCENTAGE OF THE TOTAL POPULATION

Australian Bureau of Statistics 2011 Census of Population and Housing Byron Bay – LGA 11350



The above chart demonstrates that the majority of the population is between the 40– 59 year age group and represents 35 percent of the current total population. This is followed by the 0–19 year age group at 24 percent of the current total population. With in the next ten years, the 40 – 59 year age group will be considered the ‘ageing population’.

Table 2.3 – POPULATION BY SEX AND AGE USING RAW FIGURES



This graph demonstrates the current population in the Byron Bay region by sex and age; the 40–59 year group are the largest group in both male and female. This is reflective of Table 2.1. as above.

Table 2.4 – AGE GROUPS AS PERCENTAGE TOTAL POPULATION BY RELATED COMMON HEALTH AND RISK ISSUES/DISEASE/CONDITIONS

Australian Bureau of Statistics 2011 Census of Population and Housing Byron Bay – LGA 11350

Age Group	Total of raw data	Percentage of Total Population	Common Age Related Health issues/Disease/Conditions
0–19	7091	24.8	Medical and surgical paediatric, immunisation, specialist referral, minor to moderate trauma, early presentation and management of chronic disease, Ear Nose and Throat, sports injury, dental, psychological/mental health/counselling
20–39	6193	21.2	Risk behaviour – drug and alcohol, mental health, sexual health, infertility, gynaecological, pre-post natal, pregnancy, obesity, diabetes, accidental or violence related trauma, diagnosis of onset of chronic disease, women's and men's health, sports injury, rehabilitation NB: The tourist population per annum 1.7 million majority are in this age group, high burden on health resources
40–59	10001	34.2	Onset, diagnosis and management of chronic disease – respiratory, cardiovascular, diabetes, renal, cancer, mental health, women's and men's health, rehabilitation
60–79	4792	16.4	Diagnosis and ongoing management of chronic disease – respiratory, cardiovascular, diabetes, renal, cancer, stroke, ophthalmological, mental health, onset of dementia, women's and men's health, orthopaedic, ophthalmological, urinary and bowel incontinence, loss of mobility, rehabilitation
80+	1131	3.8	Ongoing management of chronic disease – respiratory, cardiovascular, diabetes, renal, cancer, stroke, ophthalmological, mental health, dementia, urinary and bowel incontinence, orthopaedic, loss of mobility, rehabilitation

The above table demonstrates common health related issues/conditions/diseases by age.

A health service plan to manage population health issues is determined based on risk profile.

The age groups between 0–19 years and 20–39 years require more frequent episodes of care; however they are frequently resolved within a short timeframe and with minimal resources.

Risk behaviour related episodes of care commonly practiced by the 20–39 years age group – illicit drug and alcohol incidents – are relatively high in the Byron Bay region due to the influx of 1.7 million per annum transient population and holiday makers which predominantly falls within this age category. Local and in-migration events within this age group place a significant burden on existing health resources.

Presentations of the age groups between 40–80+ years are largely for onset of chronic disease. This requires diagnostic services and ongoing management. With advancing age, episodes of care become more frequent and require greater resources, including but not limited to medical, nursing, diagnostic, community and financial/funding – private, state and commonwealth.

2.2 Single Households

The prevalence of single person households increases with age, peaking in the 75–84 year group (NSW Health, 2006). This often places a higher than average impact on a number of acute and community services, which do not have defined pathways and sufficient capacity to meet the demand, therefore, leaving a gap which is frequently filled by avoidable admission to public hospitals. This represents an unnecessary burden on public health resources.

Data according to the “ABS 2011 Registered Marital Status by Age by Sex” indicates that up to 61 percent of the population falls within the single household group (this data does not include de facto partnerships).

3. PROJECTED POPULATION PROFILE

Table 3.1 – POPULATION ESTIMATES BY AGE AND SEX

Australia by Geographical Classifications – Byron Bay Shire

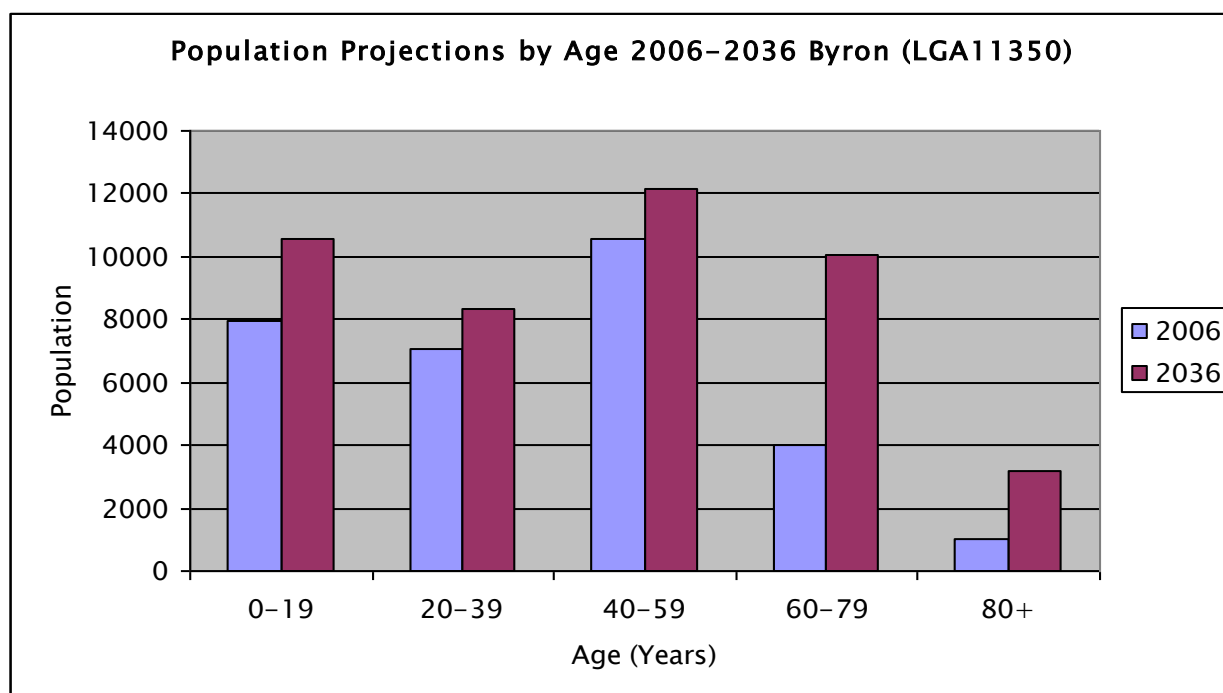
Age	2006	2011	2016	2021	2026	2031	2036
0-4	1710	2000	2090	2210	2330	2430	2540
5-9	1990	1990	2260	2370	2480	2600	2700
10-14	2180	2140	2160	2400	2510	2630	2750
15-19	2100	2180	2140	2160	2370	2480	2600
20-24	1520	1690	1720	1690	1700	1810	1870
25-29	1450	1600	1690	1720	1700	1710	1800
30-34	1960	1820	1970	2040	2090	2090	2110
35-39	2160	2300	2220	2380	2460	2530	2540
40-44	2520	2490	2630	2580	2760	2860	2950
45-49	2960	2670	2680	2810	2780	2980	3090
50-54	2840	2940	2750	2780	2910	2900	3120
55-59	2260	2770	2910	2790	2840	2970	2990
60-64	1470	2180	2630	2800	2740	2800	2950
65-69	980	1380	2020	2420	2600	2580	2660
70-74	780	890	1240	1800	2160	2360	2360
75-79	760	670	780	1080	1570	1900	2100
80-84	600	600	550	650	910	1330	1620
85+	450	600	690	730	840	1100	1580
Total	30700	32900	35100	37400	39800	42100	44300

The above table demonstrates that the population is expected to grow between 17 to 251 percent across individual age groups from 2006 to 2036. Dramatic increases are expected in the 60+ year age groups. Estimates range between 100 to 251 percent, with the highest projected population growth by percentage projected in the 80+ year age group as can be seen in the table below.

Table 3.2 – PROJECTED GROWTH OF THE TOTAL POPULATION

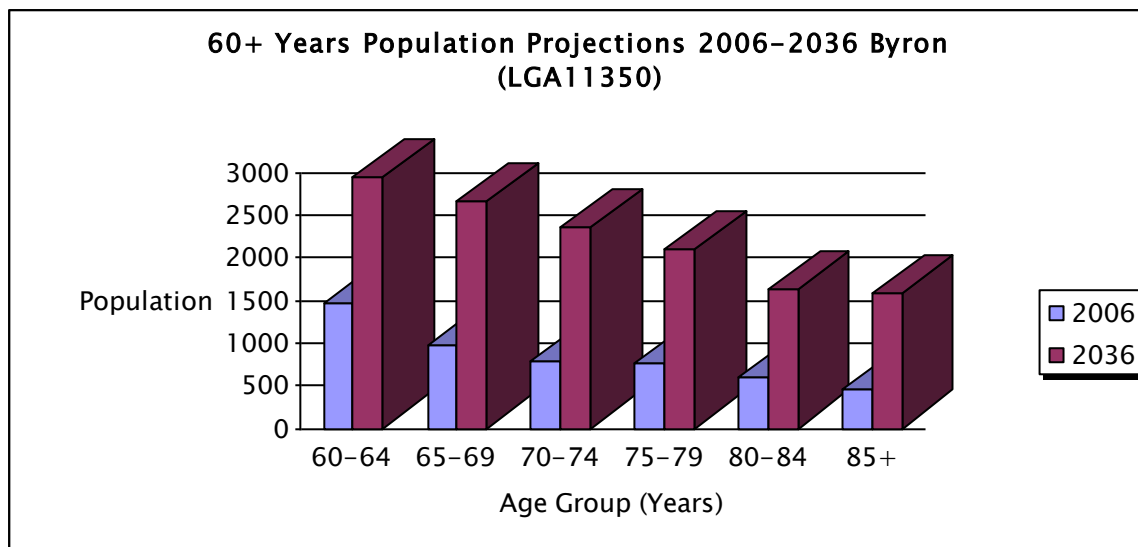
Age Groups	Projected growth by % 2006–2036 by age group	Comments
0–19	32%	
20–39	17.3%	
40–59	14.8%	
60–79	152%	Averaged % by individual age groups
80+	204%	Averaged % by individual age groups

Table 3.3– POPULATION PROJECTION OF TOTAL POPULATION BY AGE



This graph demonstrates the highest age group growth will be in the 40 – 80+ years. There is also notable projected growth in the 0–19 year age group. Therefore, sufficient capacity in health care services is required to cover the health needs of the projected population growth in all age groups.

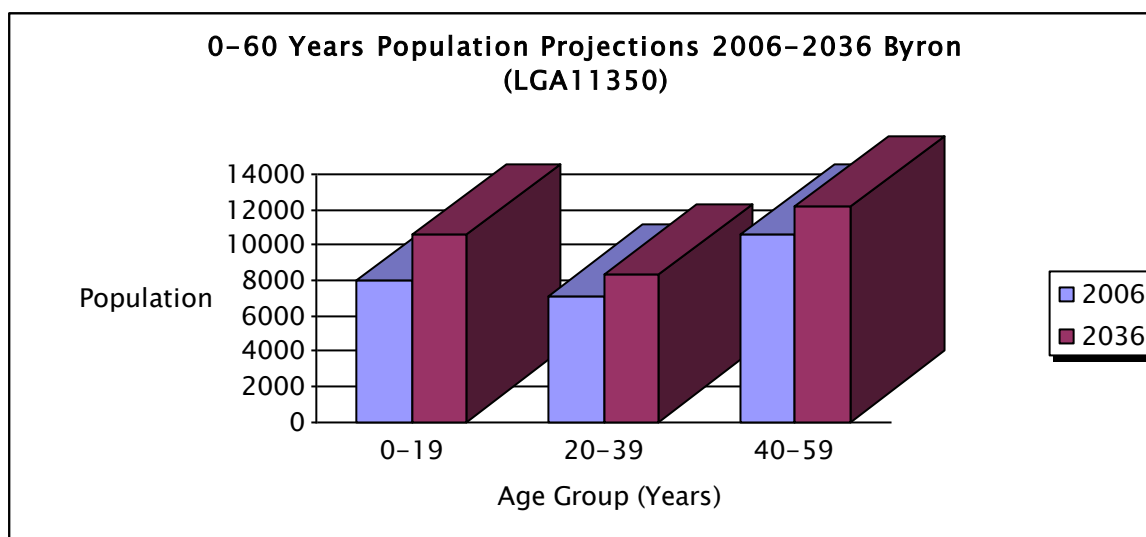
Table 3.4 – POPULATION PROJECTION 60+ YEAR AGE GROUPS



The above data demonstrates a significant projection in the population growth of the 60+ year age groups of approximately 178 percent by 2036. This has been calculated on the aggregated projected population growth of each age group.

Data from NSW Health 2006 suggests that current chronic disease affects 70 percent of the Australian population and this is expected to reach 90 percent by 2020. The 60+ age groups fall into a high risk category for chronic disease.

Table 3.5 – POPULATION PROJECTION GROWTH AGGREGATED 0–60 YEARS AGE GROUPS



The above data demonstrates there will be significant growth in the 0–60 year age groups by 2036. This group presents with a different set of health needs in comparison to the 60+ year age groups. Many of the health care needs of the 0–60 year age group will be met by service offerings proposed at the medical centre at Ewingsdale.

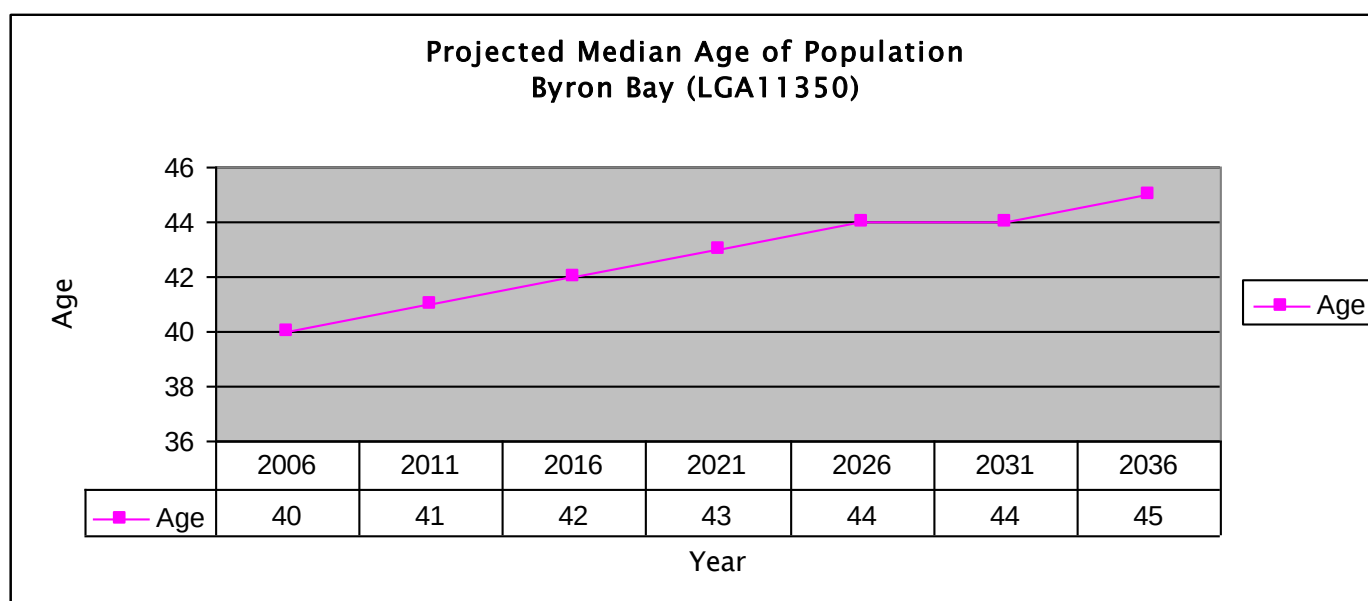
4. PROJECTED MEDIAN AGE

The current median age of Australians is 36.9 years¹, by comparison, the median age of the Byron Bay region is currently 42 years. It is projected to reach 45 years by 2036². This higher than average median age demonstrates:

- a) an ageing population in the Byron Bay region
- b) a predictably higher incidence of presentations for chronic disease
- c) a predictably greater demand on health service resources

The population profile demonstrates it is imperative that timely and effective strategic development of health service and workforce planning be undertaken to manage pathways for chronic disease and avoidable acute conditions in the short to medium term.

TABLE 4.1 – PROJECTED MEDIAN AGE OF POPULATION



¹ Population by Age and Sex, Australian States and Territories, Jun 2010, Australian Bureau of Statistics, <http://www.abs.gov.au/ausstats/abs@.nsf/mf/3201.0/>

² NSW Planning Projections for Local Government Areas (LGAs), 2006 – 2036, Department of Planning

5. CURRENT HEALTH SERVICES

Existing health services within the Bryon Bay region include two small hospitals in the Byron Bay region. The facilities and services offered are as follows:

5.1 Byron Bay Hospital

- 26 beds, 16 of which are funded by the NSW State Government
- 2 cardiac monitoring beds
- 3 post-natal care
- 1 palliative care
- 18 general medicine
- 2 emergency bays (operating 24/7)

5.2. Mullumbimby and District War Memorial Hospital

- 28 beds, 16 of which are funded by the NSW State Government
- 2 cardiac monitoring beds
- 3 post-natal care
- 1 palliative care
- 18 general medicine
- 2 emergency bays (operating 24/7)

In addition an aged care facility is co-located with a community healthcare centre which is in close proximity to the Mullumbimby and District War Memorial Hospital.

5.3 General Practitioners

There is approximately fifty general practitioners (GP) across the Byron Bay region who operate private practices from suites in a variety of locations in the region. These are predominately smaller private practices in contrast to the integrated medical centre model proposed by Belbeck Investments Pty Ltd.

The current GP population provides emergency and general medicine cover in rotation for the two existing hospitals.

5.4 Allied Health Services

The community of the Byron Bay region has access to a number of supporting allied services including pharmacy, optometrist, psychology, podiatry, physiotherapy, osteopathy, dietician, chiropractic, acupuncture and naturopathy.

The Byron Bay region has limited radiology and pathology service, high technology diagnostic

tests are only available at major health centres of Lismore Base and Tweed Heads Hospitals.

6. CURRENT HEALTH SERVICE UTILISATION

There is limited data on current health services utilisation.

A number of interviews were conducted with several local GP, the Executive Director of Clinical Services of NCAHS and the General Managers of the Byron Bay and Mullumbimby hospitals.

From the interviews the following information was gained:

- existing patterns of health service provision have remained constant for decades based on historical practices. There has been very little change regardless of demand
- there are approximately 18000 presentations to the Bryon Bay Hospital emergency department per annum
- there are approximately 6000 presentations to the Mullumbimby and District War Memorial Hospital emergency department per annum
- the majority of these presentations are category 4 and 5 (i.e. able to be managed as GP or nurse practitioner presentations which can be managed within an integrated medical centre model of care)
- a high number of these presentations are by the transient tourist population – risk behaviour related incidents e.g. alcohol, drug and minor trauma/violence related incidents
- emergency presentations of category 1–3 (i.e. trauma or acute coronary events) are transferred to either Lismore Base Hospital approximately 20km south–west of Byron Bay or Tweed Heads Public Hospital approximately 20km north of Byron Bay
- local residents frequently bypass Byron Bay Hospital and go direct to the two major public hospitals in Lismore or Tweed Heads

7. PLANNED HEALTH SERVICES FOR THE BELBECK INVESTMENTS PTY LTD EWINGSDALE SITE

As discussed earlier in this report, the NSW State Government, NCAHS plan to develop a new 54 bed Public Hospital next door to the Subject Site which will service the Byron Bay region.

Should this proceed it will likely require closure and decommission of the two existing facilities of Byron Bay and Mullumbimby. These services will then be re-commissioned at the proposed Ewingsdale site.

In addition to the proposed public hospital, Belbeck Investments Pty Ltd propose the

development of the Subject Site for the services as outlined below. These proposed services are integral to the broad overview of the concept and facility offerings/capability that may be possible on the Subject Site. We note that the following is included by way of example only. The detailed design and operational components of the proposed development will be provided in any development application that is lodged, following approval of the planning proposal:

7.1 Seniors Housing – 165 to 170 units which will be a mix of 2–3 bedrooms

Eligible residents will be able to live independently and a range of additional services could be accessible, as referred to in the report prepared by Stan Manning and Associates Pty Ltd that accompanies the planning proposal.

7.2 Aged Care Facility – 60 to 65 beds

For further detail see the report prepared by Stan Manning and Associates Pty Ltd that accompanies the planning proposal.

7.3 Medical Centre – 600 sq metres

The medical centre may offer the following services:

- Specialists – Medical and surgical (VMO) visiting to consult not full time
- GP
- Centre Manager
- Practice Manager
- Nurse Practitioners
- Registered Nurses
- Reception
- Administration
- Allied Health
- Dentist
- Dietician
- Occupational Therapist
- Physiotherapist
- Podiatrist
- Psychologist
- Social Worker
- Speech Therapist
- Plaster room
- Treatment room
- Sterilisation room

- Radiology (share co-located services) and pathology collection
- Pharmacy
- café

We note also that the planning proposal also seeks retail uses to be permissible on the Subject Site to facilitate the development of a 3000 sq metre retail centre.

This integrated concept of a co-location consisting of seniors housing, aged care facility, medical centre and retail centre next door to the proposed Byron Shire Hospital will provide a comprehensive health service. The services within this integrated model are complimentary and will provide an excellent opportunity for both the public and private groups to partner in developing hybrid models in funding, service, workforce – recruitment and retention, staffing, employment, education and training. Therefore, many economic and social benefits will be realised by the local community of Byron Bay.

8. FUTURE HEALTH SERVICE NEEDS IN THE BYRON BAY REGION

The health demands outlined in Table 8.1 have been estimated by age, general prevalence (not specific to the local region), commonality, medical conditions, disease, national trends and incidents associated with each age group.

Table 8.1 – PREVALENT AGE RELATED HEALTH ISSUES/DISEASE/CONDITION

Age group by years	Common Age Related Health issues/disease/conditions
0–19	General paediatric, medical and surgical paediatrics, diagnostic, specialist referral, immunisation, minor trauma, suturing and plastering, early presentation and management of chronic disease particularly asthma and diabetes, Ear Nose and Throat, sports injury, dental
20–39	Risk behaviour – drug and alcohol, mental health, sexual health, infertility/fertility, gynaecological, pre–post natal, GP/NP share pregnancy care, obesity, diabetes, accidental or violence related trauma, suturing, plastering, diagnosis of onset of chronic disease, education, preventative health awareness, women’s and men’s health, endocrinology, sports injury, rehabilitation NB: The tourist population per annum 1.7 million majority are in this age group, high burden on health resources
40–59	Onset, diagnosis and management of chronic disease – respiratory, cardiovascular, diabetes, obesity, renal, cancer, melanoma, endocrinology, gastrointestinal both upper and lower, mental health, women’s and men’s health, alcohol related diseases, vision and hearing, rehabilitation
60–79	Diagnosis and ongoing management of chronic disease – respiratory, cardiovascular, diabetes, renal, cancer, stroke, mental health, onset of dementia, women’s and men’s health, orthopaedic events, ophthalmological, urinary and bowel incontinence, arthritis, loss of mobility, pain management, dental, hearing and vision, rehabilitation
80+	Ongoing management of chronic disease – respiratory, cardiovascular, diabetes, renal, cancer, stroke, ophthalmological, mental health, dementia, urinary and bowel incontinence, orthopaedic events, arthritis, dental, hearing and vision, pain management, loss of mobility, rehabilitation

The most significant burden of disease will be generated from chronic diseases and avoidable

acute conditions. Chronic disease is multifaceted and in order to manage each disease a multidisciplinary team approach is required to provide the necessary comprehensive care.

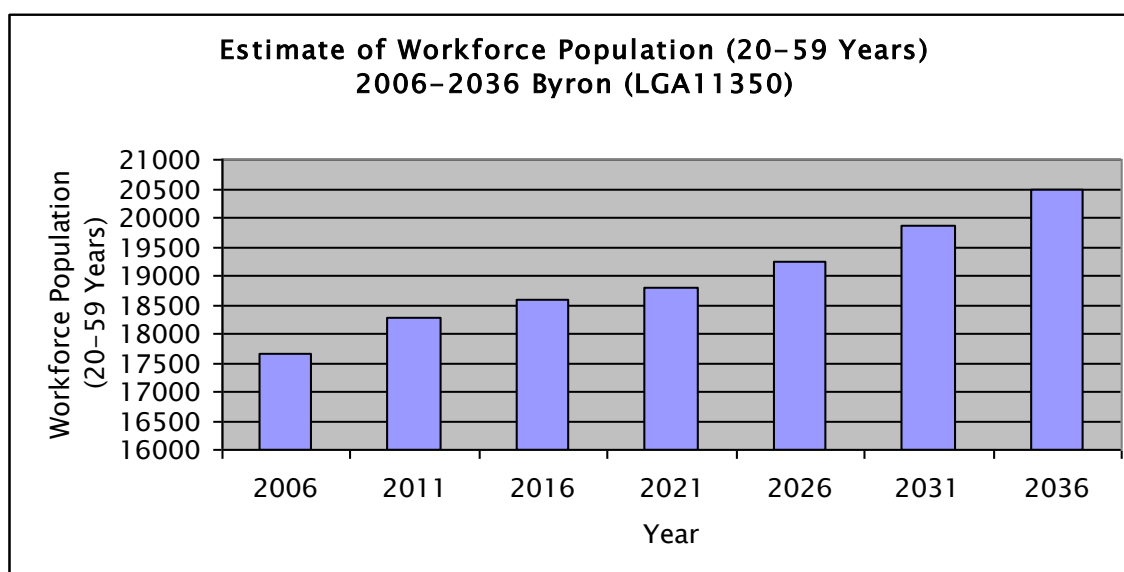
The data (NSW Health 2006) demonstrates that 70 percent of the Australian population suffers from some level of chronic disease and it is projected this will rise to 90 percent by 2020.

When considering this data in conjunction with the projected population growth in the Byron Bay region it is evident that the current health services will need to be expanded to meet the future health needs.

9. WORKFORCE

The three facilities (medical centre, seniors living, and aged care facility) proposed by Belbeck Investments Pty Ltd, coupled with the proposed public hospital, has the potential to have a significant positive impact on employment, education and training opportunities as well as an economic flow on to the commercial viability of Byron Bay business community.

Table 9.1 – ESTIMATE OF WORKFORCE POPULATION (20–59) YEAR AGE GROUP



This data demonstrated in the graph above indicates projected significant incremental population growth. It is anticipated the workforce has sufficient capacity to meet the employment demands of the proposed health services by Belbeck Investments Pty Ltd at Ewingsdale, Byron Bay.

The estimated workforce required to meet operational demands of the medical centre has

been estimated and put forward in the following table. We understand that the estimated workforce required to meet operational demands of the other proposed services (seniors living, aged care facility and retail centre) are provided in the reports that also accompany the planning proposal.

The co-location of these facilities will provide a robust “Health Campus” and has the capability to offer significant opportunities to develop a strong and competitive health offering with which universities, tertiary and registered training organisations will want to partner for education and training purposes.

At the higher level of skilled personnel, this project offers an opportunity for medical and allied health graduate professionals to participate in rotations as well as offering student work experience placements. Other interns and post-graduate nurses from major teaching facilities both regional and interstate may also participate in rotational placements.

9.2 Medical Centre – Workforce

The medical centre is proposed to be a 600 sq metre facility. The facility may include consulting rooms, plaster room, treatment room, pharmacy and café.

The operating hours of the Medical Centre will be 7 days per week from 8am to 10pm. The workforce has been calculated on the services to be offered, operational hours, days per week, also operational weeks per year and working hours per day of 1 equivalent full time employee (FTE) at 37.5 hours which complies with current NSW State award conditions.

The projected population growth from 2006 – 2036 will supply capacity for both available workforce and maximum utilisation of this facility. The professional skills, services and operational hours of the medical centre will provide comprehensive health services which will meet the health needs of all age groups and projected population growth. Further to this the medical centre as an integrated service within the “Health Campus” will alleviate the burden on the public hospital emergency department through correct triage of all category 4 and 5 presentations including the majority of presentation that would be generated from the seniors housing and nursing home facilities.

The staffing numbers are calculated on 100 percent occupancy of this facility.

TABLE 9.2.1 – PROJECTED WORKFORCE NUMBERS REQUIRED FOR THE MEDICAL CENTRE

Staff by profession/service	Full Time Employees (FTE)	Part Time Employees (PT)	Visiting Medical Officers (VMO)
GP	9		
Nurse Practitioner		4.6	
Specialists			8
Registered Nurses	8		
Enrolled Nurses	6		
Manager	1		
Practice Manager	1		
Administration	15		
Physiotherapist	1		
Social Worker		0.5	
Occupational Therapist		0.5	
Psychologist		0.8	
Podiatrist		0.5	
Maintenance/Porter		2.5	
Cleaner		1.6	
Pathology Collection	5		
Pharmacy	4		
Speech Therapist		0.5	
Dietician		0.5	
Dentist		0.5	
Café	7		
Total	57	12.5	Non salaried positions 8

In consideration of the above factors the equivalent to 57 FTE and 12.5 PTE and 8 non salaried positions will be required to staff and support the operational function of the medical centre.

10. EDUCATION AND TRAINING

The “Health Campus” will be capable of providing both short and long term employment opportunities. The education and training opportunities that may arise from the proposed development and in conjunction with the neighbouring Byron Shire Hospital are set out below.

In addition to formal tertiary education required by professional personnel for start up and medium term staffing, long term education, training and skilling can be offered by the local university, tertiary and registered training organisations varying from degree, diploma, and certificate level education.

To rotate medical trainees, graduate registered nurses and visiting medical officers (VMO) through the “Health Campus” will be an attractive proposition for universities and teaching hospitals in major cities in both New South Wales and Queensland. Through the rotation of professional staff there will be capacity to immediate start up and medium term professional medical cover for the facility.

By means of partnership, each facility with in the “Health Campus” will be able to tailor courses to meet the skills they require to support clinical and operational needs. Developing a partnership with local education organisations ensures sustainability of the “Health Campus” by meeting staffing needs. The local workforce will be able to readily access appropriate courses for needed skills and be ‘employment ready’.

Many roles, particularly in seniors housing, nursing home and the medical centre, require certificate level training. As this level of training requires a low entry point and short term duration of commitment, this broadens the opportunity for a greater number of the local population to become skilled and have new vocational opportunities.

The “Health Campus” could also offer employment opportunities for those who are unskilled or those who have been short to long term unemployed.

It is likely that volunteer roles in the seniors housing and nursing home as companions, readers, activity participants may arise, which, as in a public hospital, will provide an opportunity for members of the local community who do not need paid work but want to contribute to their community.

11. SYNERGIES OF CO-LOCATION

There are numerous synergies to be realised through the co-location of a public hospital, seniors housing, nursing home and medical centre on the Subject Site “Health Campus”.

Co-location provides the opportunity to deliver healthcare through managed pathways, by maximising the strengths of each healthcare service and therefore delivery of optimal care. This offers the ability to form partnerships in service delivery, education, training, general staff, recruitment, retention, quality, benchmarking, providing best practice healthcare and accountability, attraction through rotation of skilled medical and professional staff.

The appropriate healthcare by the appropriate facility can be delivered in a timely manner and by the appropriate profession and service. This initiative facilitates the ability to move patients or residents across “campus” with ease thus decreasing the length of stay and unnecessary use of valuable and costly resources.

A few examples of this would include:

- post medical and surgical patients can be returned with in a short timeframe to the seniors housing or nursing home as they would have access to the appropriate teams – medical, nursing, allied health etc
- patient/resident/client transfer or transport can be managed inter campus reducing the burden on the Ambulance Service of NSW
- NCAH patients requiring care placement will have ease of access into the seniors housing or nursing home, reducing bed block and use of expensive resources in the public hospital. This will provide a dignified ‘ageing in place’ model of care by keeping patients/residents within their community

The co-location of the medical centre to the public hospital is advantageous as it would cater for category 4 and 5 presentations, thus reducing the burden, time and resources on the emergency department of the public hospital.

These proposals are complimentary and will provide excellent integration partnership opportunities to develop hybrid models of funding, service, workforce (recruitment and retention, staffing, employment), education and training. Further detail on these issues should be explored during the detailed development phase, once initial planning obstacles are overcome.

12. BENEFITS TO THE COMMUNITY

In addition to the estimated employment numbers for the operation of the facilities, there will be local personnel required for the construction project of all facilities, fit out, equipping, furnishing, flooring, painting, IT, and management information systems etc.

The proposed development would also allow further economic benefits to be realised in the areas of increased need of transport such as bus and taxi, contractors, plant nurseries, sales, florists, medical equipment and general food and commodities, white goods, kitchen, laundry, IT, advertising, religious and pastoral care support.

There will also be an increase in all general commercial sales for local businesses due to the increase in the number of people working in, relocating to and/or visiting the Byron Bay region thus creating an enormous economic stimulus to the Byron Bay region.

As demonstrated through the numbers of FTE and PT, there is vast opportunity for both short and long term employment, education and training, both of which will reap long-term social benefits for the Byron Bay region.

There will be a role for volunteers in the seniors housing, nursing home and public hospital to undertake tasks such as providing companionship, reading, joining in activities etc.

RECOMMENDATIONS

13. RECOMMENDATIONS

In consideration of:

- the significant projected population growth by 2036 and the burgeoning number of ‘ageing’ population that will make up a large number of this growth, immediate review and planning for future health needs by the Local Government of the Byron Bay region is paramount;
- the benefits to the Byron Bay region community through the proposed Belbeck Investments Pty Ltd development – both direct (improved health and community services) and indirect (financial and employment rewards);
- opportunities for partnerships, hybrid funding and workforce models to cost share between private and public parties to ensure the correct skill and numbers of required workforce if the Subject Site is developed as sought in the planning proposal;

It is our strong recommendation that Council approve the planning proposal sought by Belbeck Investments Pty Ltd and allow the Subject Site to be used for a development comprising seniors living, aged care facility, medical centre and retail centre.

Study of Proposed Development of Retirement Living and Residential Aged Care Centre as part of an integrated Service

1.0 PURPOSE OF THIS REPORT

This report has been prepared as part of the supporting documentation accompanying a Planning Proposal to be lodged by Belbeck Investments Pty Ltd (**Belbeck**) with Byron Shire Council (**Council**) seeking additional permissible uses, including Retirement Living housing and a Residential Aged Care Centre on part of the land known as Lot 101 DP 1140936, located on Ewingsdale Road, Ewingsdale.

Lot 101 DP 1140936 is located on Ewingsdale Road, Ewingsdale and is bound by Ewingsdale Road to the north, McGettigans Lane to the east and William Flick Lane to the west (**Subject Site**).

The submission (of which this report forms part), seeks that the Subject Site be used for the purposes of developing seniors housing, a residential care facility, a retail centre and a medical centre.

As Council is aware from discussions and representation from the directors of Belbeck and its consultants, a major study was undertaken by Stan Manning and Associates on behalf of Belbeck to ascertain the need for additional seniors housing, including residential aged care and a co-located medical centre as part of an integrated service in the Byron Shire region. The study also considered the suitability of the Subject Site for those purposes, given that it is co-located (next door) to the proposed new hospital planned to service the health service needs of the Byron Shire region.

In brief that study found:

- That the Byron LGA had a substantially higher proportion of persons over the age of 65 years when compared with the rest of New South Wales;
- That the area was under serviced in regard to facilities and services for persons over the age of 65 and there was a clear need for the proposed additional seniors housing and a co-located medical centre;
- That the lack of such facilities and services in the Byron LGA will worsen based on the forecast growth of persons over 70 years; and
- The location of the planned new Byron Bay Hospital on the land adjoining the Subject Site makes the Subject Site an ideal location for facilities and services for persons over the age of 65 years..

For the purpose of this report, the demographic data and population projections used for the primary target catchment area for the proposed seniors housing are those available from the 2011 ABS Census and later population projections.

This report finds that, as would be expected, the number of seniors has increased since the previous census in 2006 and that existing seniors housing and other aged care facilities are not able to adequately cater for the needs of the aging population to a greater extent than was previously the case. This is demonstrated by table 4.1 in this report which shows from the official census data that the number of aged persons (aged over 65) increased in the identified catchment area between the 2006 and 2011 census by 7,428 persons. This is an increase of 11.98% over 5 years.

In addition, we have found that the present undersupply of seniors housing and associated services will become considerably worse because of the natural growth in demand that will occur due to the increasing size of that population and the growth of the number of older persons (over age 70) within the local population, unless action is taken to increase the supply of aged care and retirement housing to meet the growing demand.

1.1 BACKGROUND AND SUMMARY OF THE PROPOSED DEVELOPMENT

The Subject Site is a substantial parcel of undeveloped land in the Byron Bay region which is bounded by Ewingsdale Road on the North, McGettigans Lane on the East and William Flick Lane on the West. The majority of the rear of the site adjoins large lot residential developments fronting onto Parkway Drive. Ewingsdale Road is the main road linking the Byron Bay township to the Pacific Highway

The Subject Site has been identified by Belbeck Investments Pty Ltd as an ideal site for a Seniors Housing development particularly following the purchase by the New South Wales Department of Health of neighbouring Lot 100 to be used as the site for the proposed new hospital to service the Byron Shire Region..

The proposed development would include:

- Independent Living Units (ILU,s) to which care and support services can be delivered to the residents in their own home on the site enabling them to age in place (Served Self Care Housing);
- A Residential Aged Care Facility (as defined in the NSW Government State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004);
- a Medical Centre; and
- A retail centre to service the needs of the local community.

2. SITE ASSESSMENT AND ANALYSIS



During the study, the Subject Site and the surrounding Byron Bay District was visited on two occasions. The whole of the developed Byron Bay area was also visited and key areas where aged care services existed were identified and the distance to the Subject Site was measured.

The eastern portion of the Subject Site as shown above, is 6.99ha or 69,900 m² and the western portion is 8.09ha or 80,900 m². After allowing for setbacks of the new development from Ewingsdale Road to help control traffic noise etc., the estimated seniors housing yield for the Eastern portion of the Subject Site would be approximately 70 dwellings. The Seniors Housing yield for the Western portion of the Subject Site would be approximately 90-100 ILU's plus a residential aged care facility of between 60 – 65 places, a medical centre and the retail centre.

In our view, the development of ILU's on only one portion of the Subject Site would produce a development that was not of a financially or operationally viable size. If both portions of the Subject Site are developed it will produce a more viable medium sized Senior's Living development. It should be noted that SMA are not qualified to provide any advice in relation to the development yield and it is recommended that a full site study be undertaken by the appropriately qualified engineers and architects before a more precise yield can be determined.

In our opinion the site is ideal for this proposed development.

The area is quiet and peaceful and will provide a very acceptable environment for a Senior's Living development, a Medical Centre and a retail centre next door to a public hospital.

As can be seen from an inspection of the Subject Site and from the aerial view on page 3, it is generally an undulating site with some clusters of existing trees providing a rural and pleasant outlook to residents. Our observations show that the grazing of cattle is the dominant use of the land on the opposite side of Ewingsdale Road to the North with dispersed rural settlements.

In addition to the proposed retail facilities to be provided on the Subject Site, the Subject Site is located approximately 1.7 km from the nearest current shopping centre. This shopping centre has an adequate range of shops for daily necessities. The main Byron Bay shopping centre is a further 3.3 km from the Subject Site. This shopping centre has a comprehensive range of shops and services.

In addition:

- The present District Hospital is located approximately 4.5km from the site on the Western edge of the main business centre, but when moved to the new site, will be right next door.
- There is a limited bus service operating 7 days per week which passes the Subject Site in Ewingsdale Road. However, when the public hospital opens on Lot 100 we expect that the level of service from local bus transport will increase considerably to cope with both staff and visitor demand and also the demand of residents of any other development on the Subject Site.

The facilities and infrastructure included in the proposed development are capable of meeting the daily needs of residents.

3. THE CONCEPT OF THE PROPOSED SENIORS HOUSING DEVELOPMENT

The estimated number of Independent Living Units (ILU's) that can be constructed on the Subject Site is between 160 – 170 plus an adequate community facility for the use and enjoyment of residents, plus a Residential Aged Care Facility of between 60 – 65 places. The final numbers may vary depending on the detailed feasibility and design study. The type of dwellings envisaged will be a mix of small 2 bedroom, 2 bedroom plus study, three bedroom and three bedroom plus study free standing houses or villas.

The dwellings will be specially designed to provide a safe housing environment for older persons with easy access externally and internally. The detailed design phase for the dwellings and the development generally will commence following approval of the planning proposal. However, it is envisaged that a "village" community Centre will be constructed for the use of all residents of the Senior Housing development and their visitors. It will include a range of recreational spaces plus a "Village" administration area.

In regard to the proposed Residential Aged Care Facility, the purpose of such a service is defined by the Department of Health & Ageing (DOHA) as "*Residential care services provide accommodation and support for people who can no longer live at home*". In my experience, this type of accommodation is generally a mix of one and two bed rooms with ensuite bathroom (there will be a majority of one bed rooms) where residents live permanently and receive meals and other household services. The care and support consists of a mix of personal and nursing care. It can also include care for those who suffer from Dementia and palliative (end of life) care.

Residents have to be assessed and qualify for the type of care provided before admission (Aged Care Assessment Team assessment). The development and operation of such facilities is closely regulated by the Australian Government under the Aged Care Act 1997 and are funded by a mix of Government subsidy and resident fees and charges.

In developing the concept for this project, it has been necessary to consider the changing nature of the people it will serve and the changes occurring in health care generally and Aged Care specifically.

Australia's Aged Care System has been undergoing a major review in recent years and the indicative future directions for aged care provided by the Federal Minister of Ageing recently, which were in response to the findings of the far reaching review set out in the "Living Longer Living Better" report, have been taken into account.

With the constant pressure on public hospitals caused by a rapidly ageing and growing population, inevitably the role of residential aged care facilities and services is changing. Transitional care, which provides accommodation and a reduced level of nursing care on the discharge of a person from a hospital who is not yet well enough to return to their own home where care and support may or may not be available, is being trialled. This frees up beds within the hospital system and residential aged care facilities are well placed to fulfil this role.

In addition, there is pressure on the current seniors housing and aged care system to openly adopt the concept of "Ageing-in-Place" to the mix of services available for older Australians. This concept is built around the principal of bringing the care and support services needed by an older person to them in their own existing home wherever that may be, rather than them having to face the disruption of physically moving away from that home and the independence this provides, to a residential aged care facility. In such a facility they would be more dependent on others rather than enjoying ongoing independence, albeit with some care and support. Their existing home could be in the general community or within a Seniors Housing Development such as the one proposed for the Subject Site.

The role of ILU's as a form of Seniors Housing is also changing from being just a dwelling within a Seniors Housing Development (a retirement village) to that of Serviced Self Care Housing. The latter will give people another real option providing them with:

- a non institutional environment;
- a continuing level of independence which is a basic aspiration and tenet of their life;
- a positive lifestyle, enjoying the company of persons of the same age group as an alternative to isolation in the general community either in their own house/unit or medium rise apartment;
- the ability to receive services where they currently live rather than having to move to where the services are available; in addition to the above benefits, all care services delivered to them in their own home (even nursing home services through Extended Aged Care at Home (EACH) packages) supplied by the provider of their choice, all without moving from their specially designed Independent Living Unit.

The provision of this range of accommodation and services will add greatly to the range of facilities and services offered to a prospective resident of a new Seniors Housing development and in our view, improve the marketability of a new and ongoing living option namely "Serviced Self Care Housing".

It is suggested by SMA that, if the overall development proceeds, Belbeck embrace the provision of Ageing-in-Place services in the Seniors Housing development. The availability of those services will certainly enhance the attractiveness of the new Seniors Housing which should be reflected both in the take-up rate of the housing and increased gross realisations.

A schedule of services that could be provided to residents of the Serviced Self Care Housing (ILU's) appears at Table 3.1 below. These services would be delivered to them in their own home within the proposed development.

Belbeck in proposing a project that incorporates ILU's as well as a residential aged care facility is likely to adopt these concepts in its planning, development and operation.

If a person progressed to the point where they needed care and support that could not be provided in the ILU, they could be transferred to the aged care facility on the site, meaning they do not have to leave the area in which they have lived. This would still provide easy access for partners, family and friends to visit them.

It is not intended that this report should provide a lot of detail regarding the proposed residential aged care facility as this would be covered in the detailed design phase. This will follow when the type of development proposed for the Subject Site is made permissible.

Table 3.1 - Schedule of Support and Personal Care Services to be provided to “ILUs”

SUPPORT SERVICES
Meal Delivery to Resident's Unit
Supply Linen Change per person
Cleaning of Unit
PERSONAL CARE
Personal Washing - provided by staff in residents unit
Personal Ironing - provided by staff in residents unit
Personal Care – provided by staff in residents unit
Maintenance provided by Facility Staff: e.g. internal maintenance of resident's personal items and contents or approved alterations.
Services provided by Facility Registered Nurse: (e.g. General Nursing Services including injections, wound dressing, clinical assessments etc)

One of the major advantages of this site over others is the community benefit that arises from the fact that a range of health and care services are located on the one site. There are substantial synergies between the new proposed Byron Shire Hospital, the medical centre, the retail centre, the Residential Aged Care Facility and the Serviced Self Care Housing. Some of these synergies/benefits are:

- The availability of ongoing aged care services provided by the on-site Residential aged Care Facility and the ability for residents to easily visit partners and friends;
- Easy access for all residents to doctors, specialists, allied health services such as physiotherapy, chemist, radiology, emergency and hospital care;
- Close and easy access for doctors and other health professionals to residents of the residential aged care facility and the Serviced Self Care Housing; and
- For the retail facilities, a readymade clientele of on-site residents, staff and visitors to all of the facilities as well as easy shopping access for households in the surrounding area.

4. DEMOGRAPHIC ANALYSIS OF THE SENIORS HOUSING PRIMARY TARGET CATCHMENT AREA – PRESENT AND FUTURE

The Catchment Area

The Local Government Areas (LGAs) chosen as the primary target catchment area and the regions studied are as follows:

- Byron Bay
- Tweed
- Ballina
- Lismore
- Richmond Valley
- Kyogle
- Clarence Valley
- Coffs Harbour
- Bellingen

The rationale for the selection of these areas is set out below:

In researching any proposed Seniors Housing development, there is a need to identify and determine where the majority of prospective residents are currently domiciled.

Experience over many years indicates that the majority of prospective residents (50% - 60%) will come from the “local” area. In city areas the local catchment may be within a radius of 10km to 15km of the development site. In less densely populated areas such as Byron Bay, the target catchment radius is substantially wider. Also, consideration needs to be given to the nature of the location and the normal pattern of in-migration of both permanent and transitional or holiday residents or tourists.

The balance of the prospective residents (40% - 50%) will come from a much wider area and for a variety of reasons. Some will even come from overseas or interstate usually because of a previous connection with the area e.g. a relative or friend who lives in the area or somewhere where they may have grown up or visited as a holiday destination.

Anecdotal evidence from some persons who have lived in the Byron Bay LGA was provided which indicates that in-migration for the purposes of retirement would most likely come from persons who lived inland from the Coast rather than say from other coastal towns particularly located in South East Queensland or even from border areas such as Tweed Heads etc.

There is only one recorded senior’s housing development in Byron Bay which is Cape Byron Estate in Cooper Street. It is understood that RSL Lifecare, who currently operate the Bayside Nursing Home at Suffolk Park, will develop 32 retirement living units on adjoining land but they have advised that no definite timetable has yet been set for their construction. SMA were advised that this was likely to occur in a “.....couple of years” . The development of this small number of dwellings will have little effect on the present shortfall of such housing in the Byron LGA. For the reasons set out above, a wide geographic area was chosen.

Statistical information was sourced from the Australian Bureau of Statistics (ABS) 2011 census and the projected population estimates titled “SLA Population Projections 2006 – 2036” from the NSW Department of Planning. The analysis undertaken on the available ABS 2011 Census data included the following:

- Age Distribution;
- Proportion of Aged with comparison to New South Wales average;
- Marital Status with comparison to New South Wales average;
- Weekly individual income with comparison to New South Wales average;
- Lone person household by age by sex.

Historically, this region of NSW has had an older age profile when compared to the whole of NSW. In 2011 19.37 % of the population in the region were aged 65 years and over. For NSW the proportion was 14.72%. This is clearly demonstrated by the following graphs.

This trend is going to continue well into the future as evidenced by the population projections included later in this report.

Age Distribution

The Age Distribution of the target primary target catchment area is shown in **Table 4.1 and 4.2**

As a general rule, up to 50-60% of prospective residents of Independent Living Units look for retirement housing in the area in which they currently live. There are social advantages in being able to maintain links with friends and to stay in neighbourhoods where existing infrastructure and networks exist. The balance, for a variety of reasons, comes from a much wider area.

Table 4.1 shows the number of males and females in all age groups by 5 year intervals 55 years and older as recorded in the 2011 census for the whole target primary target catchment area.

	Male	Female	Total Persons
55-59	13,429	13,599	27,028
60-64	12,706	12,498	25,204
65-69	9,818	10,131	19,949
70-74	7,667	8,235	15,902
75-79	6,089	7,030	13,119
80-84	4,767	5,876	10,643
85-89	2,586	4,060	6,646
90-94	812	1,692	2,504
95-99	140	418	558
100 and over	24	48	72
Total	58,038	63,587	121,625

It should be noted from the abovementioned table that:

- When compared with the data from the 2006 census amongst these age groupings, there was an increase in the number of persons in the designated catchment area of 15,975 persons or 15.1%.
- The highest levels of increase occurred in the 55-59, 60-64 and 65-69 age groups.

Table 4.2 – Age Distribution – Statistical Profile

The age distribution shows the age groups by number of individuals in the designated catchment area.

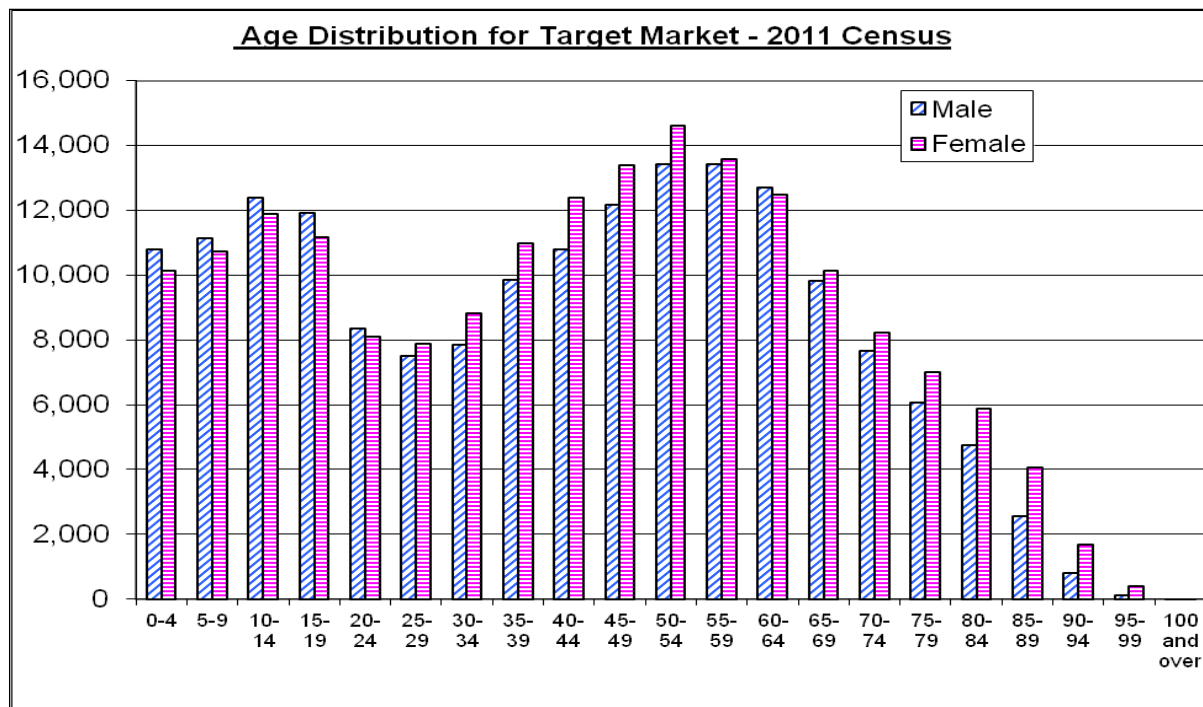


Table 4.3 Proportion of Aged in Comparison to New South Wales Average

The data from the ABS 2011 census was further examined and the people over 55 years compared to the state average.

This table shows the percentage for aged male and female to total population within the primary target catchment area and makes the comparison with the average for the whole of New South Wales.

It should be noted that the proportions for all age groups for both males and females aged 55+ are noticeably above the proportion for the whole of NSW.

SMA is of the view that a variety of factors have influenced the demographic outcomes. They include:

- The study region has been a coastal retirement destination for many years therefore the population, when compared to the NSW average, is much older for both males and females over 55 years of age.
- Because much of the study region and in particular the coastal areas are a retirement area and has only limited employment opportunities, many “younger” persons have not been able to stay in the area.

Table 4.3 below shows the male and female population when compared with the NSW average by percentage for all age groups of 55 years and older in the primary target catchment area:

Table 4.3

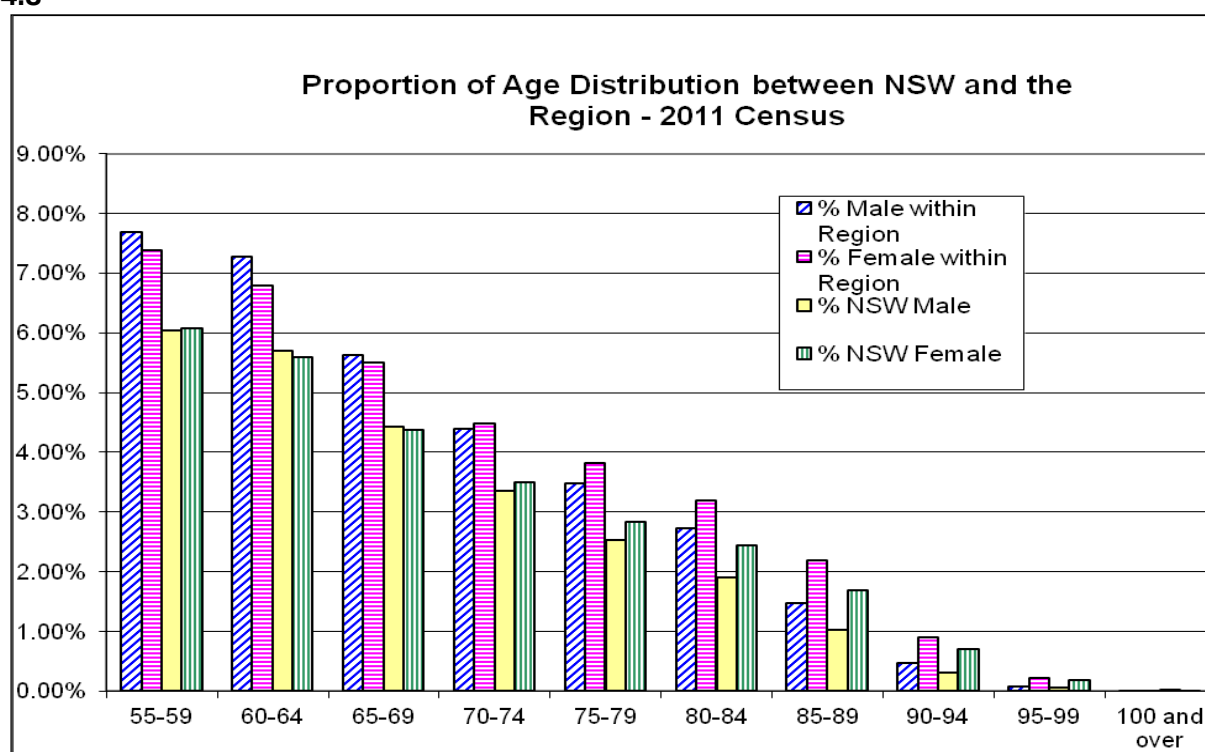


Table 4.4 Marital Status for Males and Females

The marital status for males and females within the primary target catchment area was analysed and compared to the whole of New South Wales and is shown in Table 4.4. This shows the deviation from the average New South Wales data for marital status by age and by sex. The chart indicates that most of the deviation is within an expected range except for the following:

- Married Persons:** It shows a lower than average proportion of males and females in the 55-64 age group and males in the 65-74 age groups are married. A higher than average proportion of females in the 75 and over age groups are also married.
- Separated Persons:** It shows that when compared to the NSW average the proportion of separated males and females in each age group are within the normal range.
- Divorced Persons:** It shows a higher than average proportion of males and females in the 55-74 age groups are divorced.
- Widowed Persons:** It shows a lower than average proportions of females in all age groups are widowed. All other groups are within the expected range.
- Never Married Persons:** It shows a higher than average proportion of males in the 55-64 years age group have never married and a lower than average proportion of females in the 65 – 85 age group have never married.

This data indicates that there is likely to be a lower number of married couples in seniors housing at least initially and most likely more single or “lone” persons.

This data provides favourable market indicators for the proposed development.

Table 4.4

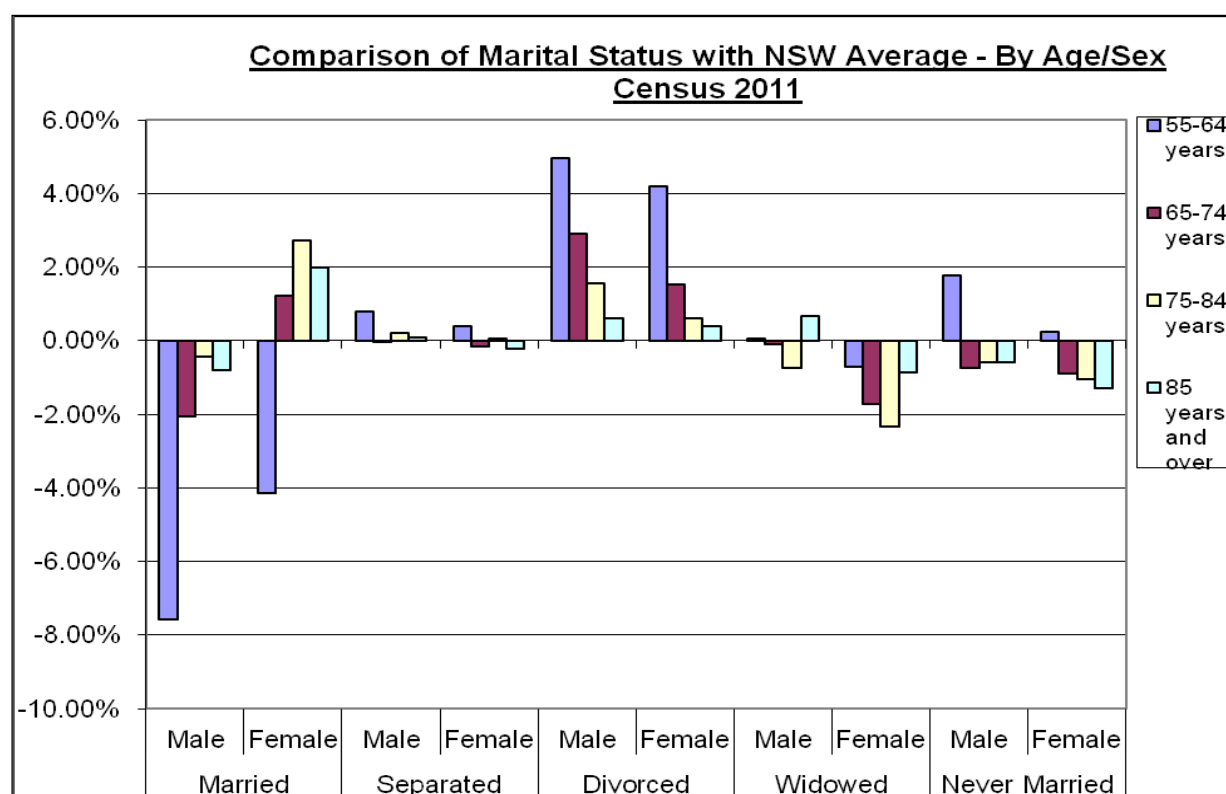


Table 4.5 Weekly Individual Income with Comparison to New South Wales Average

In regard to affordability levels, the weekly individual income was analysed for the primary target catchment area and a comparison made with the New South Wales average. This is shown in Table 4.5 on the next page.

The analysis shows that the weekly income for persons in all age groups are within the expected range when compared to the NSW average except the ranges between \$400 and \$799 which are above the average.

This indicates that there is a higher level of affordability for persons aged 65 years + living in the primary target catchment area.

Table 4.5

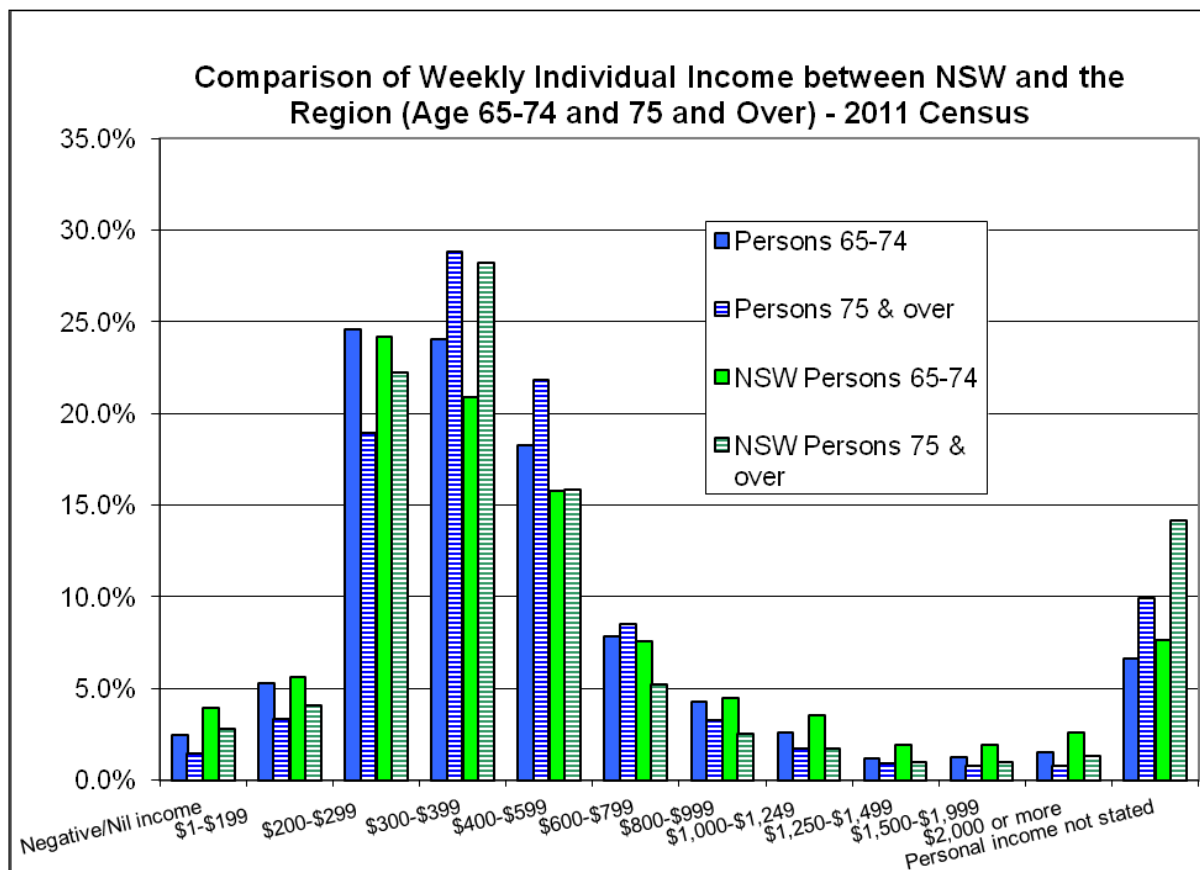


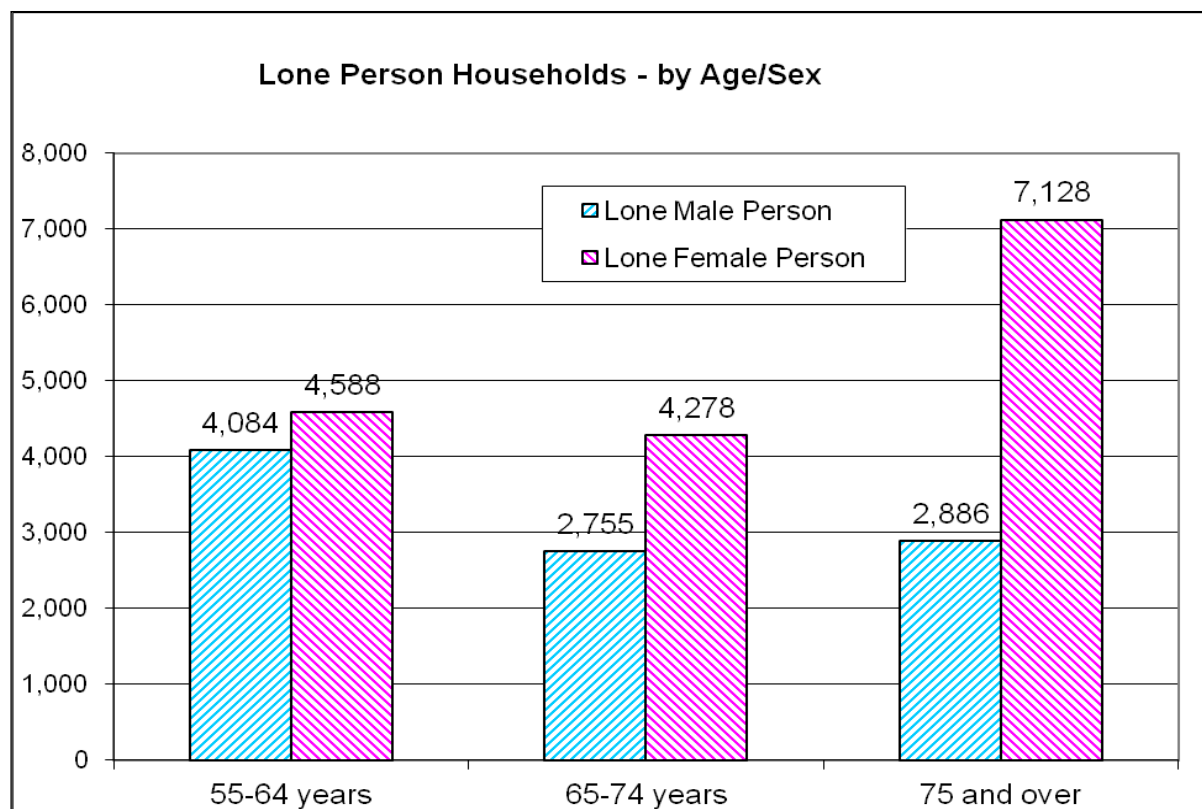
Table 4.6 Lone Person Households by Age, by Sex.

Generally, the largest proportion of persons living in Seniors Housing is lone women who are either widowed, never married or divorced. Therefore, the number of people living alone within the primary target catchment area is an indicator of present and future demand for accommodation and is shown in **Table 4.6**.

The total number of people over 55 living on their own in the primary target catchment area is 25,719. This is a substantial number of persons. Living alone can be a cause of loneliness and depression and this is one of the identified unmet needs reported frequently by health care professionals working in the community. It is also indicative of the size of this group of older persons who can be attracted to seniors living for the purpose of improved social interaction with their peers.

This also indicates the likely strength of the need from older persons living in the target primary target catchment area who will seek the type of housing and lifestyle provided in a Seniors Housing development for reason of companionship, security etc.

Table 4.6



5. FUTURE TRENDS & PROJECTIONS IN POPULATION

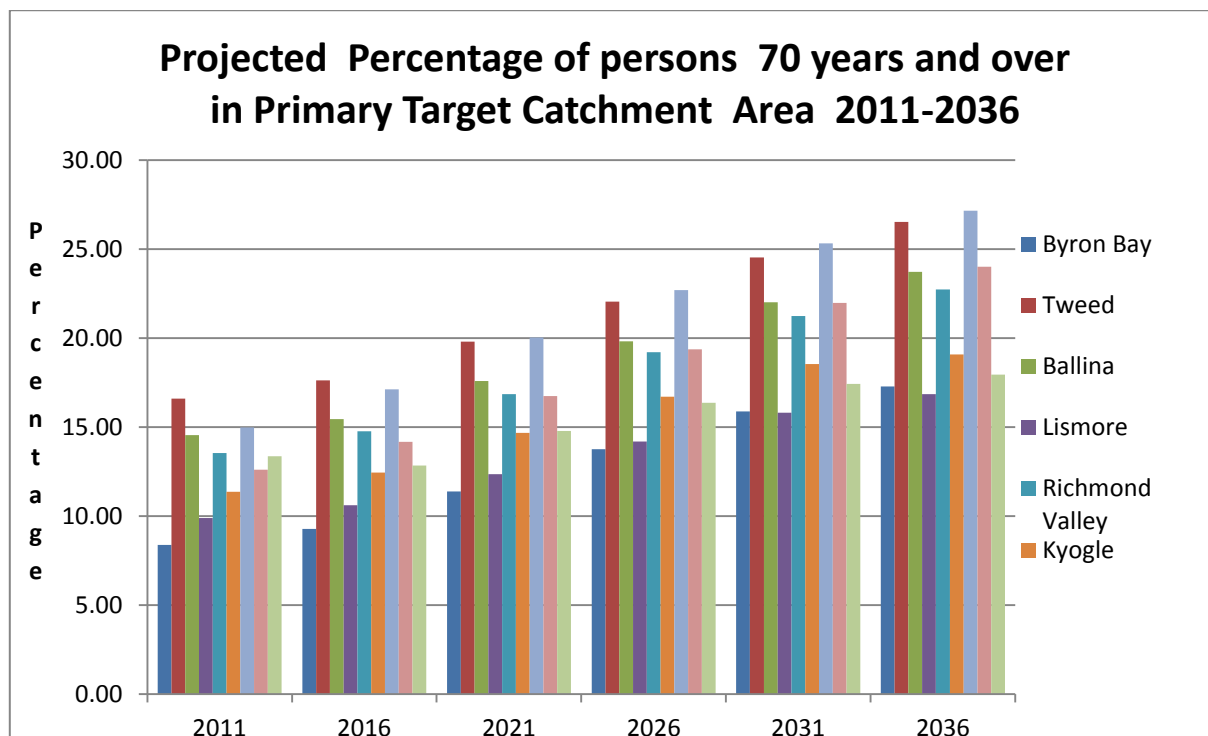
As has been illustrated by the previous demographic data in this report, the target primary target catchment area has a substantially higher proportion and number of persons over the age of 55 years when compared to NSW overall. This trend will continue for at least the next 5 decades or more.

Australia's population is rapidly ageing. This trend is due to the rapid growth of our population following the birth of the Baby Boomers after the World War II in the mid to late 1940's and beyond.

This is demonstrated in the following graphs and data (Table 5.1 and 5.2) regarding the individual number of persons aged 70 and over which show the anticipated high levels of growth in this age group between 2011 and 2036 and beyond in the identified primary target catchment area and locally in the Byron Shire LGA.

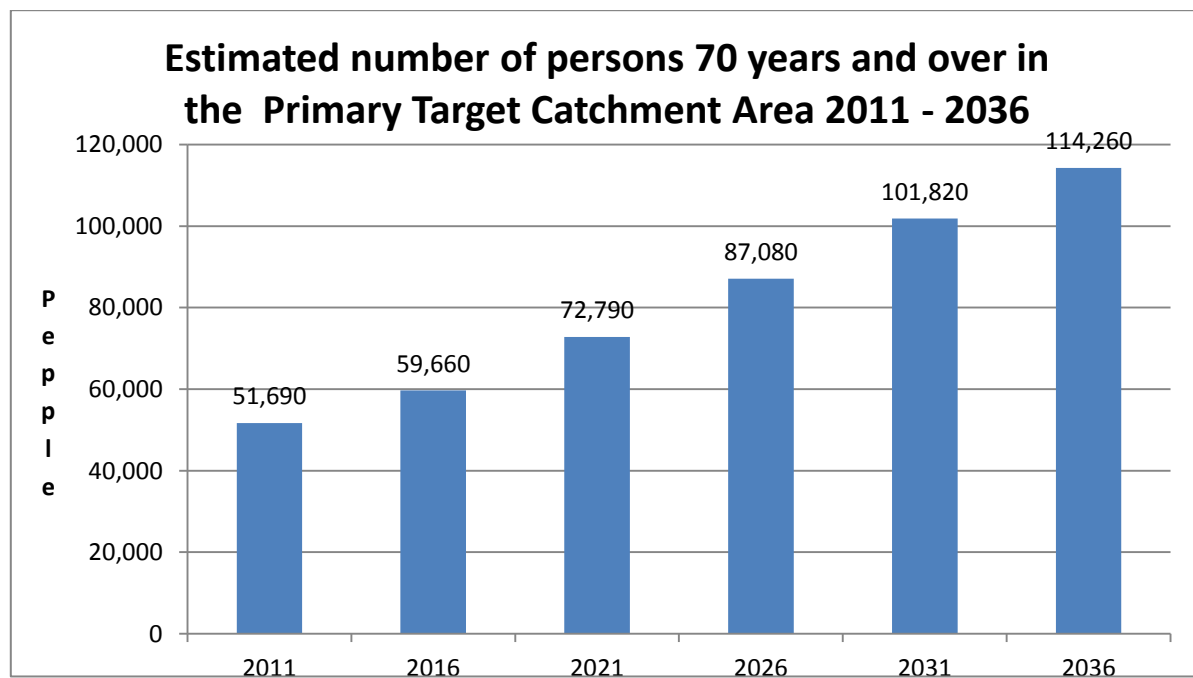
Experience in the operation of Seniors Housing Living over many decades show that the vast majority of residents are 70 years or older on entry. Whilst people over the age of 55 years can enter Seniors Housing developments from a legislative point of view (e.g. *NSW SEPP Seniors Living and the NSW Retirement Villages Act*), only a small proportion of people under the age of 70 years have in fact, been attracted to this style of living. For this reason, in assessing the future size of the primary target catchment area we have concentrated on the 70+ age group in the estimated future population of the proposed development.

Table 5.1



Source: Projected population estimates titled "SLA Population Projections 2006 – 2036 NSW Department of Planning

Table 5.2



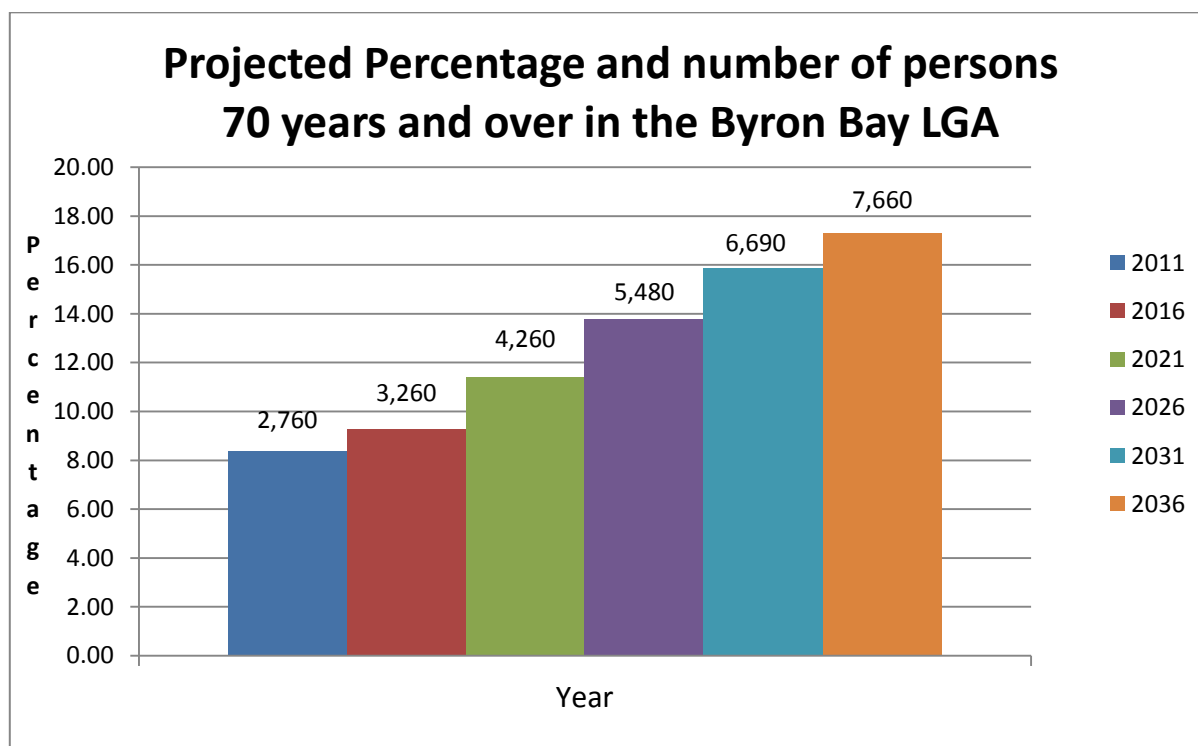
Source: Projected population estimates titled "SLA Population Projections 2006 – 2036 NSW Department of Planning

These projections show that in 2036 the estimated number of persons over 70 years in the total target catchment area will be 114,260 persons or 23.4% of the estimated total population for the target catchment area of 488,900 persons.

The following graph (**Table 5.3**) relates only to the Byron Bay Shire LGA and illustrates the massive increase that is likely to occur in the number of persons aged 70 years and over.

It illustrates the necessity for the provision of more seniors housing and residential aged care in the immediate area. It also illustrates the market demand that there will be for the type of development proposed for the Subject Site which, in our view, and because of its co-location with a general district hospital, will be an ideal use. It will also bring great community benefit to those who have made Byron Bay the place where they want to live, both now and in the future.

Table 5.3



Source: Projected population estimates titled "SLA Population Projections 2006 – 2036 NSW Department of Planning

6. LEVEL OF SUPPLY - SENIORS HOUSING, RESIDENTIAL AGED CARE AND AFFORDABILITY in the Byron Shire LGA

During its research, SMA undertook an extensive and complete analysis and "shop-out" of all Seniors Housing and Residential Aged Care facilities currently identified as such in the whole target catchment area. It also examined the real estate sales data to identify the levels of affordability of persons residing in that same catchment area who could afford to participate in the housing provided (see **Table 4.5** above). This has been reported in detail.

However, for the purpose of this report, which forms part of a Planning Proposal by Belbeck who are seeking that the Seniors Living Housing and a Residential Aged Care Facility uses (as well as a retail centre and medical centre use) be made permissible on the Subject Site, this section of the report deals with the most relevant issue which is the present level of supply of seniors housing and care facilities within the LGA in which the Subject Site is located.

It will show that there is presently a major undersupply of this much needed community infrastructure for seniors.

Seniors Living – Retirement Housing

There is a very low level of supply of Seniors Housing in the primary Byron Bay LGA. Only one specific development at present was identified and that is the Cape Byron Estate in Cooper Street, Byron Bay. This development has 68 units of housing and based on an average population of 1.3 persons per unit is estimated to accommodate some 88 persons.

The population data for the 2011 Census shows that there were 2,593 persons over the age of 70 years in the Byron Bay LGA. The experience in the Retirement Living Industry Australia wide is that approximately 8 – 9% of persons over the age of 70 years reside in Seniors Housing. Therefore, based on this data in the Byron LGA, between 208 and 234 persons would need to be accommodated in some form of seniors housing – representing a present shortfall of 146 places.

This data indicates that the Byron LGA provides a very low level of housing for older persons. At present, the only option they have if they wish to access this type of housing, is to move out of the area to other Retirement Living developments in other established centres of population such as Ballina, Tweed Heads or Lismore.

The development proposed in this planning proposal would address this present shortage of Seniors Housing by providing an estimated 208 places.

As the number of persons living in the Byron Bay LGA over 70 years of age increases over the next 9 years, the number of places in the Byron Bay LGA will need to be increased to meet the special housing needs of the estimated 4,260 persons aged 70 years and over in 2021 and the required 383 (or 9% of) seniors housing places.

Seniors Living – Residential Aged Care

The analysis of Residential Aged Care Facilities showed that are currently 5 such facilities providing 125 High Care (Nursing Home) places and 133 Low Care (Hostel) places for the Byron LGA. This is generally in line with the current benchmark set by the Commonwealth Department of Health and Ageing to determine the supply of aged care places in one geographic area of 44 high care and 44 low care places per 1,000 persons over the age of 70 years).

The development would provide some additional 65 aged care places which would cater for the needs of the Byron Bay Local Government Area into the future.

With the population in that age group growing, there will be a need for additional places in future years. Given population increases the number of places needs to increase to 375 by 2021. Even with this development there would still be a shortfall of some 50 places in nine years.

Seniors Living - Affordability

The following deals with the level of affordability surveyed across the whole of the primary target catchment area (the 9 identified Local Government Areas set out in section 4 of this report). The real estate sales data, as it relates to an identified catchment area, only measures the level of affordability of approximately 50 - 60% of the persons who will take up residence in the proposed Village. The balance, 40 - 50% will come from outside the catchment area where property values are likely to be considerably higher and therefore they will have a higher level of affordability.

If it is assumed that a retired person interested in residing in any Senior Housing developed on the site will rely solely on the value of their existing dwelling to be able to buy in to the Village, then the interpretation of the affordability data shows:

- **Generally, a reasonable level of affordability in the primary target catchment area.**
- **Naturally, a lower level of affordability in some areas identified within the same catchment area.**
- **The site and its location will be attractive to older persons because of its location an attributes.**
- **Some areas where house prices have escalated substantially over the last 6-8 months.**

In summary, and in our view, there is a definite need and a reasonable level of affordability for the Seniors Housing in the form being proposed in the Belbeck submission.

7. ACCESS OF PROSPECTIVE RESIDENTS TO SOCIAL INFRASTRUCTURE

Methodology and source of data

A detailed study was undertaken of the services and facilities in both the immediate and surrounding regional areas. The area studied centred around Byron Bay to Ballina and the surrounding area to the south, the New South Wales/Queensland border to the North and to the Lismore and surrounding area to the West. The main source of information was gained from visits to Byron Bay and utilising the well established and comprehensive Byron Shire Information Directory published by the Byron Community Centre.

Data obtained from this directory was verified by random sampling through phone calls to many of the organisations listed to ensure accuracy and that it was current. In addition, contact was made with the Byron Community Centre who confirmed that data in the directory was updated in 2010 and experience has shown that most changes in the information occur only in regard to the contact point for the organisations and most organisations listed were still operating.

A directory of these services was prepared and supplied to Belbeck. It was a substantial document consisting of nearly 100 pages. For that reason SMA has not included a full copy of that report but we have included as attachment 1 an extract from the directory.

Findings – Accessibility of social infrastructure

Recreational activities (including open space)

Reference to the abovementioned directory, demonstrated that based on the presently available activities, residents of the proposed development on the Subject Site will have an extensive range of activities in which to participate both within Byron Bay, the surrounding area and in the identified wider region. Some of these activities are available on a seasonal basis with others being available all year round.

Cultural Activities

Byron Bay and the surrounding area have a strong reputation for fostering and having a dynamic culture that attracts new residents and new and returning visitors. This claim is borne out by the number and wide range of cultural activities and events available in the full schedule prepared. The residents of the proposed development will have access to these and similar activities and will also be attracted by their availability to move to the area.

Community Services

Our research also demonstrated that Byron Bay and the surrounding region have an extensive and comprehensive range of community services and health services available, including those specifically designed and provided to assist Seniors. The existing infrastructure will be added to by the facilities and services included in the proposed development namely, the medical centre and associated medical and para - medical services as well as the residential aged care facility and to a lesser extent, the seniors housing.

It was noted that Council was in the process of developing a positive ageing strategy and in March 2010 conducted a survey of the views of older persons residing in the area. The results of the survey were published and there were some recurring themes which respondents identified as key issues. They were:

- **Accommodation available in three stages – Retirement Villas, assisted living and full time care.** This is to be an all in one development – at present this is not available and the aged have to be moved from their own area to another often causing great distress and disruption in their life.
- **Shortage of appropriate accommodation for self-reliant seniors - maintaining independent living**
- **Insufficient “retirement villages”**
- **A medical centre incorporating all services**
- **Support for seniors living on their own when sick or otherwise incapacitated.**

The services and facilities proposed in this planning proposal would provide part of the answer to the stated needs of the Byron Bay community and region through the seniors housing, the residential aged care facility which would

introduce into the area other providers of both residential and community based aged care services as well as the provision of a comprehensive medical centre as an adjunct to and complimentary to the new district hospital which is planned to be established on the adjacent site.

8.0 ESTIMATE OF EMPLOYMENT GENERATED BY THE PROPOSED DEVELOPMENT

Methodology and source of data

For the purpose of measuring the economic benefit to the Byron Bay community that would follow from the proposed development, SMA prepared the abovementioned estimate of the number of employees relating to the Senior Housing (Retirement Village) and the Residential Aged Care Facility.

These estimates were based on the plans prepared by Regional Design, Architect for the project. The number of full time equivalent (FTE) staff was calculated after the preparation of a draft staff roster by SMA, a copy of which is included as attachment 2.

Further jobs would be created from the supplier induced multiplier effects as a result of the additional jobs created in the community by the proposed development, when completed. The following table shows the number of persons (FTEs) directly employed as well as the number of jobs estimated to be created in the broader community arising from this development and increase in employment. The multipliers used were derived from the *Australian National Accounts: Input – Output tables 1996 – 97*.

8.1 Findings – Estimate of employment generated by the operations of the proposed development

Activity	Direct employment	Supplier employment multiplier effect	Estimated total number of jobs created
Seniors Housing	19 persons	12 persons	31 persons
Aged Care Facility	46 persons	30 persons	76 persons
Total	65 persons	42 persons	107 persons

The abovementioned numbers of FTE staff are not indicative of the final number of staff that would actually be drawn from the local area because experience within the Aged Care industry shows that because of employment preferences of individual staff members and their availability, many of the positions will be covered by two staff members as part time staff. In light of this the actual numbers of people employed is always higher.

If a conservative estimate is made at say 30 % of the FTE positions being shared by two staff members, then the estimated number of individual staff members would increase from 65 to 85 and with the supplier employment multiplier effect applied (adding 55 employees), the final number of jobs created would be 140.

9. CONCLUSION – SENIORS’ HOUSING

This report and the research undertaken support the opinion of SMA that:

- There is an identified and urgent need for the Seniors Housing being proposed by Belbeck with a present shortfall of 146 places for the Byron LGA.
- The site is ideal for the type of development proposed.
- The proposed development is in line with the positive ageing strategy currently under development by the Byron Shire Council.
- The proposed development will add a range of housing, community health services and facilities to the existing social infrastructure particularly for seniors and for the general community as a whole.
- There will be a number of social and economic benefits flowing over a substantial period of time to the residents of the Byron Bay region and the community as a whole from a development on the Subject Site as currently proposed. Such a development will provide:
 1. Direct long term employment to at least 140 persons from the local community, depending on the final mix of full time and part time employees of the proposed development.
 2. Much needed housing for more than 250 retired persons including those who require residential aged care accommodation and care services
 3. An increase in the range of services currently available in the region to older persons
 4. An additional attraction to in-migration of permanent residents into the Byron Shire many of whom are likely to have higher levels of income and a larger asset base derived from the sale of their previous primary place of residence
 5. During the construction phase, a major economic benefit from the infrastructure and construction expenditure/investment which is likely to be in excess of \$50 million
 6. The ability, through the proposed residential aged care facility, for residents of the Byron Shire to locate their older parents/relatives in a modern local aged care facility rather than having to locate them outside the area because of a shortage of such accommodation and care.
- There is no doubt that there are substantial benefits and synergies that can be achieved by the co-location of the new Byron Bay Hospital, the proposed Medical Centre, Retail Centre and Seniors Housing Development (Serviced Self Care Housing and residential aged care facility) on the Subject Site.
- The present and projected demographics of the identified primary target catchment area show higher than the NSW average levels of older persons and therefore a sizeable market for the Seniors Housing proposed.
- It is also quite clear that the size of the market in the future will increase substantially with demand both for Seniors Housing (Independent Living Units - ILUs) and residential aged care. This in turn will bring an increased demand for medical and associated health care services. In addition, there will also be increased commercial opportunities because the Australian Government will have to increase the supply of residential aged care places and the funding to both new and existing operators to provide such services.
- Byron Bay LGA is seen by retirees as an attractive retirement destination and therefore there is an available market for new Seniors Housing to be constructed in the Byron Bay area.
- There is, right now, demand for new Seniors Housing particularly Independent Living Units with delivered Ageing-in-Place services available on a user pays basis in this part of the far North Coast Region.

The catchment area has been defined. The demographics of the primary target catchment area show a higher than NSW average proportion of persons aged 70 years and over. They also show that over the next 24 years to 2036 in all areas, there will be substantial growth in the actual number of persons aged 70 years and over.

- A review of the median house prices show that there is a reasonable level of affordability for prospective residents from 50% of the population centres in the identified primary target catchment area who own houses either on or above the current median value to participate in such a development.
- Following normal trends in retirement destinations, 40 - 50% of the prospective residents will come from outside the identified primary catchment area many with a higher level of affordability because of the value of their original house in the area from which they are moving.
- Research shows that there is an existing comprehensive and wide range of appropriate recreational, cultural and community services that would be of interest and available to residents who will occupy the proposed development. In addition, Village management, in conjunction with the residents, would plan and arrange a structured activities calendar which would provide the opportunity for residents on the site to participate in the many and varied cultural, sporting and recreational events and facilities in both Byron Bay and the surrounding region. When the development proceeds, physical access to services by residents living on the site will be enhanced by the provision of a village bus operated by the retirement village and residential aged care facility.

* * * * *

Stan Manning & Associates

Specialist Aged Care and Retirement Living Consultants (since 1987)

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Mobile: 0412 294 404

Website: www.smassociates.info

Email: stan@smassociates.info

ATTACHMENT 1

Accessibility to Social Infrastructure

Extract (12 of 80 pages)

Directory of Services and Activities

Organisation/Events	Addresses	Type of Service/Activities	Comments
Byron Lapidary Society Inc	Tyagarah Airstrip Tyagarah NSW 2481 Ph: (02) 6684 7713 Jeanette Stein Ph: (02) 6680 8838 Olivia Howard	Hobby Club, arranges periodic fossicking and provides facilities for cutting, grinding and polishing gemstones. Street stalls are held twice a year at Mullumbimby and Byron Bay.	Workshops 6pm to 9.30pm Mon to Wed
Farrell Glass Design	Art & Industrial Estate 6 Acacia Street Byron Bay NSW 2481 Ph: (02) 6685 7044 Fax: (02) 6685 8066 Matthew Farrell and Elizabeth Milne E-mail: mail@farrellglassdesign.com Web: www.farrellglassdesign.com	Glass blowing studio. Wheelchair access. 9am to 5pm Mon to Fri 10am to 4pm Sat, Sun.	
Life Drawing	Byron Bay Scout Hall Rec Grounds Tennyson St Byron Bay Ph: 0421 101 220 Ron Curran www.dynamicdrawing@gmail.com	Everyone welcome - practising artists and beginners. Fridays 9.30am-12noon \$20/\$15 conc.	In assoc with Island Quarry
Mullumbimby Potters Assoc	Drill Hall Jubilee Ave Mullumbimby NSW 2482 Ph: (02) 6680 4810	Meets every Thursday from 9.30am at the back of the Drill Hall.	Learners and experienced potters welcome.
Practising Artists Network	PO Box 1134 Byron Bay NSW 2481 Ph: (02) 6685 5317 Jay Pearce (02) 6685 5817 Nicole Marinacce Web: www.panbyronbay.com	Non-profit community group providing support and exchange of information between fellow artists so as to lift the profile of visual arts in the Shire	
Uniting Sewing and Social Group	Uniting Church Cnr Carlyle St and Middleton St Byron Bay Ph: (02) 6685 6546 Trish Templeton	Sewing, patchwork, knitting, embroidery, crochet and friendship.	Meets every Monday 9am-3pm and Evenings 6pm-9pm
Sandi Bae	17 Centennial Cct Byron Bay Arts & Industry Estate. Ph: 0408 448 081 Web: www.sandibae.com.au	Contemporary art, paintings, mixed media, photographs, prints at Byron Entertainment Centre	
Bangalow Cooking School	Phone: 02 6687 2799 or 0427 872 830 Email: info@bangalowcookingschool.com Website: www.bangalowcookingschool.com	Regular cookery classes run by celebrated chefs in the historic A & I Hall in Bangalow.	Contact Leah Rolan

Belly Dancing	Sprit Health Club Centennial Cct Byron Bay Industrial Estate Ph: (02) 6680 5416 Mob: 0432 276 068 Ayelet Website: www.ashkarmusicanddance.com		
Brunswick Valley School of Dance	13 Shara Blvd Ocean Shores NSW 2483 Mobile: 0405 398 604 Carly Connors Email: carlyconnors@y7mail.com	Jazz, tap, contemporary, hip hop and classical ballet dance classes	Classes are held at Brunswick Heads.
Byron Salsa	Ph: 0415 045 867 Simeon Email: simeonmichaels@bigpond.com	Beginners, Intermediate and Advanced salsa dancing	Classes held at the Great Northern Hotel on Monday
Byron School of Dance	52 Kingsley St Byron Bay NSW 2481 Ph: (02) 6685 765		
Dance Dynamics	PO Box 99 Byron Bay NSW 2481 Ph: (02) 6685 3514 Kate Histon 0410448184 Email: info@byrondancedynamics.com.au Web: www.byrondancedynamics.com.au	Jazz/Funk/Hip Hop, classical ballet, contemporary, musical theatre for all ages.	Classes at Presbyterian Hall, 13 Ruskin St Byron Bay
Street Tango	PO Box 1125 Mullumbimby NSW 2482 Ph: (02) 6684 5297 Email: angetango@hotmail.com Web: www.streettango.com	Teaches Argentine Tango	
Baywrite Theatre Inc.	17 Centennial Cct Byron Bay Arts and Industry Estate Ph: (02) 6680 5007 Peter Wadams Email: peter@ecn.net.au Web: www.baywrite.com	Supports and encourages theatre in the Northern Rivers. Playwriters' group, workshops, performances.	Monthly cold readings at 2pm 1st Saturday each month at Byron Entertainment Centre.
Byron Community Theatre	69 Jonson Street Byron Bay NSW 2481 Ph: (02) 6685 6807 Bookings - Moira Fax: (02) 6685 7830 Email: venue@byroncentre.com.au Web: www.byroncentre.com.au	Theatre seats 246. Lights, sound, dressing room and more.	

NORPA (Northern Rivers Performing Arts)	PO Box 225 Lismore NSW 1 Bounty Street Lismore 2480 Phone: (02) 6622 0300 Fax: (02) 6622 3175 Box office: 1300 066 772 Email: info@norpa.org.au Website: http://www.norpa.org.au/	Entertainment venue and centre accommodating all art forms. Performances staged and brought to Lismore. 9am to 5pm, Mon to Fri.	Presenting World class performing arts in the Northern Rivers. Venue is also for hire - star court theatre.
Playaround Productions	22 Riverina Lane New Brighton 2483 NSW Ph/Fax: (02) 6680 1994 Susanna or Chris Flower	Performance, workshops and dance classes in flamenco.	
Film Artists Coop	Ph: (02) 6687 0516 Susie Forster Email: susie@byronbaymultimedia.com.au	Free monthly meetings 1st Thursday of the month at Byron Bay Services Club Byron Bay for anyone interested in making films	. The group volunteers to work on films for each other.
Bangalow and District Garden Club	PO Box 227 Bangalow NSW 2479 Ph: (02) 6687 1417 Shirley Boyle President	Meets 1.30pm on 1st Wed of the month at Bangalow RSL Hall. Garden visits on the Saturday following the meeting (except public holidays.)	
Byron District Garden Club	8 Ruskin Street Byron Bay NSW 2481 Ph: (02) 6685 6821 Eileen Bageley Ph: (02) 6685 4941	A gardening club provides social and recreational activities. \$2 membership.	Meetings on 2nd Sat of month
Byron Hinterland Seed Savers	Ph: (02) 6684 9498	A meeting for gardeners interested in saving and exchanging seeds, cuttings, tubers and conserving open pollinated varieties of seeds and food plants.	
Mullumbimby Garden Club	584 Pocket Road The Pocket NSW 2483 Ph: (02) 6684 5578 Mrs Nancy Astill	Community gardens, street stall, social outings 1pm on 2nd Thursday of the month at Uniting Church Hall Mullumbimby (plus afternoon tea).	
Ocean Shores & District Garden Club Inc	PO Box 5 Ocean Shores NSW 2483 Ph: (02) 6680 3487 Terry Holt or Ph: (02) 6680 2455 Laurel	Guest speakers, morning teas, garden trips.	1.30pm on 3rd Monday of the month.
Bangalow Historical Society	Heritage House Cnr Deacon & Ashton Streets Bangalow NSW 2479 Ph: (02) 6688 4342 Wendy	Local and family history. An interesting collection of facts and photographs. A gold coin admission; research fee by negotiation	The Historical House is open by appointment.

Brunswick Valley Historical Society	Cnr Stuart & Myocum Streets Mullumbimby NSW 2482 Ph: (02) 6684 1844	Mullumbimby Museum preserves objects and the history of the local area.	11am to 3pm. Friday. Market 3rd Saturday of the month at the museum
Byron Bay Historical Society	Ph: (02) 6685 4923 Email: caylocks@aapt.net.au President: Toni Lee Unit 5/11 Korau Place Suffolk Park 2481 or Anne Caylock 7 Korau Place Suffolk Park 2481		
EVENTS	Annual Agricultural Shows		
Bangalow A & I Show	PO Box 35 Bangalow NSW 2479 Ph: (02) 6684 7214 Jan Hulbert Ph: (02) 6687 1033 office. Secretary Karen Ryan	Arts, crafts & agriculture on 3rd weekend November	
Mullumbimby Show	PO Box 188 Mullumbimby NSW 2482 Showgrounds Main Arm Road Mullumbimby NSW 2482 Ph: (02) 6684 1675 Sue Constable (Acting Secretary) Phone/fax: 6684 2065 (show week only)	Dog show Sat, Show jumping on Sun, Big Carnival on Sat. Free gate on Sat. Show 2nd weekend in November.	
A Taste of Byron	PO Box 772 Byron Bay NSW 2481 Ph: (02) 6685 7591	Local restaurants, cafes and shops participate and a wide variety of local food available from street side stalls.	Byron Lions Club An annual celebration of the food and culture of Byron and beyond.
Ballina Rivafest	Fawcett Park Ballina NSW 2478 Ph: (02) 6686 3484 Web: www.rivafest.com.au	River cruises, sailing tours, fireworks, music, displays, fairground, food stalls.	Held in November.
Bangalow Billycart Derby	PO Box 109 Bangalow NSW 2479 Ph: (02) 6687 2580 Tony Heeson		Held on the 3rd Sunday in May in Bangalow
Bangalow Writers Group	Bangalow Heritage House: Deacon St, Bangalow Ph: (02) 6629 1838 Simone Hogan Email: coolingsolutions@westnet.com.au	Meet every 1 st and 3rd Thursday of the month	Wheelchair access

Bluesfest Pty Ltd	PO Box 1606 Byron Bay NSW 2481 142 Bangalow Rd Byron Bay NSW 2481 Ph: (02) 6685 8310 Fax: (02) 6685 8370 E-mail: admin@bluesfest.com.au Web: www.bluesfest.com.au	Blues artists, performances and stalls.	Wheelchair access. Over 100 artists; held Easter weekend
Brunswick Heads Fish & Chip Festival	PO Box 41 Brunswick Heads NSW 2483	Annual carnival with woodchop, markets, fishing competition, fireworks etc. Also manages monthly Brunswick Heads markets.	Held in January each year.
Byron Bay Beachfront Craft Fair	PO Box 772 Byron Bay NSW 2481 Ph: (02) 6685 7591 Lions Club	Beachfront Fair . 100% regionally made product	Held between Xmas and New Year. Event: 8am to 5pm.
Byron Bay International Film Festival	PO Box 194 Byron Bay NSW 2481 Email: info@bbff.com.au Web: www.bbff.com.au	A 9-day event celebrates the spirit of Byron Bay through the medium of film. BBFF features World and Australian premieres of films from around the world, workshops, discussion panels and Q& A sessions with filmmakers.	Held in the heart of Byron at the Byron Community & Cultural Centre every October this
Byron Bay Writers Festival	PO Box 1846 Byron Bay NSW 2481 Upstairs Community Centre 69 Jonson St NSW 2481 Ph: (02) 6685 5115 Jeni Caffin, Fax: (02) 6685 5166 Email: info@nrwc.org.au Web: www.writersfestival.com.au .	Features authors talking about their work, workshops, & panel discussions.	Held late July, early August. Ring to check dates. (see below- Northern Rivers Writers Centre)
Byron Harmony Day	Ph: (02) 6680 8079 Dharma Bradridge Ph: (02) 66858904 Yvonne Jessup Email: byronharmonyday@gmail.com Website: www.myspace.com/byronharmonyday	A one day festival held annually on 21st March celebrating Byron Shire's vibrant multicultural community. Multicultural Drop In every Wednesday 2-4pm at Byron Community Centre	
Fatherhood Festival	Unit 9/ 6-8 Burringbar St Mullumbimby NSW 2482 Ph: (02) 6684 2309 Email: info@fatherhood.com.au Web: www.fatherhoodfestival.com	A family celebration with artists and performers and speakers over Fathers Day weekend.	

Global Carnival	204 Osprey Drive Hungry Head via Urunga NSW 2455 Ph: (02) 6655 3024 Email: carnival@globalcarnival.com Web: www.globalcarnival.com	Held annually every October first weekend, in Bellingen.	
Lismore Lantern Festival	PO Box 1394 Lismore NSW 2480 81 Orion St Lismore NSW 2480 Phone: (02) 6622 6333 Jyllie Jackson Email: festival@lismorelanternparade.com.au Web: www.lanternparade.com	Regional Community event features workshops in dance, percussion, lanterns, costumes, masks etc in weeks leading up to award winning communities festival attracts thousands to a night of entertainment features include a parade with lantern floats, music, dancing, Workshops, fireworks finally and a colourful street party	
National Speech Communication Day	1/1 Rush Court, Mullumbimby Ph: (02) 6684 4427 Richard Kidby Email: richardkidby@westnet.com.au Web: www.speechday.net	National Speech Communication Day – 31st August - aims to elevate the standard of oral communication of most Australians to the highest in the English speaking world.	
North Coast Women's Festival	PO Box 628 Mullumbimby NSW 2482 Ph: (02) 6684 9245 Marguerita	Women's arts & cultural festival held on or around International Women's Day 8 March.	
Northern Rivers Writers Centre	Level 1 69 Jonson St NSW 2481. PO Box 1846 Byron Bay. Ph: (02) 6685 5115 Fax: (02) 6685 5166 E-mail info@nrwc.org.au Web: www.nrwc.org.au		10am to 4pm Monday to Thursday
Splendour in the Grass	Email: answers@splendourinthegrass.com Website: www.splendourinthegrass.com	Annual music festival of modern music	
Tyalgum Music Festival	PO Box 78 Tyalgum NSW 2484 Ph: (02) 6679 2244 Alex Wilkinson Web: www.tyalgumfestival.com.au	Classical Music Festival	Held first weekend of September.

Woodford Folk Festival	Queensland Folk Federation PMB 2 Woodford Qld 4514 Ph: (07) 5496 1066 Fax: (07) 5496 3196 Web: www.woodfordfolkfestival.com	World Music Festival	Held annually Xmas to New Year
Singing			
Acappella Choirs	6 Harah Court Ocean Shores NSW 2483 Ph: (02) 6680 1889 Alison Mackay Email: Alison.mackay@gmail.com	Two new choirs in Ocean Shores- Community choir open to everyone interested in singing. 10.30am to 12noon Thursdays	Byron Shire's longest standing choir music reading skills advisable. 7pm Tuesdays
Heart Circle	South Golden Beach Hall Ph: (02) 6680 4728 David Hall	Uplifting songs from many countries. All welcome. Sundays 10am.	Gold coin donation.
Social/ Interests			
Brunswick AM Toastmasters	4 Short Street New Brighton NSW 2483 Ph: (02) 6685 1497 ph: 8003 5292 Steven	A recreational and personal development activity for people to learn public speaking.	Fortnightly meetings Wed 10am-12noon at SDA Hall Shara Blvd Nth Ocean Shores.
Byron Cavanbah Toastmasters	Email: tjcstokes@gmail.com	Boost your self-confidence in public speaking..	Meetings 7.15pm 1st and 3rd Thursday at the Uniting Church Byron
Mullum Magic Toastmasters	Ph: (02) 6684 6263 Glenn	Express your ideas, speak in public confidently.	Meets every 2nd and 4th Monday 7pm.
Brunswick Valley Bridge Club	Brunswick Valley Community Centre South Beach Road Brunswick Heads NSW 2483 Ph: (02) 6685 1498 Ph: (02) 6677 1877 Frida Star (Sec) Ph: (02) 6685 0405 Sylvia Van Rossum (Pres)	Bridge lessons also available. 12:45pm – 4.30pm Mon and Sat	Visitors welcome.

Byron Bay Bridge Club	PO Box 681 Byron Bay NSW 2481 Ph: (02) 6687 2427 Ph: (02) 6685 9073 President Website: www.byronbaybridgeclub.com		Meetings are held at 12.30pm on Fridays at Bangalow Bowling and Sports Club Byron St Bangalow.
Byron Bay Writers' Centre	PO Box 1846 Byron Bay NSW 2481 Byron Community Centre 69 Jonson Street NSW 2481 Ph: (02) 6685 5115 Director: Jeni Caffin Fax: (02) 6685 5166 Email: info@nrwc.org.au Web: www.nrwc.org.au	Information and meetings for writers. Manages Byron Bay Writers' Festival each winter. 10am to 4pm, Mon to Thur.	
Brunswick Visitor Centre	7 Park St Brunswick Heads NSW 2483 Postal Address: P.O. Box 184 Brunswick Heads NSW 2483 Ph: (02) 6685 1003 Email: info@brunswickheads.org.au Web: www.brunswickheads.org.au	Visitor information, Premier bus bookings, Airport Shuttle bookings, tour bookings. Simple Pleasures merchandise, coordination of Kites and Bikes Festival, Old & Gold Festival, SP Photo Comp etc	9.30am - 4.30pm Mon-Fri Volunteers permitting. 10am-12noon Sat-Sunday.
Sport			
Bangalow Bowling & Sports Club	21 – 39 Byron st. Bangalow PO Box 99 Bangalow NSW 2479 Ph: (02) 6687 1235 Fax: (02) 6687 2367 Email: bbosc@pacific.net.au	Provides recreational activities and sporting facilities. Lawn bowls, indoor bowls, Aussie rules, touch football, tennis and soccer.	10am to late, Daily. Wheelchair access.
Booyong Recreation Reserve	Clunes-Booyong Rd, Booyong NSW 2480 Ph: (02) 6629 1430	Tennis courts, cricket ground and Big Scrub Reserve.	

Brunswick Heads Health & Recreation Centre	12-14 Teven Street Brunswick Heads NSW 2483 Ph: (02) 6685 1794	The sport and recreation centre provides health and fitness activities including learning to swim, swimming, sauna, squash, aerobics, aqua aerobics, gymnasium, power bar and volley ball.	3.30pm - 8am Mon, 7am - 8pm Tue to Fri, 9am to 12noon Sun. Closed Sat.
Brunswick Heads Tennis Courts	Shop 6 The Terrace Brunswick Heads NSW 2483 Ph: (02) 6685 1077 Keys and bookings	\$10 per hour for non-members; \$3 per hour for members. Courts are available for hire through the ice-cream shop in Brunswick Heads.	Bookings are not essential.
Brunswick Surf Lifesaving Club	PO Box 44 Mullumbimby NSW 2482 South Beach Road Brunswick Heads NSW 2482 Ph: (02) 6685 1273 Fax: (02) 6685 1273 Ph: (02) 6685 1624 Secretary Kris Southwell Email: admin@brunswickslsc.org Web: www.brunswickslsc.org	Surf club for nippers to senior, skis, paddle boards, sprinting, swimming, Inflatable Rescue Boat competition. Volunteer training for members.	Membership \$20. No disabled access.
Burringbar District Sports Club Ltd	Fourth Ave Burringbar NSW Ph: (02) 6677 1188		
Byron Bay Beach Resort	PO Box 1276 Byron Bay NSW 2481 Bayshore Drive Byron Bay NSW 2481 Ph: (02) 6685 8000 Toll Free: 1800 028 927 Fax: (02) 6685 6916 Email: res@byronbaybeachresort.com.au	Provides recreational and competitive golf.	Equipment hire and ball sales are available. 9am to 4pm daily.
Byron Bay Bowling Club	PO Box 31 Byron Bay NSW 2481 Marvel Street Byron Bay NSW 2481 Ph: (02) 6685 6202 Email: baybowls@bigpond.com		
Byron Bay Golf Club	Broken Head Road Byron Bay NSW 2481 Ph: (02) 6685 6470 Ph: (02) 6685 6977 Pro Shop Fax: (02) 6685 5245 Email: bbgc01@bigpond.com	Recreational and competitive golf. \$150 nomination; \$450 membership - includes \$50 pre paid drink vouchers; \$25 for 18 holes and \$18 for 9 holes - includes \$2 drinks voucher.	Also has a restaurant (02) 6680 8646

Byron Bay Gymnasium	PO Box 1800 Byron Bay NSW 2481 Behind Services Club 142 Jonson Street Byron Bay 2481 Ph: (02) 6685 8577 Email: enquiries@byrongym.com Web: www.byrongym.com	Provides personal training and programs and a large variety of sports classes including aerobics. Les Milles classes are also available including body pump, body combat and body balance, body step and body jam..	6am-9pm Mon to Thurs, 6am-8pm Fri, 7am-1.30pm Sat, 12-6pm Sun. Casual: \$15, concession \$12, high school students \$10
Byron Bay Surf Lifesaving Club	PO Box 309 Byron Bay NSW 2481 Main Beach Bay Street Byron Bay NSW 2481 Ph: (02) 6685 6253 Emergencies Only: 0432 217 500 Email: byronbaysurfclub@gmail.com Web: www.byronbaysurfclub.com.au		
Byron Bay Swimming Pool	Jonson Street Byron Bay NSW 2481 Ph: (02) 6685 6011 Ph: 0408 833 988 Meg FiskLearn to Swim Ph: (02) 6685 3545 Ph: 0408 095089 Brian Buckley school age+ (02) 6685 3172 Email: council@byron.nsw.gov.au	A sporting and recreational facility for swimming and other water activities, water polo.	7am-6pm 7 days Sept-March
Byron Bay Tennis Courts	Cnr Carlyle & Tennyson Streets Byron Bay NSW 2481 Ph: (02) 6680 8741		
Byron Recreation Grounds	Marvel Street Byron Bay NSW 2481 Contact Byron Council Ph: (02) 6626 7111 Ph: (02) 6626 7000 Email: council@byron.nsw.gov.au Web: www.byron.nsw.gov.au	Council Sport and Recreational grounds are available for use and hire.	Wheelchair access
Heart and Soul Health Club / Gym	Ph: (02) 6685 5640 108 Bangalow Rd Byron Bay Web: www.heartandsoulhealthclubs.com.au	Group and personal training members gym facilities. Yoga & Pilates studio, cycle studio.	
Mullumbimby Bowling Club	Jubilee Avenue Mullumbimby NSW 2482 Ph: (02) 6684 2209 Email: mullumbowls@mullumexservices.com	Provides recreational sport activity of competitive bowls and a social club.	Tuesday-Sunday.

Mullumbimby Golf Club	PO Box 96 Mullumbimby NSW 2482 Jubilee Avenue Mullumbimby NSW 2482 Ph: (02) 6684 2273 Fax: (02) 6684 1585 Email: admin@mullumgolf.com.au		\$18 for 18 holes; \$12 for 9 holes. Under 18 - \$6
Mullumbimby Rugby Leagues Club	PO Box 501 Mullumbimby NSW 2482 Manns Road Mullumbimby NSW 2482 Ph: (02) 6684 1400 Fax: (02) 6684 3269	Rugby grounds and licenced club. Offers touch football and a ten hole golf course.	
Mullumbimby Swimming Centre	Jubilee Avenue Mullumbimby NSW 2482 Ph: (02) 6684 2494	Pool and recreational sport and competitive swimming, classes, coaching and aqua-aerobics.	6 am to 6 pm Mon to Fri, 8am to 6pm Sat-Sun.
Mullumbimby Tennis Courts	Jubilee Ave Mullumbimby NSW 2482 Ph: (02) 6684 2214	\$10ph for the day; \$13ph for the night. There is a \$10 deposit. Tennis courts for hire. Enquiries 6am to 8.30pm Daily.	
Ocean Shores Country Club	1 Orana Street Ocean Shores NSW 2483 Ph: (02) 6680 1008 Fax: (02) 6680 1721 Email: info@oceanshorescountryclub.com Email: ptornaros@optusnet.com.au Web: www.oceanshorescc.com.au	Indoor bowls and golf for adults and juniors. Swimming pool for members.	Also a restaurant and gaming activities.
Riverside Tennis Club	Riverside Park Mullumbimby NSW 2482 Ph: (02) 6684 2847 (secretary)	Tennis courts.	
The Pocket Valley Tennis Courts	Twin Brook The Pocket Billinudgel NSW 2483 Ph: (02) 6684 5460 Ph: (02) 6626 7000 Enquiries to Byron Shire Council.		Free of charge/Donation
Tyagarah Airfield	Pacific Highway Tyagarah NSW 2481 Ph: (02) 6626 7000 Council Barry Kirby Email: council@byron.nsw.gov.au Council Web: www.byron.nsw.gov.au	Aircraft landing and air sports.	8.30am to 4.30pm Mon to Fri.

Bowls (Indoor)			
Bangalow Bowling & Sports Club	21-39 Byron St. Bangalow Ph: (02) 6687 1235		
Brunswick Heads Senior Citizens Club	Ph: (02) 6685 6481 18 Orana Road Ocean Shores NSW 2482	A meeting place and drop-in centre providing social support and recreational activities for people aged over 55 years. Activities include indoor bowls.	8.30am to 12noon Mondays
Byron Bay Senior Citizens' Autumn Club	Ph: (02) 6685 8247		
St Martin's Indoor Bowling	PO Box 52 Mullumbimby NSW 2482 Anglican Church Stuart Street Mullumbimby NSW 2482 Father Ben Gilmour Ph: (02) 6684 3552 Fax: (02) 6684 3994 Email: angmullum@gmail.com	A recreational and social sporting activity for people interested in indoor bowling.	

ATTACHMENT 2

Draft Staff Roster

Aged Care Facility – Ewingsdale – 60 places – Typical Staff Roster									
Staff Members	Monday - Friday			Saturday			Sunday		
	AM	PM	Night	AM	PM	Night	AM	PM	Night
D.O.N.	1	-	-	-	-	-	-	-	-
Deputy DON	-	1	-	-	-	-	-	-	-
RNs	2	1	1	1	1	1	1	1	1
Ens	2	2	-	2	2	-	2	2	-
AINs	8	4	4	8	4	4	8	4	4
Cook	1	-	-	1	-	-	1	-	-
Kitchen Hand	1	1	-	1	1	-	1	1	-
Laundry	1	-	-	-	-	-	-	-	-
Administration	1	-	-	-	-	-	-	-	-
Maintenance	1	-	-	-	-	-	-	-	-
Cleaners	2	-	-	1	-	-	1	-	-
Diversional Therapists	1	0.5	-	1	0.5	-	1	0.5	-
Total Persons	20	9.5	5	15	8.5	5	15	8.5	5

<u>FTE Calculation</u>	Total Hours
34.5 Full time persons x 38 hours	1311
Saturday 28.5 persons x 7.6 hours	217
Sunday 28.5 persons x 7.6 hours	<u>217</u>
Total Hours per week	1745
Full time positions (1745/38)	46 FTE

Retirement Village - Ewingsdale – 149 dwellings – Typical Staff Roster									
Staff Members	Monday - Friday			Saturday			Sunday		
	AM	PM	Night	AM	PM	Night	AM	PM	Night
Village Manager (Full time)	1	-	-	-	-	-	-	-	-
Sales Staff (Full time)	2		-	2	-	-	2	-	-
Care and Support Staff (Full time)	5	2	1	4	2	1	4	2	1
Activities co-ordinator (Part time)	0.5	-	-	-	-	-	-	-	-
Administration (Full time)	1	-							
Maintenance (1 Full time and 1 part time)	1.5	-	-	-	-	-	-	-	-
Cleaners - Community areas (Part time)	0.5		-	-	-	-	-	-	-
Village Bus Driver (Full time)	1	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-
Total Persons	12.5	2	1	6	2	1	6	2	1

<u>FTE Calculation</u>	Total Hours
15.5 Full time persons x 38 hours	589
Saturday 9 persons x 7.6 hours	68.
Sunday 28.5 persons x 7.6 hours	<u>68.4</u>
Total Hours per week	725.8
Full time positions (726/38)	19 FTE