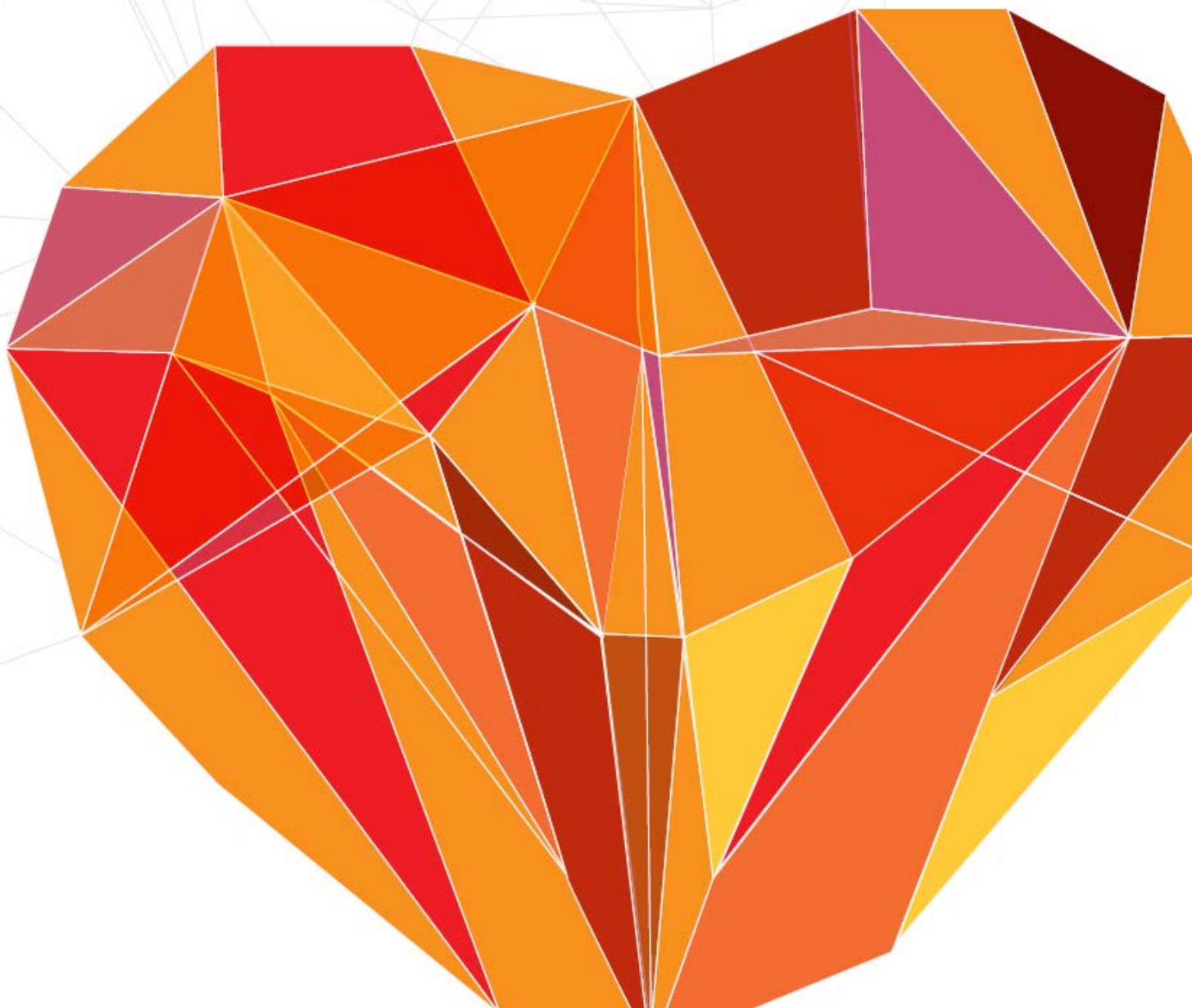


**Submission to the
Draft Transport Access Strategy 2016**



6 September 2016

Contents

Introduction	3
Overview	3
Purpose.....	4
Policy context	4
Structure of the strategy	5
Recommendation 1: Living closer	6
Recommendation 2: State Policies and Projects Act	7
Recommendation 3: Safety and amenity	8
Recommendation 4: Data requirements	8
Recommendation 5: Better Integration	9
Recommendation 6: Centralised bus exchanges.....	9
Recommendation 7: Parking and sustainable transport.....	9
Recommendation 8: Improved infrastructure	10
Conclusion	11
Consolidated recommendations.....	12
Heart Foundation’s role and functions.....	14

Introduction

The [draft Transport Access Strategy](#) (“the Strategy”) was released by the Tasmanian Government for public consultation on Tuesday 14 June 2016.

The invitation to comment stated:

‘The Strategy sets out the Tasmanian Government’s approach to providing better integrated and coordinated transport services for all Tasmanians, particularly those disadvantaged through economic circumstances, age or disability. The Strategy aims to improve social connectivity and access to employment (paid and voluntary), training and education, services and recreational opportunities by focusing on progressing seven priority areas.’¹

The Heart Foundation welcomes the release of the strategy and the opportunity to submit comments with the intent of broadening the scope of the strategy through a focus on health and wellbeing.

Overview

Although the focus of the Strategy is rightly focussed on ‘*transport services for all Tasmanians, particularly those disadvantaged*’, with the strategy primarily about walking, cycling and public transport (active travel), it is absent of policy positions on transport generally, including private passenger, commercial and freight on-road vehicle transport (non-active travel).

Holistic policy positions on transport are important unless improving active travel can be done, for instance, without reducing road space for the non-active travel transport modes. Put another way, if improving active travel means taking limited road space for such improvements (as bus only lanes or cycle only lanes), then the management of traffic and allocation of road space becomes very contentious. This tension was clearly evident earlier this year with heightened traffic congestion in Hobart ([‘Traffic Chaos’](#)). Media headlines at the time declared ‘[gridlock](#)’, claiming that the cause of congestion was, amongst other things, changed bus timetables and road space taken in central Hobart for ‘trendy improvements’ to the pedestrian environment.

Transport is dynamic, and any additional road space will quickly be taken up by non-active travel². The converse, taking out road space for active travel, takes time for travel patterns and modes to change and to adapt to the new transport environment. What this means is that an effective active travel strategy needs strong political support to avoid the ‘kneejerk’ response as was the case in the response to the recent Hobart ‘Traffic Chaos’. Further, it is submitted that a transport access strategy should be based on the clear hierarchy of needs:

- | | |
|----------|----------------------------------|
| Priority | 1. Walking |
| | 2. Cycling |
| | 3. Public transport |
| | 4. Goods transport |
| | 5. Private (motorised) transport |

¹ Email received 14 June 2016 from Sarah Poortenaar of the Department of State Growth.

² [Hobart Congestion: Traffic Analysis 2016](#)

In addition, a transport access strategy should at least acknowledge and state a position on transport by rail or water as well as road.

The Heart Foundation recommendations on the Strategy focus on boosting the identified strategy initiatives to further support active travel.

The additional complexity to improving active travel is the split of road and traffic responsibilities between State Government and councils, and within the different arms of both levels of government. In this context the role of reticulated infrastructure service providers is raised where their infrastructure can profoundly affect the suitability of paths and streets for walking and cycling.

The Heart Foundation's interest in the draft Transport Access Strategy is founded on the evidence that active travel (and more broadly active living)³ can be an influential determinant on the rate of premature death and suffering from chronic disease including heart, stroke and blood vessel disease, along with a range of other chronic diseases prevalent in the Tasmanian community⁴.

The following elements of the Heart Foundation's submission aligns with the chapters of the draft Transport Access Strategy.

Purpose

The Heart Foundation fully supports the seven identified priority areas for the draft Transport Access Strategy.

Policy context

The draft Transport Access Strategy is referred to as complementing and extending the [Tasmanian Urban Passenger Transport Framework \(2012\)](#) ("the Framework"). Whilst supporting the addition of the draft Transport Access Strategy that has a focus on transport disadvantage and also interrelates with the Framework, there is concern that we are layering strategy and framework documents. Additional documents are being brought forward without noticeable implementation as, on the face of it, the draft Transport Access Strategy covers much the same intent as the earlier Framework.

Our assessment of sequential transport-oriented documents is further supported with the identification of links to other initiatives and policies (draft Transport Access Strategy pp2-3).

The Heart Foundation's position is that whilst the array of documents individually have merit, collectively they point to a prevalence for study and documentation. This prevalence for study and documentation has not led to a sustainable policy position of the sort that is available through the mechanism of a State Policy under the *State Policies and Projects Act 1993*⁵.

³ Active living and active travel are defined as:

active living: a way of life that integrates physical activity into daily routines.

active travel: travel modes that involve physical activity such as walking and cycling and includes the use of public transport that is accessed via walking or cycling and may allow for integration of multi-modal transport in the course of a day.

⁴ [Blueprint for an active Australia: Key government and community actions required to increase population levels of physical activity in Australia-2014-2017](#)

⁵ Please see the Heart Foundation's [Advocacy for a State Policy for Healthy Spaces and Places](#) and our [Draft State Policy for Healthy Spaces and Places](#)

However, returning to the identified links on page 2 of the Strategy, it is noted that the [Positive Provision Policy for Cycling Infrastructure](#) (“the Policy”) is missing. This policy is raised later as part of the strategy’s initiatives and appears to be an omission from the identified links.

The focus on ‘the nature of transport disadvantage in Tasmania’ (drawing on the work by TasCOSS⁶) is supported as it identifies some of the major obstacles to reducing transport disadvantage. Similarly, under the heading ‘Challenges for public transport’, it is revealing that more people walk to work (6%) than catch the bus (3%). Whilst walking is to be highlighted for the health benefits, this statistic reveals the low number that use public transport to access work, and adds to the understanding of both transport disadvantage and the challenges for public transport. Hopefully the changes to Metro services, particularly main route frequency is starting to change travel habits, as well as lifting the opportunity for public transport to satisfy travel needs.

Structure of the strategy

Priority area 1: Living closer

Priority area 1 appropriately focusses on increasing residential densities, acknowledging the difficulty of providing urban services to a dispersed population. Intent to reality is difficult and the work on infill development (initiative 1.4) will be helpful for improving the liveability of Tasmanian settlements. In regard to increasing urban densities, the call for greater integration of land use and transport planning is supported (initiative 1.5)⁷. However, initiative 1.3 gives weight to state (Tasmanian) planning policies to guide the location of development to ensure effective use of the transport network. At this time the standing and likely effectiveness of Tasmanian planning policies is unknown.

Priority area 1 refers to the development and adoption by local government of street design guidelines that support walking, cycling and public transport. This is a significant area to pursue.

Significantly, the draft Transport Access Strategy cannot stand independent of the roles of councils in the planning and development of urban areas. Three roles are raised here:

1. Councils’ role in approving streets and designating roads in a hierarchy that is function and speed oriented from flat streets and shared streets to collector roads capable of serving as public transport routes. For this role, the proposed Tasmanian Planning Scheme as it affects use and development will be silent on the planning for streets as the draft State Planning Provisions are deficient in dealing with streets. In this regard the Heart Foundation’s representation on the draft State Planning Provisions⁸ advocated for streets to be an entity requiring a permit and for the inclusion of a Liveable Streets Code.
2. Councils’ role in establishing subdivision guidelines that are primarily engineering standards for car-oriented streets with little acknowledgement in the standards for users that are walking or riding.⁹

⁶ [Transport in the Community Final Report, 2014](#)

⁷ Please see the Heart Foundation’s [Advocacy for a State Policy for Healthy Spaces and Places](#) , our [Draft State Policy for Healthy Spaces and Places](#), and [Does Density Matter?](#)

⁸ [Heart Foundation’s representation on the draft State Planning Provisions](#) - (Liveable Streets Code - page 22)

⁹ See [Subdivision Guidelines](#) and [Tasmanian Standard Drawings](#)

3. Councils' role in facilitating active travel. For instance, Councils could adopt the local policy equivalent to the State Government's *Positive Policy Provision Policy for Cycling Infrastructure* and apply this to local roads.

In addition, a range of reticulated infrastructure service providers (under Australian Government, State Government and council ownership or responsibility) can add to the difficulty of people walking and cycling and accessing public transport. In this category, for instance, are the poles and posts for electricity, other services and traffic signs and access pits to underground services.

Turning to the Priority Area 1 initiatives

- *Initiative 1.2 Uphold urban growth boundaries and ensure residential density targets outlined in the regional land use strategies are met.*

In the context of upholding urban growth boundaries, the Department of State Growth has significant responsibility in terms of the regulation and procurement of public transport services, as well as the provision and management of the State's arterial urban road network¹⁰. In addition, the Department of State Growth should extend its interests to be involved with councils, and as necessary, make representations to and appear before the Tasmanian Planning Commission on the merit of urban growth boundaries. This advocacy by the Department of State Growth will be particularly valuable in the allocation of zones (effectively how urban growth boundaries are implemented) in the local provisions schedules of the Tasmanian Planning Scheme.

Recommendation 1: Living closer

At Initiative 1.2, add the suggested wording (as underlined below):

	Underway	Responsibility
1.2	Uphold urban growth boundaries and ensure residential density targets outlined in the regional land use strategies are met <u>through the regulation and procurement of public transport services as well as the provision and management of the State's arterial urban road network.</u>	<u>Department of State Growth</u>

Initiatives 1.3 and 1.5 respectively state:

- *Initiative 1.3: Develop state planning policies to guide the location of development to ensure effective use of the transport network; and*
- *Initiative 1.5: Investigate planning mechanisms to provide stronger integration between land use planning and passenger transport provision.*

As previously contended, state planning policies have yet to be developed and their form, content and status is unknown as they are not part of the current regime of planning instruments. As far as we can ascertain, state planning policies will be made under the *Land Use Planning and Approvals Act 1993*. Therefore these policies will be limited in application to the Tasmanian Planning Scheme that essentially applies to private land. As they stand, the draft State Planning Provisions for the proposed Tasmanian Planning Scheme do not

¹⁰ [State Growth - What we do - Transport services](#)

apply to the making or redesign of roads and streets, except where a street is proposed in a development application for subdivision. In addition, under the draft State Planning Provisions, the activities of infrastructure service providers are mostly classified as exempt or no permit required. There will therefore be no opportunity for the assessment of design quality for streets and roads that constitute the framework of settlements, despite streets and roads being a significant barrier or enabler to population health and wellbeing.

The prospective limitations for state planning policies contrasts to State Policies that are available instruments that affect the activities of State government and councils. In this case, State Policies present the opportunity for the effective integration of land use and development with the transport network.

Recommendation 2: State Policies and Projects Act

Delete Initiative 1.3, and in Initiative 1.5, omit the proposed initiative and insert the suggested wording (below) under Future opportunities:

	Future opportunities	Responsibility
1.5	Pursue State Policies under the <i>State Policies and Projects Act 1993</i> that articulate the requirements for effective integration of land use and transport planning across the activities of State Government and councils.	(no change)

Priority area 3: Connected transport system

- *Initiative 3.4 Improve transport needs on the northwest and west coasts*
- *Initiative 3.5 bus procurement to develop a public transport network.*

Initiative 3.4 presumably arises out of *Wheels for Work and Integrated Bus Transport for the North West Coast Project*. At initiative 3.5, the lessons from the project will be applied to the 2018 bus procurement process to develop a public transport network which is integrated, direct and easy to understand.

The application of the initiatives from the northwest coast project to public transport procurement (that integrates different transport providers and offers the prospect of cross provider ticketing arrangements (initiative 4.5)) will go some way towards reducing transport disadvantage in Tasmanian communities. We therefore support Initiatives 3.4 and 3.5.

- *Initiative 3.6 Main Road Hobart-Glenorchy transit corridor*
- *Initiative 7.6 Improve the safety, amenity and accessibility of bus stops*

The extension of initiative 3.6 for the Main Road Hobart-Glenorchy bus priority corridor to other arterial road corridors has much to offer in terms of timely and frequent services between main centres. On the contrary however, how can attractive public transport be provided to local areas when a transfer to local network buses is required? This is particularly relevant for public transport dependent passengers, the young, elderly and less able-bodied passengers. Related to this issue is the need to ensure that there are suitable (as in for all users) footpaths connecting bus stops to destinations (partly covered in initiative 7.6). Clearly this is a matter for State Government and Councils to address. The principle here is that if footpaths are not adequate, are unsafe or non-existent, then public transport

won't realise its full potential, negating the attractiveness of the service itself. Initiative 3.6 is supported.

Initiative 7.6 should be expanded to identify the Department of State Growth as responsible for facilitating arrangements between public transport providers and councils, to identify requirements for footpaths relative to bus stops and destinations, including schools, shops, workplaces and housing.

Recommendation 3: Safety and amenity

Omit proposed Initiative 7.6 and insert the suggested wording (below):

	Future opportunities	Responsibility
7.6	Facilitate arrangements between public transport providers and infrastructure service providers, eg providers of electricity and other services (poles, signs and underground services) that affect the walking and cycling environment. To identify safety, amenity and accessibility requirements for footpaths relative to bus stops and destinations, including schools, shops, work places and housing.	(no change)

Initiative 3.7 data requirements

Initiative 3.7 identifies a need to identify data requirements 'to improve public transport services'. On this the Heart Foundation advocates for joined-up research that captures the relationship between health outcomes and travel. Discussions between the Premier's Physical Activity Council and Metro have raised the prospect of using existing Metro data (or adding to Metro's proposed data requirements), to capture data on physical activity levels for those using Metro's bus service. The prospect of enhancing intelligence for planning through collecting comprehensive data sets should be reflected in initiative 3.7 so that data gathering is efficiently gathered to serve many requirements relevant to travel and transport services.

Recommendation 4: Data requirements

Omit proposed Initiative 3.7 and insert the suggested wording (below):

	Future opportunities	Responsibility
3.7	Identify data requirements on active travel and physical activity to serve multiple users within government, councils and research organisations. Collect and disseminate data relevant to travel and transport planning and specifically to focus data on improving public transport services.	Add: Councils and research organisations

Priority area 4: Better Integration

- *Initiative 4.2 Pilot a web-based 'one stop' resource for the North West coast.*
- *Initiative 4.3 Bus procurement to ensure timetables are better coordinated to improve overall journey times for passengers.*

- Initiative 4.4 Upgrade bus interchanges and bus stops to facilitate transfers.

The draft Transport Access Strategy identifies initiatives concerning the finalising of plans for Hobart and Launceston CBD bus interchanges. Whether a formal interchange, or simply where buses arrive and depart, the provision of information and the convenience for passengers must be the guiding criteria. In Hobart's case, access to Metro and private transport providers, on the face of it, shows no logic to anyone visiting or having to change providers. This is presumably much the same in other Tasmanian centres. For instance, we understand that there were/are issues testing convenience for bus transfers in Ulverstone when traveling between say Devonport and Burnie.

Recommendation 5: Better Integration

Extend the initiatives at 4.2 and 4.3 (or as an additional initiative not confined to the North West coast) to include a requirement for the provision of map-based information (including web-based) that links bus services in terms of location of bus stops in relation to different public transport providers.

Recommendation 6: Centralised bus exchanges

Insert initiative in Priority area 4 as a precursor to initiative 4.4 for the State Government, councils and public transport providers to jointly plan for the improvement of services through centralised bus interchanges in all Tasmanian urban centres.

Priority area 6: Innovative pricing

Draft Transport Access Strategy priority area 6 raises the issue of parking pricing and other initiatives as a mechanism for encouraging public transport usage. [The draft State Planning Provisions](#) (as the major component for the proposed Tasmanian Planning Scheme) includes a *Parking and Sustainable Transport Code* that continues the past practice of setting often relatively high, minimum standards for parking. [The Heart Foundation's representation on the draft State Planning Provisions](#) questioned the public interest in setting minimum parking standards, and we recommended (p.56) that the actual standards for minimum number of parking spaces be deleted. The Heart Foundation believes at the very least, that the implications of requiring parking by setting minimum parking standards for number of spaces needs to be reviewed and better understood.

Recommendation 7: Parking and sustainable transport

Insert an additional initiative as 6.3 and insert the suggested wording (below):

	Future opportunities	Responsibility
6.3	Review the merit for specifying minimum number of parking spaces in the State Planning Provisions. The issues to be canvassed to include; reducing conflicts between parking provision and walking and cycling, parking pricing policies, traffic congestion and the nexus to land use and public transport patronage.	Department of State Growth, Planning Policy Unit in the Department of Justice and councils.

Priority area 7: Improved infrastructure

The Heart Foundation supports the principles raised in Priority area 7 on improving active travel infrastructure that is safe, accessible and attractive to use. Policies for active living and active travel that encourage and facilitate physical activity are fundamental to improving health and wellbeing.

The principles raised in Priority area 7 could however be better reflected in the initiatives for instance, and specifically in respect to the essential elements of the *Positive Provision Policy for Cycling Infrastructure* and the *Walking and Cycling for Active Transport Strategy 2010*. In particular, the initiatives could seek to have councils adopt and implement policies that favour walking and bicycling, and the Minister for Planning to make the State Planning Provisions responsive to provisions and standards specifically for streets. On this latter point, [the Heart Foundation representation to the draft State Planning Provisions](#) advocated for provisions and standards for streets (p.67) and the inclusion of a 'Liveable Streets Code' (p.71) on the grounds of health and wellbeing.

The Heart Foundation advocates for:

- Extending the principles behind the *Positive Provision Policy* to be adopted by local government for application to local streets.
- Making suitable provisions and standards for streets as a planning entity in the State Planning Provisions of the Tasmanian Planning Scheme.
- Amending the Tasmanian Subdivision Guidelines and Standard Drawings to properly cover pedestrian and cycling requirements relative to design speed and function of the street¹¹.
- Ensuring the placement of signs and other paraphernalia within the road reserve does not hinder walking, cycling and access to public transport.
- Ensuring the placement of reticulated infrastructure within the road reserve does not hinder walking, cycling and access to public transport.

If the above points were adopted as initiatives, this would improve the walkability and cycle-ability of streets and encourage the provision of 'well-connected, navigable, direct and safe walking routes'. It would also help fill some of the transport gaps referred to in Part 5 of the draft Transport Access Strategy.

Recommendation 8: Improved infrastructure

Insert additional initiatives in Priority area 7 under Future opportunities as follows:

	Future opportunities	Responsibility
7.8	(as an extension to initiative 7.1) Encourage councils to adapt and adopt the principles in the <i>Positive Provision Policy for Cycling Infrastructure</i> for application to local streets.	Department of State Growth, Planning Policy Unit in the Department of Justice and councils.

¹¹ The Heart Foundation have previously provided a [submission to LGAT regarding the Tasmanian Subdivision Guidelines](#)

7.9	Amend the State Planning Provisions so as to make suitable provisions and standards for streets and the inclusion of a Liveable Street Code.	Department of State Growth, Planning Policy Unit in the Department of Justice, LGAT.
7.10	Encourage the review by councils to have the Tasmanian Subdivision Guidelines and Standard Drawings to properly cover pedestrian and cycling requirements relative to design speed and function of the street.	Department of State Growth, Planning Policy unit in the Department of Justice, LGAT and councils.
7.11	(as an extension to initiative 7.6) Ensure road authorities do not hinder walking, cycling and access to public transport through the placement of signs and other paraphernalia within the road reserve	Department of State Growth, and councils.
7.12	(as an extension to initiative 7.6) Encourage service providers of reticulated infrastructure to ensure the placement of their infrastructure in the road reserve does not hinder walking, cycling and access to public transport.	Department of State Growth, TasNetworks, TasWater and councils.

Conclusion

The Heart Foundation submits that our recommendations on initiatives add a health and wellbeing focus to the draft Transport Access Strategy.

The Heart Foundation submits that the initiatives identified are consistent with, and endorse Recommendation 4 in the report of the [Joint Select Committee Inquiry into Preventative Health 2016](#), that reads (p.4):

4. The Government's health and wellbeing policies are reflected in the Tasmanian Planning System and transport infrastructure policy.
 - a. Government adopts a state-wide planning policy that ensures liveability principles are embodied in all planning decisions;
 - b. Government ensures transport infrastructure planning and policy decisions embody liveability principles; and
 - c. Provisions in the new state-wide planning scheme give consideration to active transport links (e.g. walking and cycling), especially within and between urban communities.'

Consolidated recommendations

1. Initiative 1.2 add the following (underlined):

	Underway	Responsibility
1.2	Uphold urban growth boundaries and ensure residential density targets outlined in the regional land use strategies are met <u>through the regulation and procurement of public transport services as well as the provision and management of the State's arterial urban road network.</u>	<u>Department of State Growth</u>

2. Initiatives 1.3 and 1.5

Initiative 1.3: delete

Initiative 1.5 omit proposed initiative and insert the following as a Future opportunities:

	Future opportunities	Responsibility
1.5	Pursue State Policies under the <i>State Policies and Projects Act 1993</i> that articulate the requirements for effective integration of land use and transport planning across the activities of State Government and councils.	(no change)

3. Initiative 7.6 omit proposed initiative and insert the following:

	Future opportunities	Responsibility
7.6	Facilitate arrangements between public transport providers and infrastructure service providers, e.g. providers of electricity and other services poles, signs and underground services that affect the walking and cycling environment. To identify safety, amenity and accessibility requirements for footpaths relative to bus stops and destinations, including schools, shops, work places and housing.	(no change)

4. Initiative 3.7 omit proposed initiative and insert the following:

	Future opportunities	Responsibility
3.7	Identify data requirements on active travel and physical activity to serve multiple users within government, councils and research organisations. Collect and disseminate data relevant to travel and transport planning and specifically to focus data on improving public transport services.	Add: Councils and research organisations

5. Initiatives at 4.2 and 4.3

Extend the initiatives at 4.2 and 4.3 (or as an additional initiative not confined to the north west coast) to include a requirement for the provision of map-based information (including web-based) that links bus services in terms of location of bus stops in relation to different public transport providers.

6. Initiative for Priority area 4:

Insert initiative in Priority area 4 as a precursor to initiative 4.4 for the State Government, councils and public transport providers to jointly plan for the improvement of services through centralised bus interchanges in all Tasmanian urban centres.

7. Insert initiative as 6.3 under Future opportunities (as an extension to 6.2 or modification to 6.2):

	Future opportunities	Responsibility
6.3	Review the merit for specifying minimum number of parking spaces in the State Planning Provisions. The issues to be canvassed to include; reducing conflicts between parking provision and walking and cycling, parking pricing policies, traffic congestion and the nexus to land use and public transport patronage.	Department of State Growth, Planning Policy unit in the Department of Justice and councils.

8. Insert additional initiatives in Priority area 7 under Future opportunities as follows:

	Future opportunities	Responsibility
7.8	(as an extension to initiative 7.1) Encourage councils to adapt and adopt the principles in the <i>Positive Provision Policy for Cycling Infrastructure</i> for application to local streets.	Department of State Growth, Planning Policy Unit in the Department of Justice and councils.
7.9	Amend the State Planning Provisions so as to make suitable provisions and standards for streets and the inclusion of a Liveable Street Code.	Department of State Growth, Planning Policy Unit in the Department of Justice, LGAT.
7.10	Encourage the review by councils to have the Tasmanian Subdivision Guidelines and Standard Drawings to properly cover pedestrian and cycling requirements relative to design speed and function of the street.	Department of State Growth, Planning Policy Unit in the Department of Justice, LGAT and councils.
7.11	(as an extension to initiative 7.6) Ensure road authorities do not hinder walking, cycling and access to public transport through the placement of signs and other paraphernalia within the road reserve	Department of State Growth, and councils.
7.12	(as an extension to initiative 7.6) Encourage service providers of reticulated infrastructure to ensure the placement of their infrastructure in the road reserve does not hinder walking, cycling and access to public transport.	Department of State Growth, TasNetworks, TasWater and councils.

Heart Foundation's role and functions

The National Heart Foundation of Australia (Tasmania Division) is a company limited by guarantee, with approximately 85% of our funding coming from donors. The business is managed by the Chief Executive Officer (CEO) who reports to the Tasmanian Board of Directors. The Board has the responsibility for determining strategy and the corporate governance of the Tasmanian business.

The organisation known as the National Heart Foundation of Australia is a Federation of related entities operating together under the provisions of a Federation Agreement. Those entities are the National Heart Foundation of Australia ACN 008 419 761 (National); and the separate National Heart Foundation entities operating in each of the States and Territories of Australia. In 2009 the National Heart Foundation celebrated its fiftieth anniversary. The National Heart Foundation operates under a group services model.

The operations of the Federation are overseen by the Executive Management Group (EMG). The EMG operates under its Terms of Reference as set out in the Federation Agreement and under an EMG Charter.

Our purpose is reduce premature death and suffering from heart, stroke and blood disease.

We are currently implementing our five year strategy *For all Hearts: Making a difference to Australia's heart health (For all Hearts)*. *For all Hearts* focuses our work on four key goals:

- Healthy Hearts
- Heart Care
- Health Equity
- Heart Foundation Research

We will deliver on our strategy through financial strength, our people, advocacy, data and evaluation, reputation and relevance, innovation, integration, business systems and governance.

The Tasmanian Strategic Plan has been developed to align with *For all Hearts* to provide a strategic focus for the work of the Heart Foundation in Tasmania. Our goal is to deliver the best possible outcomes under the *For all Hearts* goals within the specific size and cohorts of the Tasmanian population; the local Tasmanian context; and the operational constraints and resources available within the relatively small Tasmanian Division.

The Heart Foundation thanks the Government for the opportunity to provide this submission and would welcome the opportunity to discuss our recommendations further.



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