

Sustainability Framework

for the QEII MC Trust



Sustainability Framework



1. Climate action and clean energy

Mitigating climate change risks, and reducing carbon emissions through building design, renewable energy and sustainable operations

- 1.1 Reduce carbon emissions for the Trust and those tenants from the Campus
- 1.2 Work to procure the availability of renewable energy for the Campus
- 1.3 All major building refurbishments and developments on the Campus to support energy efficiency, climate change adaptation and resilience
- 1.4 Ensure good planning, meaningful measures and monitoring that support climate action and clean energy on the Campus



2. Sustainable transport

Supporting transport to, from and within the Campus that has a low impact on the environment and benefits our community

- 2.1 Support people-focused, low-carbon transport and access for the Campus
- 2.2 Advocate for the Campus to be connected by easily accessible, safe, timely and high frequency transport
- 2.3 Advocate for the expansion of active transport infrastructure on the Campus with a focus on improving active commuting networks and end of trip facilities
- 2.4 Encourage and support our Campus community to choose sustainable transportation



3. Land management

Enhancing the natural environment and biodiversity, public green space and sustainable water management on the Campus.

- 3.1 Protect and enhance our natural assets, increase biodiversity and preserve habitats on the Campus by fostering the plantings of native species
- 3.2 Implement sustainable and efficient water management practices on the Campus
- 3.3 Maximise the access to green space for our Campus community to improve user experience, health and wellness
- 3.4 Reduce the impacts of the urban heat island effect on Campus



4. Culture and community

Fostering a culture for sustainability and creating a common vision for the Campus and the Trust

- 4.1 Set a common sustainability vision for the Campus and its community
- 4.2 Encourage utilisation of green public realm spaces by the Campus community for passive and active recreation.
- 4.3 Create partnerships and work collaboratively on Campus to optimal sustainable outcomes



5. Leadership

Leading by example through sustainability initiatives, innovation and partnerships

- 5.1 Advocate improved sustainability practices Campus-wide
- 5.2 Lead by example by implementing sustainability targets for the Trust and the Campus
- 5.3 Lead with passion, empowerment and presence, through collaborative partnerships with tenants to deliver sustainability initiatives Campus-wide
- 5.4 Report and monitor the implementation of the Sustainability Framework and undertake regular reviews

Objectives

Governance & Engagement

Requires policy development, monitoring of measures, responsible procurement and engagement with stakeholders.

Enabler

Education, change management, collaboration and partnership with tenants and the Campus community.

Outcomes

Being a leader for sustainability in the health, research and education sector and protecting the land for the Campus community.



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Acknowledgement of Country

The Queen Elizabeth II Medical Centre Trust acknowledges the Traditional Custodians of the land comprising the Queen Elizabeth II Medical Centre (QEIMC), the Whadjuk people of the Noongar nation and pays its respects to Elders past and present.

We recognise the contribution the Whadjuk people have made and continue to make to our culture and in our community. The QEIMC Trust recognises and respects Aboriginal cultures as we walk a new path together.



Foreword

The Queen Elizabeth II Medical Centre Trust (the Trust) is committed to improving sustainable outcomes for the land comprising of Queen Elizabeth II Medical Centre (QEIMC) and the Campus community. The Trust strives to inspire and adopt strategies and priorities for the Campus consistent with this commitment.

The need to take responsible action on sustainability is significant as climate change is increasingly impacting human health, the natural and built environment and social cohesion. Sustainability is key to the Trust's operations, future Campus development and supporting a thriving Campus community now and into the future.

At the heart of the QEIMC Trust is an unwavering commitment to the public good and to facilitating improved wellbeing.

In recognition of this commitment, we are excited to share with you our Sustainability Framework.

The framework encompasses key aspects of our Campus and our operations where we have the power or influence to make a positive difference. The principles, measures, pathways and milestones it contains are based on the scientific evidence of our changing climate and best practice in sustainability adaption. Following extensive consultation with our stakeholders, we have arrived at five focus areas for positive action: climate change action and clean energy; sustainable transport; land management and enhancing biodiversity on Campus; culture and community; and governance.

Together, these five areas will ensure that the assets we control and manage as part of our Master Plan, demonstrate the true meaning of public good and social value creation. The steps within the framework have also been carefully considered to ensure they also provide measurable financial benefits over time. This prudent approach will ensure the Trust is embodying the essence of wise leadership - achieving tangible benefits for both current and future generations of staff, patients and the wider community.



Current situation

The QEIMC is Western Australia's (WA's) largest dedicated medical centre and is globally recognised in health care, research, and education. QEIMC is 28.4 hectares of Crown land situated in Nedlands for the designated purpose of a medical centre. QEIMC is developed, managed, and controlled by the Trust.

In late 2019, the Trust launched a new Master Plan for the future development of the Campus. The Master Plan 2019 provides a 50-year planning framework to guide investment and decision making for Campus growth. The Master Plan increases the gross floor area of the QEIMC Campus by up to 48% of the current area and encourages efficiency, sustainability and long term growth.

In 2022, Western Australia set the ambitious measures to reduce carbon emissions by 80% by 2030, from 2020 levels. Achieving this target requires significant effort and investment across various sectors, including the health care sector. In addition, WA Health published the Sustainable Health Review which identifies eight enduring strategies to advance the government sustainability agenda. This agenda is supported by the QEIMC Trust Sustainability Framework.

Establishing effective and attainable sustainable targets for the Trust is crucial in supporting a vision of net zero carbon emissions by 2050. Consultation and extensive review undertaken during the Framework development has led to the identification of areas where the Trust has an opportunity to make a significant impact in reducing carbon emissions.



The position of the Trust and its influence

It's important to understand the Trust's position, function and areas of influence on the Campus. The Trust is an independent statutory body in charge of controlling, managing, and developing the QEIMC land.

It is important to acknowledge that it is the Trust's tenants have operational control over their own buildings and tenancies, not the Trust itself. However, the Trust may create policies and guidelines to encourage and support minimum sustainability standards for all major building refurbishments, future developments and Campus wide operational sustainability activities. The Trust can also play a role in bringing all QEIMC tenants and Campus community to encourage and work towards a shared sustainability vision together.

The QEIMC Master Plan and Design Guidelines

A comprehensive review has been completed to understand QEIMC's current situation, development plans, design guidelines, and impacting policies internally and externally in regard to sustainability. The key findings of the review show that the Master Plan and Design Guidelines, being the two most critical steering documents for Campus, encourage:

- Putting a significant emphasis on social benefits, such as creating connection, community collaboration, and better public spaces with green areas.
- Focusing on the Campus Forest plan to increase greenery and tree canopy, sustainability performance of buildings, sustainable transport, and 5 Star Green Star areas which aim to generate social, economic, health and environmental benefits.
- Drawing on a broad range of sustainability key areas, and has substantial potential to support desired sustainable outcomes significantly, if clear targets are set, aligned with the Sustainability Framework, and State Governmental ambitions.

Policies

Considering more recent policies on climate change from the WA Government, there are some areas of opportunity for early enhancement of the Trust governance, policies and guidelines. These key areas of opportunity include:

- Targets set for climate action and clean energy
- Circular economy and waste management
- Enhancing the natural environment and biodiversity

The Trust will need to update its policies and documentation in the context of the State's ambitions and will encourage stakeholders to do the same, thereby giving more focus to the natural environment and biodiversity through improved land management.

Stakeholder opinions



“The Trust should demonstrate leadership in its management and promotion of sustainability issues. For example, action in clean energy, circular economy, water management, etc. and could serve as an exemplar to others in the healthcare sector.”

“With the Trust being responsible for the development, management and control of the QEII site it is vital that it takes the lead role in supporting and promoting initiatives that enhance the natural environment and biodiversity, as development accelerates across the site it is key that there is a well communicated shared vision for the site, recognising the assets and green infrastructure.”

*“Within the healthcare profession, there is an obligation and innate consideration for the health and wellbeing of individuals. Recognising that other sustainability issues such as **community, natural environment and climate** have an impact on health and wellbeing, we should consider a holistic approach to treatment and management.’*

Stakeholder opinions

Prioritised sustainability areas

A survey and a number of workshops with tenant representatives and the Trust staff provided input and perspectives to the development of the Sustainability Framework. A Review of the stakeholder engagement for the Master Plan and the current sustainability initiatives of QEIMC's tenants offered further insights. Analysis of the Master Plan stakeholder consultation highlighted the desire by external stakeholders to improve social and community, innovative initiatives for the Campus. The tenant survey identified the top three sustainability priorities for the Campus including: Sustainable transportation, Leadership and Health & wellbeing. The tenants also rated the key priority areas for the Trust to play a role in improving sustainability outcomes on the Campus. The top four areas included Sustainable transport, Leadership, Natural environment and biodiversity, and Climate action and clean energy.

Overall, the five priority areas that have been identified for the Trust following the Review and Framework consultation include:

1. Climate action and clean energy
2. Land management
3. Sustainable transport
4. Culture and community
5. Leadership

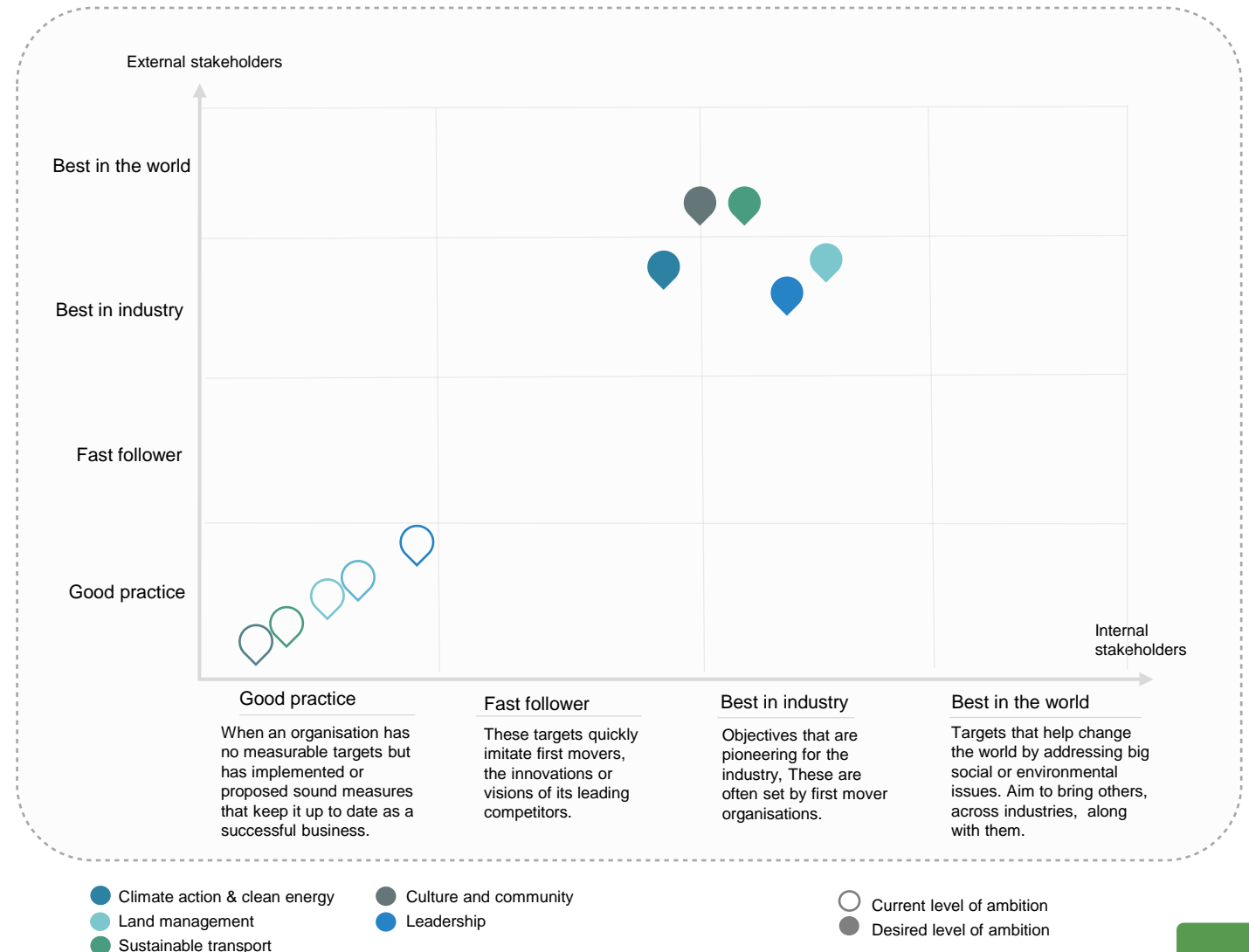
Targets and ambition levels

External and internal stakeholders were also engaged to explore objectives, targets and ambition levels for the Trust's Sustainability Framework. The final ambition levels were set based on this feedback and on what is achievable for the Trust and what aligns with the Trust's Strategic Plan.

The overall appetite for ambition was to be 'best in industry' which means that the targets associated with the priority areas will be pioneering for the industry in both WA and Australia.

Consulted ambition level

Set through stakeholder engagement





Our Vision

The Trust's goal is to lead in the sustainable development, management and use of the Campus.

Focus areas

The Trust's sustainability impacts apply across three focus areas considering the Trust's function and everyday operations. These areas are of high importance for the Trust to work with for a successful implementation of the Sustainability Framework and its targets, where collaboration, communication, empowerment and engagement is key.

The Trust

The Trust and its delegate will be an important driving force for the implementation of the framework, and to demonstrate leadership for sustainability. The Trust has the ownership of the Sustainability Framework and has a responsibility to ensure the implementation of the Framework and to monitor and to report.

The Trust delegate has the opportunity to provide support, guidance and policies that will help steer the development on the Campus and the operations internally and amongst tenants. Employees at the Trust have the possibility to carry out tasks and act with advocacy for the Sustainability Framework.



The Campus

Developing and managing the land of the QEII MC is the core responsibility for Trust. With this responsibility comes opportunity to implement sustainability initiatives.

Good land usage and management practices and appropriately designed infrastructure can have a significant impact on sustainability. This includes improving water and energy efficiency, sustainable and efficient Campus access and transportation, reducing the heat island effects, supporting biodiversity and improving Campus experiences which can drive positive engagement and a thriving community.

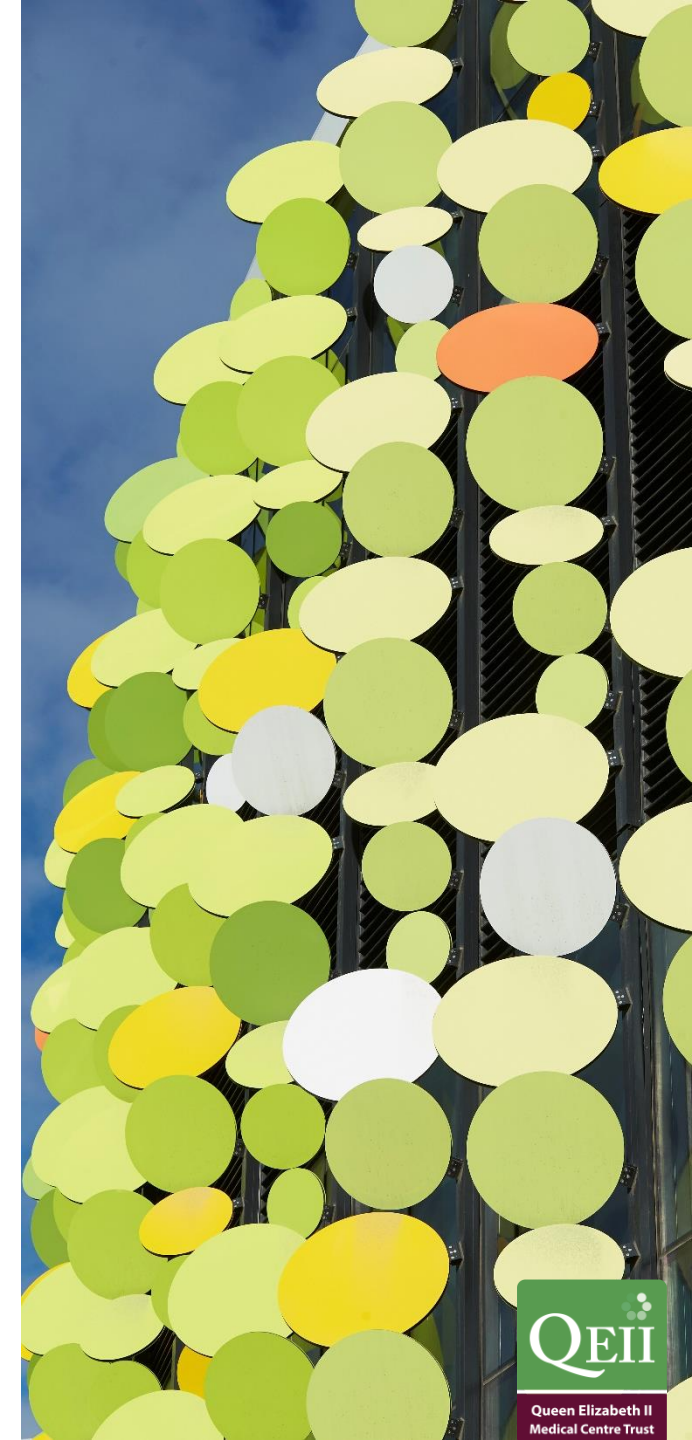


Our Community

Giving focus to the Campus community is key. It is the group that has a significant opportunity to help achieving objectives and targets. Working closely with the community brings opportunities and creates a strong community and culture that drives sustainability on the Campus.

This focus area comprises of two key stakeholder groups.

1. Campus Tenants
2. Campus Users
 - Internal
 - External








Sustainability priorities

Five prioritised sustainability areas have been identified as most relevant and critical for the Trust. These areas are aligned with:

- the QEII MC Campus Master Plan and Design Guidelines
- the Trust's policies
- the WA Government's priorities, policies and strategies
- the Trust's operations and what it can impact
- what tenants and internal stakeholders identified as critical for the Trust to play a role in

While these prioritised sustainability areas have separate functions and are important in different ways, they are also integrated, interrelated and interconnected. By working on one of the areas, a positive impact may result in other areas.

Priority area	Definition	Why is this important to the Trust?
 1. Climate Action and Clean Energy	Mitigating changing climate risks and carbon emissions through building design, renewable energy and sustainable operations.	Taking action by reducing carbon emissions, increasing usage of renewable energy and building resilience is responsible for the community, business and environment to continue to thrive now, and in the future.
 2. Sustainable transport	Supporting transport to, from and within the Campus that has a low impact on the environment and benefits the Campus community	The QEII MC Campus has over 16,500 commuting staff, patients and visitors on a typical weekday, and around 3.5 million vehicle movements occur on Hospital Avenue per year. High private vehicular car dependency can be costly, contribute to carbon emissions and impact the local environment. Improving sustainable transportation options and habits for Campus users will be beneficial socially, environmentally and economically.
 3. Land management	Enhancing the natural environment, biodiversity, public green space and sustainable water management on the Campus.	The QEII MC is a 28 hectare A-class reserve, directly adjacent to Kings Park Botanic Garden. The current built form and at grade parking create heat island effects and impact the vitality of the natural environment and Campus community. Increasing available and accessible green space, expanding biodiversity, increasing the tree canopy coverage and supporting community encourages the Campus Forest principles and improves environmental outcomes for the Campus.
 4. Culture and community	Fostering a culture for sustainability and creating a common vision for the Campus and the Trust	Establishing a common vision for the Campus community to work towards is an important factor to succeed with the implementation of the Sustainability Framework. Creating a strong and collaborative community, with a culture that understands and values sustainable outcomes on and beyond the QEII MC Campus, can increase trust, enhance social value and economic prosperity.
 5. Leadership	Leading by example through sustainability initiatives, innovation and partnerships	It is important that the Trust takes a leadership role for sustainability on the Campus, taking responsibility for sustainable development on the Campus, and inspire and encourage the Campus Community.

Governance & engagement

The achievement of the five priority areas requires aligned policies, monitoring of measures, responsible procurement and engagement with tenants, contractors and suppliers to support action on social and environmental outcomes.

Enablers

Education and Change Management regarding the sustainability areas can increase and fast-track acceptance, understanding and advocacy for the five prioritised sustainability areas.



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