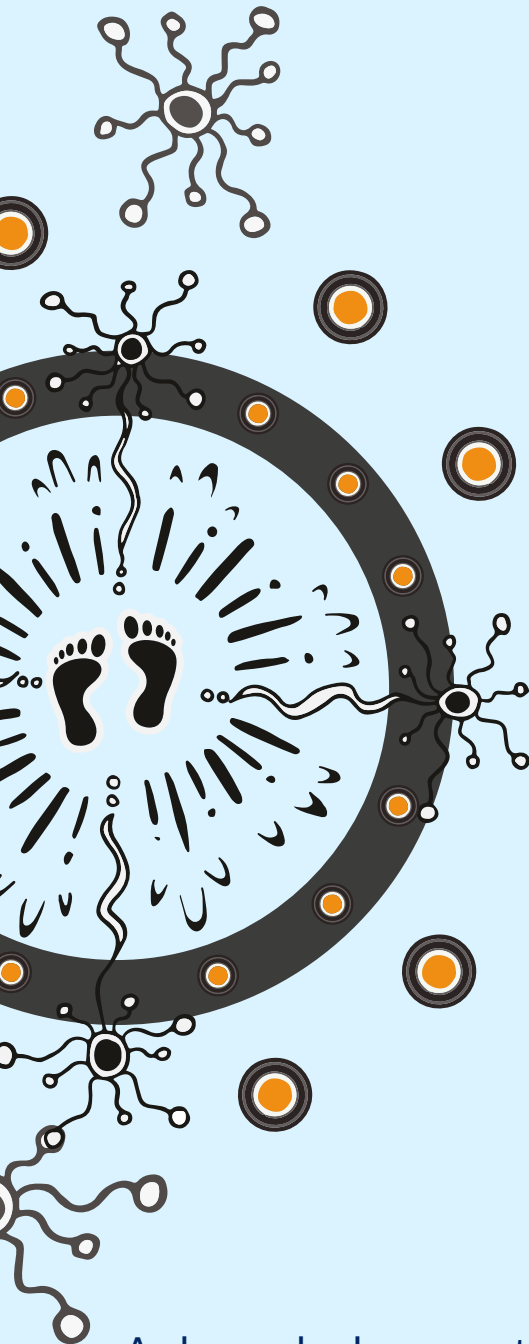

Climate Risk Ready NSW in Practice: Case Studies

Real world examples of how NSW
organisations are assessing and managing
climate risks | September 2026



Acknowledgement of Country

Department of Climate Change, Energy, the Environment and Water acknowledges the traditional custodians of the land and pays respect to Elders past, present and future.

We recognise Australian Aboriginal and Torres Strait Islander peoples’ unique cultural and spiritual relationships to place and their rich contribution to society.

Artist and designer Nikita Ridgeway from Aboriginal design agency – Boss Lady Creative Designs, created the People and Community symbol.

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Published by NSW Department of Climate Change, Energy, the Environment and Water
<https://www.climatechange.environment.nsw.gov.au/>

First published: September 2026

This version: September 2026

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Introduction

The Climate Risk Ready NSW (CRR) case studies showcase how individual NSW Government agencies are applying climate-related risk and opportunity management in practice. Each organisation has a different operating context, level of climate maturity and risk profile. These examples show how the CRR process can accommodate each agency's circumstances, needs and goals; and how the integration of climate-related risks and opportunities management supports better decision-making, governance, planning and service delivery across government.



Case studies included in this document

Case study		Focus area	Climate Risk Ready NSW steps demonstrated
	Department of Customer Service (DCS)	Enterprise-wide identification and assessment of climate-related risks and opportunities across a complex service delivery organisation.	Step 1 – Establish a foundation and Step 2 – Identify, analyse and evaluate climate-related drivers, risks and opportunities.
	The Cabinet Office and Premier's Department (TCO/PD)	Development of risk treatment options through structured, cross-functional workshops and stakeholder engagement.	Transition from Step 2 – Identify, analyse and evaluate climate-related drivers, risks and opportunities to Step 3 – Develop and implement an action plan to respond to climate-related risks and opportunities.
	Crown Lands (DPHI)	Development, implementation and ongoing integration of an adaptation plan within asset management and operational practices.	Step 3 – Develop and implement an action plan to respond to climate-related risks and opportunities and Step 4 – Monitor, evaluate, report and improve actions.
	Landcom	Integration of climate change risk management into land acquisition due diligence, project planning, design, delivery and enterprise governance.	Demonstrates how elements of Steps 1–4 can be integrated across the project lifecycle and embedded within organisational systems and decision-making processes.

Together, these case studies demonstrate how climate-related risks and opportunities can be integrated into existing governance, risk management, service delivery, asset management and planning processes, supporting organisations to build resilience and advance their climate risk management maturity over time.

These case studies are provided for illustrative purposes only and reflect approaches and practices at September 2026. Inclusion does not constitute endorsement by DCCEEW of specific risk assessments, treatment actions, governance arrangements, or organisational maturity assessments.



How the NSW Department of Customer Service (DCS) identified and assessed risks to services



This case study captures:

- How climate risks and opportunities were identified across DCS divisions
- How divisional risks were consolidated into an enterprise-level view
- How climate risks were assessed using a qualitative, scenario-informed approach

Organisational context and climate maturity:

DCS delivers a broad range of digital, regulatory and customer-facing services across the State and the breadth of functions creates a unique climate risk profile.

Unlike asset-intensive organisations, many of DCS's most significant climate risks arise through the delivery of services to the community, where climate-related events can drive increased demand for customer support, regulatory responses, recovery assistance and policy development. These risks can affect workforce capacity, service delivery and organisational resilience, alongside direct impacts on DCS staff, assets and operations.

Climate Risk Ready NSW alignment:

DCS is strengthening its approach to managing climate risks through an enterprise-wide climate change risk and opportunity assessment (CCROA) process.

This case study demonstrates Step 1 ("Establish a foundation") and Step 2 ("Identify, analyse and evaluate climate-related drivers, risks and opportunities") of the Climate Risk Ready NSW Guide, illustrating how DCS applied a structured approach within a complex service delivery context.

Department of Customer Service



Figure 1: Overview of DCS's climate risk identification/assessment process

DCS started its first enterprise-level CCROA in January 2025. Risk identification was completed through workshops with divisions and aggregation of climate-related risks to an enterprise-level, resulting in eight climate risk statements. DCS's physical risks are workforce impacts, service disruption and increased demand for services, reflecting its role as a major service delivery agency. DCS also identified transition risks associated with evolving climate-related requirements, changing stakeholder expectations and the broader transition to a net zero economy. Validated qualitative risk ratings supported the ongoing management of climate risks, including treatment planning, monitoring and review.

Approach taken to risk identification and assessment:

DCS's Climate Change Team ran a series of workshops across major divisions to support climate-informed decision-making. The workshops engaged business areas directly to identify climate-related risks and opportunities relevant to their operations and service delivery responsibilities.

Climate projections and a range of future climate and transition scenarios were used to understand potential future climate conditions, changing policy and regulatory environments, and the impacts on DCS.

This process generated more than 100 preliminary risks and 31 opportunities, which were validated with workshop participants before being consolidated into enterprise-level risk and opportunity statements.

Consequence criteria for climate change were integrated into DCS's Risk Management Guide in April 2025.

The criteria address climate-related impacts including energy use and emissions management, stakeholder expectations, and impacts on assets. Incorporating these criteria into the CCROA process helped align climate risk assessment with existing risk management practices and provided a consistent basis for assessing climate-related risks. Risk assessments were then validated with stakeholders across DCS and approved through senior leadership governance processes.

Department of Customer Service

Spotlight on a Key Climate Risk – Increased Demand for Services Risk

Increased frequency and severity of climate change events may increase demand for DCS services, leading to higher staff workloads, reduced service delivery, and impacts on staff psychological health and safety.

Why it matters for DCS

Many of DCS's climate risks arise through the services it provides to the community. Extreme weather can increase demand for government services, support, information, regulatory responses and recovery activities. This can place sustained pressure on frontline staff, policy teams and enabling functions at the same time that staff may also be personally affected by the event.

How the risk was identified

This risk was consistently identified across DCS divisions during climate risk workshops and was validated across all stakeholder groups during the assessment process, reflecting its relevance across DCS operations.

Key impacts

- Increased demand for services during and following climate-related events.
- Reduced capacity to maintain business-as-usual activities.
- Staff fatigue, workload pressures and impacts on psychological health and wellbeing.
- Potential service delays and reputational impacts if demand exceeds capacity.

Looking ahead

As weather events become more frequent and severe, DCS expects pressure on staff workloads and service demand to increase. Future risk management will focus on identifying risk owners, strengthening controls, implementing adaptation actions and improving monitoring to support workforce resilience and service continuity.

Overview of governance of the risk assessment:

Governance of the CCROA process is aligned with DCS's broader risk management arrangements. Oversight is provided by the Secretary and Executive Leadership Team, with independent advice from the Audit and Risk Committee.

Oversight is coordinated through the Policy, Strategy and Governance (PSG) Division, with the Chief Risk Officer (CRO) and Director Risk & Compliance responsible for enterpriselevel risk management, including climate-related risks and opportunities. The Climate Change Team within the PSG Division, provides technical capability, coordination support and advice on climate-related risk and opportunity management. Divisions play a key role in identifying and validating risks, ensuring accountability at the operational level. Risk statements and assessments are subject to structured validation and approval through senior leadership and governance processes.

Key enablers:



Strong divisional engagement model:

Workshops enabled identification of operational, service-level risks that would not be captured through a top-down approach.



Integration with enterprise risk management: Use of the DCS Risk Management Framework ensured alignment with existing processes and improved consistency of outputs.



Senior leadership support and oversight:

Endorsement of risk statements and oversight of the CCROA process supported organisational buy-in and accountability.

Department of Customer Service

Key challenges:

-  **DCS's indirect risk exposure:** Translating climate hazards into workforce and service delivery impacts required interpretation and scenario-based thinking.
-  **Limited data:** Data constraints limited capacity for quantitative analysis of risks
-  **Varied climate risk maturity across the organisation:** Stakeholder engagement had to accommodate participants' diverse climate risk capabilities, and support early-stage thinking with expert facilitation and reviews.
-  **Aggregation of risks:** Consolidating a large number of division-specific risks into a meaningful enterprise-level view required judgement and stakeholder validation.



Drivers for DCS's climate approach:

- **Compliance with Treasury policy requirements:** Mandatory climate-related financial disclosures from FY25 required identification and assessment of material risks and opportunities.
- **Service delivery resilience:** Increasing climate-driven demand and disruption risks necessitate improved understanding of impacts on operations.
- **Workforce impacts:** Key risks relate to staff wellbeing, workload and safety during climate events.
- **Strategic and financial considerations:** Climate risks are expected to influence DCS's strategy, business model and future resourcing requirements.



Lessons learned:

- Investing time in ensuring stakeholders understand the value and purpose of the process significantly improves the relevance and quality of identified risks.
- Engaging directly with business areas is critical for identifying indirect climate risks that may affect service delivery, workforce capacity and customer outcomes. A staged maturity approach, starting with qualitative assessment, supports capability uplift and sustainable integration into enterprise risk processes.



How this work is evolving:

DCS is continuing to strengthen its management of climate-related risks and opportunities. This includes strengthening risk management controls, developing key risk indicators and monitoring metrics, and embedding climate considerations into existing risk management processes. Climate-related risks will be periodically reviewed and reassessed as new data, climate projections and organisational information become available, supporting continuous improvement in DCS's understanding and management of climate-related risks.



How The Cabinet Office and Premier's Department generated adaptive responses to climate-related risks



This case study captures how:

- Options to treat risks were generated using bottom-up cross-functional collaboration
- Risk treatment workshops were structured to facilitate options generation
- Options generation fits within an organisation's broader climate risk management approach

Organisational context and climate maturity:

The Cabinet Office (TCO) and The Premier's Department (PD) are central NSW Government agencies that support effective government decision-making, policy coordination, and service delivery across the public sector. PD provides leadership across the NSW public service and coordinates whole-of-government responses to priority issues and crises, while TCO supports the Premier and Cabinet through evidence-based policy advice. Following the separation of the former Department of Premier and Cabinet, PD and TCO continue to work closely under a shared services arrangement. TCO and PD face climate-related risks to their policy advice, service delivery and operations. These risks stem from the physical impacts of climate change, the transition to a low-carbon economy, and evolving community expectations of government. Both agencies' self-assessed climate maturity is progressing from *Repeatable* to *Systematic*, with some aspects at the *Embedded* level.

Climate Risk Ready NSW alignment:

TCO and PD's climate-related risk assessment process was guided by the Climate Risk Ready (CRR) NSW Guide, which outlines a four-step approach to managing climate-related risks and opportunities. Having commenced a Climate Change Risk and Opportunity Assessment (CCROA) in 2024, TCO and PD have completed Steps 1 and 2 and are now progressing to Step 3, developing response actions to address identified climate-related risks, as illustrated in Figure 1. Their process for identifying, assessing and prioritising risk treatment actions illustrates a key step in the transition from CRR Step 2 ("Identify and assess risks") to Step 3 ("Treat the risks"), which is the focus of this case study.

The Cabinet Office and Premier's Department

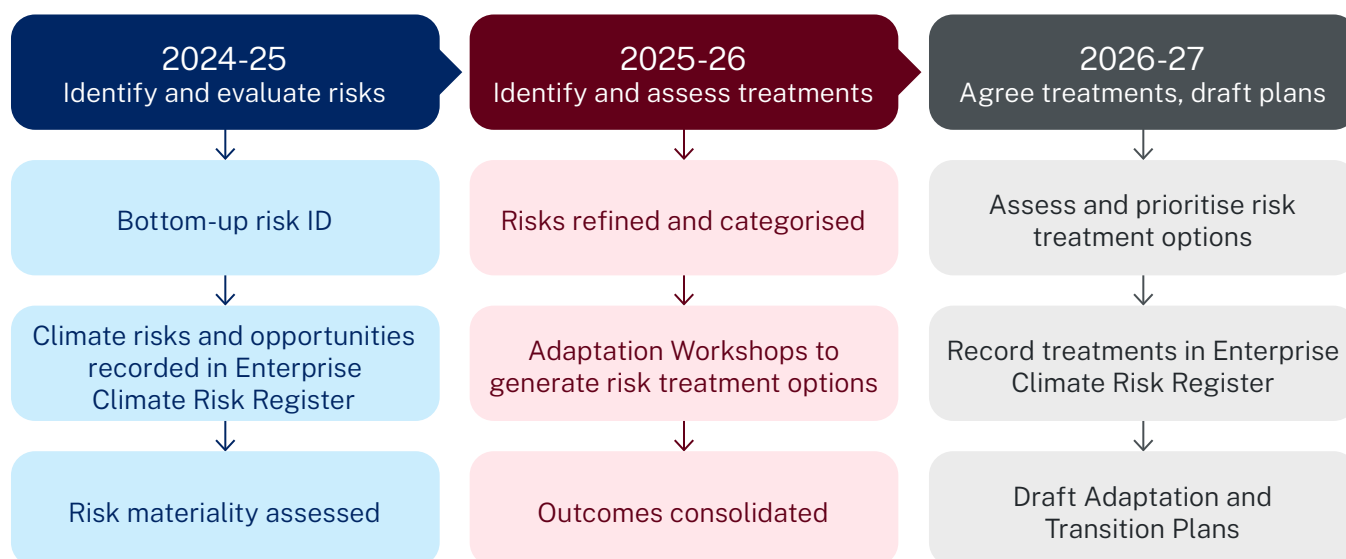


Figure 1: TCO's process for developing risk treatments

Approach taken to developing risk treatment options:

In 2024 TCO and PD identified and assessed climate-related risks and opportunities, recording 14 physical and transition risks in a shared Enterprise Climate Risk Register (ECRR). Once all climate-related risks were identified and approved by the joint Executive, their materiality was assessed, in consultation with all TCO and PD business units. In 2025 these climate-related risks were grouped into four categories that suit the operational context of TCO and PD (operational risks; policy, legal and reputational risks; service delivery risks; and non-material risks). Workshops were held across TCO and PD business units,

with stakeholders convened according to risk categories rather than organisational structure, to validate climate-related risks statements and materiality assessments and identify potential treatment actions.

These workshops focused on three steps (see Figure 2):

1. Exploring what within TCO and PD needs to adapt to mitigate the risks
2. Identifying what interventions could be implemented
3. Assessing how effective the identified interventions would be at managing the risks

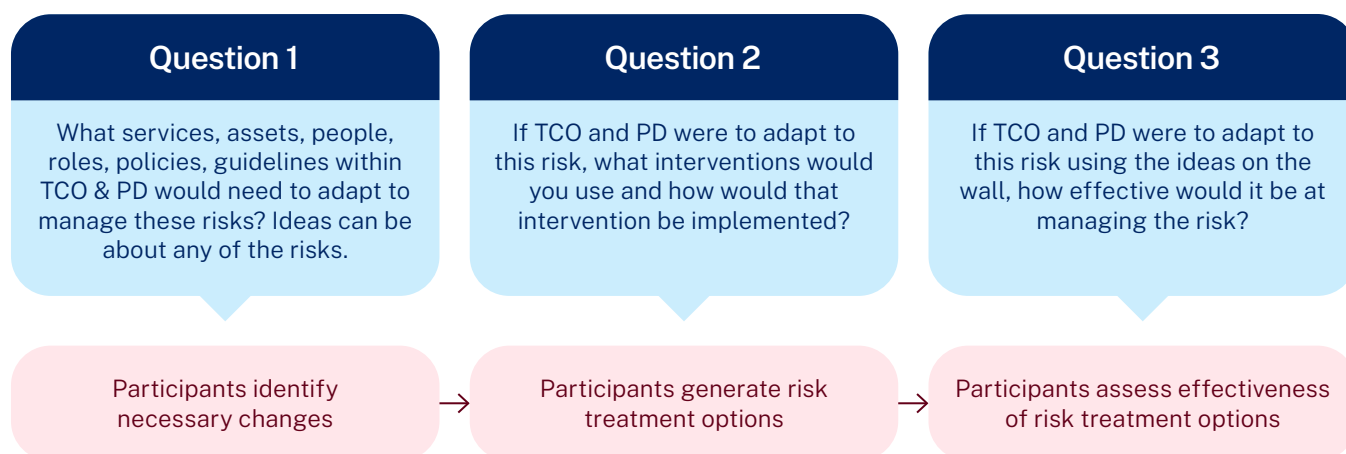


Figure 2: Questions used to guide workshop participants in thinking through risk treatment options

The Cabinet Office and Premier's Department

The workshop generated multiple treatment options for each risk, spanning governance, process improvements, capability uplift, and policy integration interventions. Treatment options are being consolidated and will be validated through a final round of consultation with business units to ensure accuracy and completeness. All identified actions will then be recorded in the ECRR, irrespective of prioritisation, and submitted for executive endorsement. Treatment options will subsequently be prioritised based on their effectiveness in reducing climate-related risks, feasibility of implementation, and overall practicality. Risk treatment actions that are selected for implementation will help inform the development of the Adaptation Plan and/or Transition Plan.

Governance and integration:

Overall climate-related risks are managed through TCO and PD's existing enterprise risk governance arrangements, ensuring alignment with established decision-making and oversight processes. Governance involves three oversight bodies: the Risk and Governance Committee (RGC), the Joint Executive and the Audit and Risk Committee (ARC).

Key enablers of risk treatment options generation:

- ✓ **Structured risk categorisation and targeted engagement:** Grouping risks into clearly defined categories enabled more focused and relevant discussions with business units performing similar functions.
- ✓ **Broad and inclusive stakeholder participation:** Engaging a diverse range of business units introduced cross-functional perspectives, allowing insights from one area to inform others.
- ✓ **Collaborative and well-designed workshop approach:** The use of interactive workshop formats fostered a collaborative environment where participants could build on each other's ideas.

Key challenges:



Indirect and varied nature of risks: Many of the identified climate risks did not arise directly from core functions or were secondary in nature, making it difficult for business units to clearly understand how they could affect day-to-day operations. This in turn made it more challenging to identify practical and effective risk treatment options. The diversity of functions across TCO and PD also meant that risks manifested differently across business areas, requiring tailored discussions and responses.



Separating options generation from feasibility judgements: It was important to encourage participants to think broadly about potential risk treatment options without being constrained by implementation barriers such as funding, resourcing or operational limitations. In the first part of workshops, participants were asked to identify all possible treatment options. A later assessment step was then used to evaluate the feasibility and effectiveness of each option.



Drivers for TCO and PD's approach:

- **Alignment with NSW Climate Risk Ready guidance and enterprise risk management principles:** The approach was informed by the NSW Climate Risk Ready Guide and designed to align with existing enterprise risk management practices, providing a structured pathway from risk assessment to risk treatment planning.
- **Need to move from risk identification to action:** Following the identification and assessment of 14 climate-related risks, TCO and PD required a practical and collaborative process to develop meaningful treatment actions and support future adaptation planning.

The Cabinet Office and Premier's Department



Lessons learned:

- **Cross-functional collaboration and shared risk ownership:** Bringing together business units that shared ownership of similar risks helped generate more practical and department-wide solutions. The workshop approach encouraged participants to build on each other's ideas, resulting in treatment options that were often more robust and broadly applicable than those developed through separate consultations.
- **Early engagement and pre-workshop preparation:** For participants who were not involved in the earlier risk identification process, it was challenging to translate climate-related risks into impacts relevant to their day-to-day responsibilities. Pre-workshop engagement with participants to build a common understanding of climate-related risks would enable more focused discussions on treatment actions. While the Enterprise Climate Risk Register (ECRR) is currently maintained separately from the Enterprise Risk Register (ERR), it has been developed in alignment with the broader enterprise risk management framework. Following completion of a full climate-related risk assessment cycle and the development of the Adaptation and Transition Plans, it is intended that the ECRR will be integrated into the ERR.



How this work is evolving:

Responses to climate-related risks are to be addressed through the Adaptation Plan, with operational emissions reduction the main focus of the Transition Plan. Further assessment and prioritisation of treatment options will be undertaken to clarify their effectiveness, feasibility, and resource requirements, as well as responsibilities, delivery pathways, and implementation timeframes. The selected risk treatment actions will be considered alongside identified climate-related opportunities to determine where climate responses can also deliver broader operational, strategic, financial, or organisational benefits.



Crown Lands' adaptation planning in practice



This case study captures how:

- Climate risk mitigation measures are integrated into an overarching adaptation plan
- An adaptation plan is implemented, and
- Elements of the adaptation plan are embedded in operational practices and asset management systems.

Organisational context and climate maturity:

Crown Lands, within the NSW Department of Planning, Housing and Infrastructure (DPHI), is responsible for about 38% of the state's land, including rangelands, forests, waterways, coastal areas, community facilities and other public spaces. The agency works closely with community volunteer boards, Aboriginal stakeholders, local councils and corporations to manage Crown land for recreation, conservation, cultural heritage and economic activity.

Climate Risk Ready NSW alignment:

Crown Lands' climate maturity is progressing from *Systematic* to *Embedded*. The organisation completed its first Adaptation Plan in 2024 and has now begun implementing it. The plan demonstrates Climate Risk Ready (CRR) Step 3 ("Treat the risks") and early elements of Step 4 ("Monitor and review"), illustrating what adaptation planning looks like for an agency with significant assets, diverse risk exposures and a complex management model.

Crown Lands

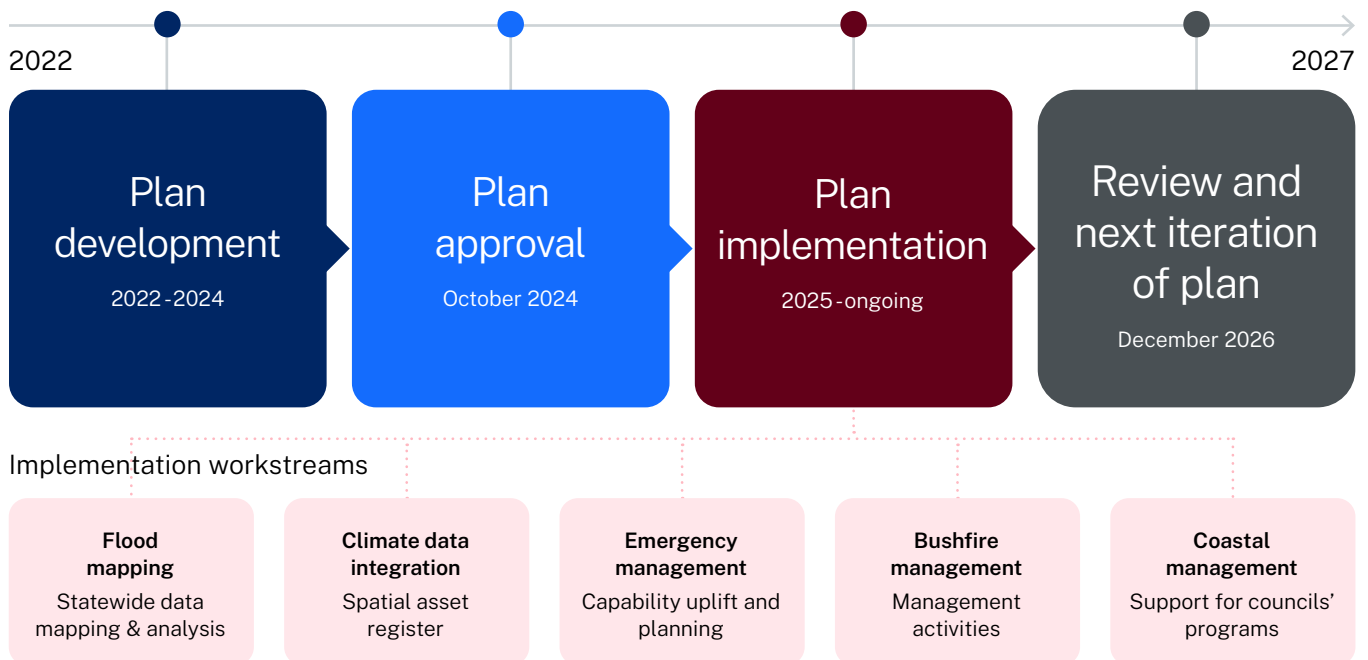


Figure 1: Overview of Crown Lands' implementation of adaptation actions

Crown Lands has moved rapidly from adaptation planning to delivery, implementing actions across coastal management, bushfire preparedness, asset resilience, emergency response, and capability uplift. A key measure underway is the ongoing

integration of climate data into Crown Lands' spatial asset register (Figure 2), which enables understanding of asset vulnerability, supports prioritisation of high-risk assets and informs decisions on asset management planning.

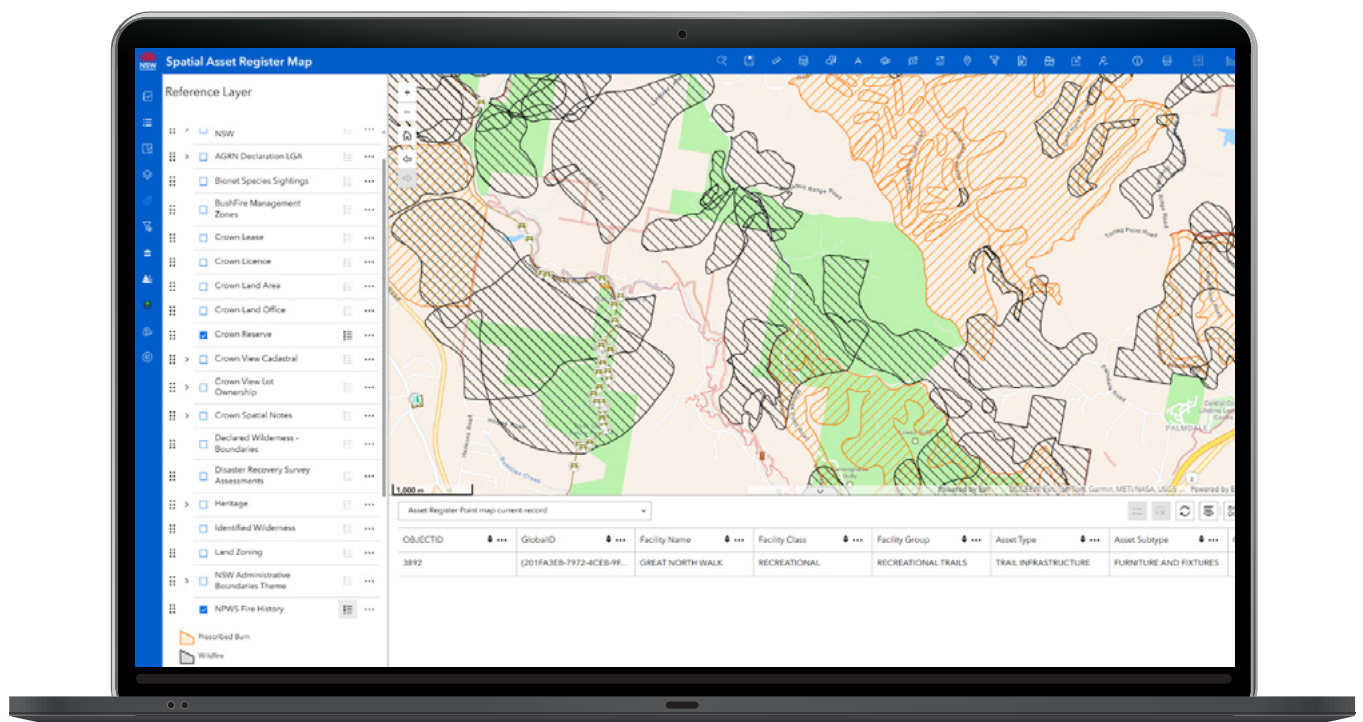


Figure 2: Crown Lands' spatial asset register integrates climate risk data to support asset management. This extract shows bushfire ('wildfire') risk, through past fire and prescribed burn areas, informing bushfire management for a section of the Great North Walk, a Crown Reserve.

Crown Lands

Approach taken to implement plan:

Implementation measures were structured around existing agency resources and designed to be achievable within the two-year timeframe of the plan. Actions were selected to address identified climate risks and build on work already underway. Given the diversity of the Crown estate and the breadth of its climate risks, the first plan focused on consolidating existing initiatives under a single adaptation framework and establishing the foundations for longer-term adaptation.

Each business area responsible for managing priority risks—across operational, strategic partnerships and policy functions—was directly involved in developing the measures. This ensured they were grounded in operational realities and reflected the expertise of teams with recent experience of bushfires, floods and coastal erosion.

Overview of governance of the Adaptation Plan's implementation:

The Adaptation Plan was approved by the Deputy Secretary of Crown Lands and Public Spaces. Progress is reported quarterly to the Crown Lands Executive, with coordination led by the policy team who authored the plan. Annual monitoring to assess the plan's effectiveness, and a biennial review, ensures alignment with the NSW Climate Change Adaptation Strategy, the National Climate Resilience and Adaptation Strategy, and other state and federal frameworks. While the DPHI Climate Risk and Resilience Steering Group does not oversee the plan directly, Crown Lands ensures alignment with its guidance and outputs.

Key enablers:

- ✓ Strong leadership support, including endorsement from, Executive Directors and Deputy Secretary, which provided clear direction and momentum.
- ✓ Existing platforms, such as the recently developed built assets management framework and established coastal hazard management and bushfire mitigation programs, meant that the Adaptation Plan could act as an overarching guide for operations already underway.
- ✓ Highly engaged operational staff who contributed deep expertise and recent experience of natural disasters to the risk identification process.

Key challenges:

- ⚠ The scale and diversity of the Crown estate, which exposes assets to a wide range of climate impacts and requires responses to be tailored and coordinated across regions and asset types.
- ⚠ Funding constraints and uncertainty, which limit the ability to undertake largescale or long-term adaptation projects and require a focus on incremental progress within known budgets.
- ⚠ Staff and land manager capability and capacity pressures, particularly the impacts of extreme weather events on volunteer boards.

Crown Lands



Drivers for Crown Lands' climate approach:

- The development of the Adaptation Plan was a formal commitment under the Crown Land 2031 - State Strategic Plan.
- Strategic objectives of protecting public land and assets, supporting long-term public value, and strengthening community resilience.
- Financial risk management, given the organisation's exposure to climate-related damages across a large and diverse asset base.



Lessons learned:

- Integrating climate risks into the DPHI corporate risk register from the outset is more effective than maintaining a separate climate risk register.
- Building on existing work—rather than creating new standalone processes—supports sustained progress and avoids unnecessary duplication.
- A “progress not perfection” mindset enables meaningful action even with limited resources and evolving data.



How this work is evolving:

Climate vulnerability data is systematically being incorporated into the department's built and natural asset management frameworks. There is still work to be done in meeting the gap between implementing identified actions, and considering climate change in decisions more broadly. As its climate maturity increases, Crown Lands aims to move from implementing discrete actions to fully embedding climate considerations across strategic and operational decisions.



Landcom's climate risk integration in practice



This case study captures:

- How climate risk is identified during land acquisition due diligence,
- How findings are translated into decisions (go/no-go),
- How actions are carried through concept to detailed design to delivery, and
- How this is embedded in ERM and project systems.

Organisational context and climate maturity:

Landcom is a state-owned corporation responsible for delivering sustainable, affordable, and resilient communities across the state. Landcom manages a diverse portfolio of masterplanned communities, urban renewal precincts, and strategic landholdings.

Since Landcom began voluntarily reporting on climate-related risks in 2022, it has progressed from general climate considerations toward systematic integration of climate risk management in governance and decision-making processes.

Its Sustainable Places Strategy includes embedding climate-related risk assessments in its due diligence (DD) of all potential land purchases. Findings from these assessments are then carried through into project management and enterprise risk management systems. The organisation has also expanded reporting boundaries and begun portfolio-level transition planning, including addressing forward-looking climate-related physical and transition risks and targeting upfront embodied and downstream operational carbon measurement for new communities.

Climate Risk Ready NSW alignment:¹

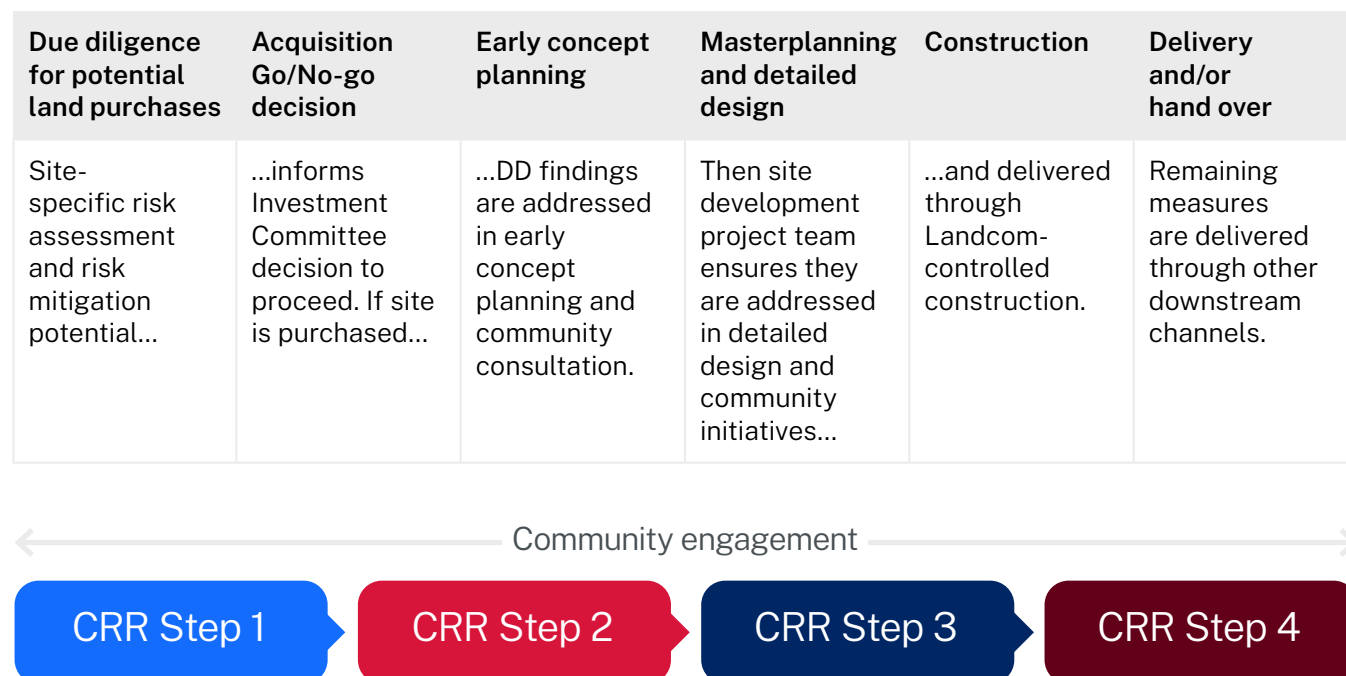


Figure 1: Landcom's climate due diligence (DD) process for land acquisitions and site development

Approach taken:

As part of Landcom's site due diligence efforts, the Strategy and Sustainability team prepares a Climate Risk Exposure Summary Report covering the site's hazard exposure, risk analysis, and mitigation opportunities. This report is provided to Landcom's Investment Committee to inform their decision to purchase the site or not.

For purchased sites, the report forms part of the post-acquisition handover for integration into concept planning. At this stage the site project team also conducts community consultation, which includes public consideration of the site's climate risks and potential resilience-building measures.

In the design phase the project team undertakes more detailed Climate Change Risk Assessments and Community Resilience Assessments with multidisciplinary input to identify acute shocks and chronic stresses and design mitigation measures. Many of these measures may be delivered through the construction of the new buildings and amenities; some may be delivered through community engagement and capacity building activities, such as targeted education on site-

specific risks and adaptation measures during community gatherings. Finally, remaining resilience measures are embedded into design guidelines, community user guides and contractual obligations for Landcom's downstream development partners. Sustainability Bonds and similar mechanisms ensure resilience measures are delivered even after Landcom has handed over operational control of the site, and contribute to Landcom's post-delivery analysis of its resilience performance.

Process governance:

Oversight of climate risk due diligence and the delivery of identified mitigation measures sits within Landcom's broader climate governance, overseen by the Board. Climate change risks and opportunities are embedded in enterprise and project risk registers and managed through normal project governance. Landcom's Strategy and Sustainability team supports project teams to plan for and implement climate-related actions, with regular updates provided to the Executive Committee and the Audit & Risk Management Committee.

¹ As defined by Climate Risk Ready

Landcom

Key enablers:

- ✓ **Strategic vision for sustainability already in place:** Landcom's Sustainable Places Strategy and Net Zero Transition Plan provide a clear organisational mandate to embed climate (and nature) considerations across projects and procurement.
- ✓ **Economic framing:** Internal financial modelling helps internalise the costs of inaction and prioritise investments that reduce transition and physical risks.
- ✓ **Internal capabilities in climate risk management and decarbonisation had been built over years.** Landcom had established dedicated climate risk capabilities within its sustainability team. Since 2020 Landcom has invested in recruiting and developing relevant climate-related skills and expertise across broader business functions.

Key challenges:

- ⚠ **Cost and delivery complexity:** Early integration of climate resilience and low-carbon design can deliver long-term value, but fragmented delivery models and upfront costs can increase complexity and timelines. Systematic embedding of early design processes across delivery partners is essential to capture cobenefits.



Drivers for Landcom's climate approach:

- Enable investment decision-making to be informed by climate-related risks, supporting early risk avoidance and minimisation measures and reducing potential climate-related financial risk exposures.
- Landcom's strategic goal to protect long-term public value and create resilient, liveable communities.
- Support market transformation by embedding resilience and sustainability into planning, design, and construction phases.



Lessons learned:

Key lessons include the importance of early and iterative integration of site-specific risk assessments in acquisition and planning stages to identify and mitigate physical and community risks. Collaboration across project teams and stakeholders is essential to align resilience measures with development objectives. Having senior sustainability representation at Executive and Investment Committee levels also improves project delivery outcomes.



How this work is evolving:

Landcom's Sustainable Places Strategy is being updated to better reflect the use of integrated early planning to manage not only climate risks but also community, economic and governance needs of future communities.

Future updates to our Net Zero Transition Plan will include a more detailed model of the benefits and avoided costs of managing transition risks, to better inform future business planning and decision making.

