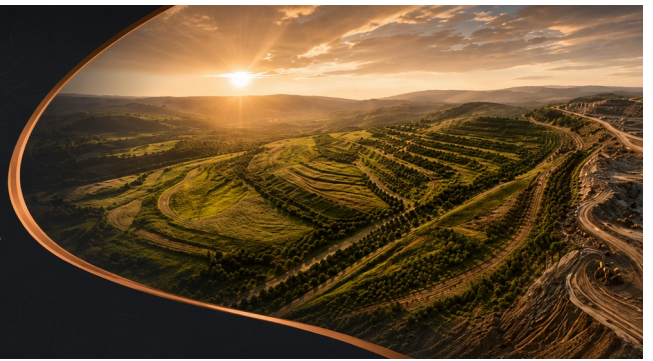




INTERIM ENVIRONMENTAL LEADERSHIP

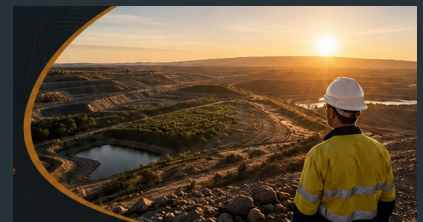
Not just about filling a vacancy

Environmental leadership gaps rarely occur at a convenient time.

Key senior staff may take extended leave, move into a secondment or step away for caring responsibilities. In other cases, the gap may arise during company administration, restructuring, care and maintenance, demanding project development and approval schedules, or a broader operational transition.

The role may be vacant, but the obligations are not.

Compliance commitments continue. Monitoring programs still need to be delivered. Regulators still expect timely, credible communication. Contractors and consultants still require direction. Team members still need to be supported. Most importantly, the remaining team can quickly become overloaded if the leadership gap is allowed to persist.



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Good interim leadership is not about arriving with all the answers.

It is about listening, identifying what must not be allowed to fail, supporting the people already carrying the load, and maintaining momentum.

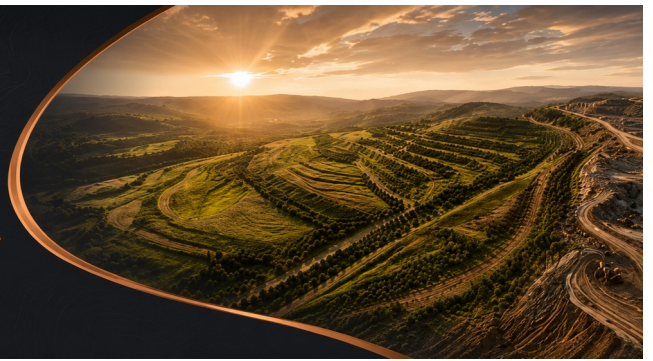
FROM PERSONAL EXPERIENCE

I have worked through several situations where short-term environmental resourcing was needed to maintain continuity while a longer-term solution was found.

In some cases, this involved supporting team members through difficult personal circumstances and adjusting roles to reduce FIFO pressure and protect psychological health and wellbeing. In others, it meant rebuilding environmental teams after high turnover while ensuring site programs, reporting and compliance activities continued during recruitment. I have also managed environmental functions through company administration, where maintaining control of risk and statutory obligations remained essential despite significant organisational uncertainty.

A recurring challenge was finding experienced professionals willing and able to step into a role for a defined period.

The usual option was to approach consulting firms for a secondment. While this could provide useful additional capacity, the available personnel were often relatively junior and still required considerable site support. That did not always solve the underlying leadership gap.



PRACTICAL LESSONS FOR INTERIM COVERAGE

THE PRACTICAL LESSON

Interim coverage works best when the person can quickly:

- Understand the site's key environmental risks and commitments
- Provide clear direction to the team and contractors
- Maintain regulator and stakeholder confidence
- Prioritise critical work without trying to redesign everything
- Support existing personnel without adding another layer of workload
- Create stability until the permanent appointment or organisational transition is complete



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Good interim leadership is not about arriving with all the answers. It is about listening, identifying what must not be allowed to fail, supporting the people already carrying the load, and maintaining momentum.

This is one of the reasons I established NG Mining Environmental: to provide experienced short- to medium-term environmental leadership when operations need continuity, additional capacity and a safe pair of hands.

#EnvironmentalLeadership #Mining #EnvironmentalManagement #PsychologicalSafety #OperationalContinuity
#MineRehabilitation #Consulting #EnvironmentalStaffing