

FOR QLD MINING OFFICERS • 1 JUNE 2026

# ICMM CCM Guide. What it means for mining officers.

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Officers and senior leaders need to know some key points about the new ICMM CCM Good Practice Guide, mapped against your s47A obligations.

# Why now

## THE ICMM HEADLINE

# From '*identify and document*' to '*verify and act*'.

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ICMM updated its CCM Good Practice Guide in April 2026. It is not a refresh. It is a direct response to the fact that fatalities at ICMM member companies rose for a second consecutive year. **42 people were killed at work in 2024.**

ICMM's own diagnosis: **the gaps are not in CCM knowledge. They are in application.**

The shift in language is deliberate. CCM is no longer about whether the controls are listed in your bowtie. It is about whether they actually work, every shift, under real conditions, and whether you can show it.

## OFFICER OBLIGATIONS S 47A CMSHA / S 44A M&QSHA

# Three threads. In plain English.

1

### **Gain an understanding**

Actively gain an understanding of the hazards, risks and **critical controls** at your operations.

2

### **Provide the resources and processes**

Ensure the corporation has appropriate resources, processes and systems to identify and manage those risks.

3

### **Receive, consider, respond**

Ensure appropriate processes for receiving and considering information about incidents, hazards, risks and **critical controls**, and responding in a timely way.

*The new ICMM Guide tells you, in plain operational terms, what each of these now looks like in practice.*

## WHAT ICMM NOW EXPECTS OF BOARDS AND EXECUTIVES

# Three actions. None of them passive.

### **Seek information**

Actively pursue an understanding of the fatal hazards and unwanted events in the organisation. Don't wait for it to come up the line.

### **Visibly endorse and advocate**

Publicly back the organisation's CCM strategy and plan. Make it clear, on the record, that this is how the corporation manages fatal risk.

### **Review for assurance**

Review information to obtain assurance that the CCM process and critical controls are adequately designed and effectively implemented.

*A board paper and a TRIFR chart will not get you to assurance. A site visit, an in-field verification, and a candid conversation with the SSE might.*

## THE CULTURAL TEST FOR LEADERS

# If everything is green, ask why.

ICMM's Appendix B sets out what good leadership behaviour looks like in CCM. Two phrases earn special attention:

### "Embrace the red"

Respond constructively to bad news about critical controls. Welcome it. Reacting negatively to verification findings shuts down reporting, and reporting is the early warning system.

### "Challenge the green"

Instil a sense of unease where critical controls keep coming back as compliant. Ask for the evidence. Repeated good news without evidence is not good news. It is a signal.

*If your verification reports are all green, that is itself a finding.*

## FIVE QUESTIONS WORTH ASKING RIGHT NOW

# Put these on the next agenda.

- 1 What is our defined list of critical controls for each principal hazard / MUE, and is it short enough to be meaningful?
- 2 What does the performance specification look like for each critical control, and how do we verify it?
- 3 When was the last time a senior leader personally conducted a critical control verification in the field?
- 4 What did the last three verifications find, and what changed as a result?
- 5 Where in our reporting are the reds and ambers, and how confident are we that the workforce feels safe to report them?

*If the answer to any of these is uncertain, you have work to do before 1 June.*

## PRACTICAL ACTIONS FOR OFFICERS AND SSEs

# Get cracking!

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You will not stand up a mature CCM system in three weeks. But you can demonstrably discharge your due diligence by doing the things that actually matter:

- ✓ Read ICMM's April 2026 Guide. Send it to your SSE and risk owners.
- ✓ Pick one principal hazard. Walk its critical controls with the people doing the work. Ask: 'what stops these from working?'
- ✓ Conduct one in-field verification yourself, as an officer or senior leader. Report back what you found, including what wasn't working.
- ✓ Audit your CCM register. If everything is critical, nothing is critical.
- ✓ Check the reporting line: how does a verification finding from the workforce actually reach the board?

*These are not heroic actions. They are evidence that you are doing your job.*

1 JUNE 2026 IS THREE WEEKS AWAY

# Are you ready?

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*If you'd like an officer-level pressure test of where you actually sit, the Mineplex CCM Diagnostic is built for exactly that conversation.*

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