Imperial College Union
Finance, Audit & Risk Committee / 29 October 2025

Security Review Update

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Purpose: To update on the Security Review
Action(s): To note

1. Purpose of the Paper

This paper provides a summary of the ICU Security and Risk Review undertaken across Union venues and events, primarily focusing on Beit Quadrangle. The review identifies significant infrastructure, procedural, and cultural gaps in how ICU currently manages operational security and safety. It proposes an action plan to address these gaps through targeted investment, governance improvements, and partnership with Imperial College London.

2. Background

In response to increasing safety concerns during evening events and the complex security environment of a multi-venue student space, Imperial College Union commissioned a detailed review comprising five documents:

- Security Risk Assessment (V1.0)
- Security Needs Assessment (V1.0)
- Evening Event Report (V1.0)
- Engineers Infrastructure Report (V1.0)
- Top-Level Strategic Risk Report (March 2025)

The reports were compiled via site inspections, live event observations, staff interviews, engineering reviews, and consultation with University Security. The review focused on assessing ICU's physical and procedural readiness to manage risk at scale.

The review was sponsored by senior University leaders, specifically the Director of Security and the Director of Estates, who were also the designated budget holders for potential infrastructure investment.

However, both individuals departed the organisation within weeks of the review's completion. While a new Director of Security has since been appointed, the Estates and Property Department is still undergoing a major restructure. These changes have significantly disrupted ICU's ability to move forward with implementing the review's recommendations.

As a result, we are now in the process to reestablish key operational and senior relationships and make the case for investment, starting effectively from scratch in terms of:

- Securing funding for the proposed infrastructure upgrades (e.g., CCTV, access control, lighting)
- Gaining operational alignment across key university departments (Estates, Security, Procurement)

In addition, the new Director of Security has expressed a preference for revising the model of engagement between ICU and Campus Security, differing from the previous collaborative arrangement. This adds an additional layer of complexity to progressing the joint emergency planning and operational support framework originally envisaged in the review.

3. Key Findings

- Lack of Standardised Event Risk Management: Event staffing, security deployment, and emergency planning are inconsistent and vary across teams.
- Critical Infrastructure Gaps: CCTV blind spots, poor lighting, and unsecured access points pose risk to staff, students, and guests.
- Limited Training and Preparedness: Stewards and student staff lack formal training in emergency response and de-escalation.
- Poor Incident Reporting and Feedback Loops: Current incident logs are manual and inconsistently completed. Lessons are not carried over between events.

4. Recommendations Summary

The following recommendations have been proposed across all five documents:

- Introduce a Union-wide Event Risk Matrix
- Upgrade CCTV coverage and connect to College Security
- Improve access control (fobs, locks, audit logs)
- Enhance lighting and fire safety infrastructure
- Standardise pre-event, during the event and post event protocols
- Deliver training for staff and stewards on emergency and risk procedures
- Implement a centralised digital reporting system
- Form a joint oversight group with University Security

5. Action Plan for Implementation

All actions have been reviewed and rescheduled to ensure completion between now and **July 2026**, to reflect the reset in relationships and operational dependencies following changes in college leadership.

Action	Lead	Deadline	Status
Develop Event Risk Matrix and integrate into planning cycle	Head of Commercial	January 2026	In Progress
Launch Facilities Audit on CCTV, Lighting & Access	Facilities / Director of Commercial services	November 2025	In progress
Develop and Implement building operating plan	Director of Commercial/ Facilities team/	January 2026	In progress

	Venues Team/ Help Desk		
Review and Tender External Security Provider	Head of Commercial/ Venues Team	August 2025	Complete
Scope and Launch Digital Incident Reporting Tool	Venues and Systems Team	July 2026	Stalled (linked to Security relationship and existing University incident reporting).
Deliver Staff & Security Training on evacuation and emergency procedures	Venues Team	October 2025	Complete
Formal SIA Training for Venue and Events Staff	Head of Commercial	October 2026	All Career staff Complete. Review of Student Duty Managers in Progress.
Formalise College Security Partnership Protocol	Director of Commercial	January 2026	In progress
Fire Safety Signage and Exit Clearance review	Venues/ Facilities Team	September 2025	Complete
Define and Implement Event Staffing Model	Head of Commercial Events Manager	September 2025	Complete
Lobby Senior University Management for Funding	Director of Commercial	January 2026	In Progress
Work with University Stakeholders on CCTV & Access control with joint oversight.	Director of Commercial	January 2026	In Progress

6. Resource Implications

A business case will be developed for infrastructure investment to determine:

- Estimated capital investment required for CCTV, access control and lighting upgrades
- Potential cost-sharing models with college departments (Security)

7. Risk and Compliance

Addressing the risks identified is critical for ensuring student and staff safety, legal compliance with fire regulations, and reputational protection for the Union and College. Failure to implement recommendations may expose ICU to operational shutdowns, insurance risks, and loss of stakeholder trust.

8. Recommendation to FAR

FAR is asked to note the findings and recommendations of the ICU Security & Risk Review and support ongoing actions.