Imperial College Union
Finance, Audit & Risk / 24 June 2026

Safe Adventures Report – Implementation Plan

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Purpose: To review the Safe Adventures Report in the context of Imperial College Union and clearly identify steps required to implement changes.
Decision(s): To **note**

1. Context

Over the past year, Imperial College Union has been part of a collective of students' unions working alongside Organised Fun, NUS Charity, and Howden to explore the current landscape of safety in student-led adventure activities, in response to the tragic death of Jack Lees who lost his life whilst taking part in a student group activity.

Together, the group has undertaken research to better understand how these activities are supported, where challenges exist, and how organisations can strengthen practice across the sector.

This work recognises that student activities are often delivered by passionate volunteers, supported by students' unions, and in some cases also by university sports departments, academic departments, and alumni. It also highlights that, as these activities grow and evolve, there are opportunities to strengthen the culture, understanding, and support structures that help keep students safe.

The result of this work is the Safe Adventures Report, which sets out six guiding principles. These principles are designed to support organisations to improve practice while protecting what makes student activity so valuable: student leadership, exploration, and community.
This report is not intended to create barriers or stop students from doing what they love. Instead, it is a proactive step to ensure that the "student-led" model remains sustainable and safe for everyone involved.

2. Current Position Summary

Principle	Current Position
Competence	• Training exists but attendance is not reliably tracked • No competency frameworks, matrices, or role profiles for adventure activity leaders
Risk	• Risk rating and associated scoring matrix is implemented across all clubs & societies • Core Risk Assessment process exists and is tiered by risk rating • Specific Rec Exploration core activity process implemented 2025-2026 • Gap in dynamic RA process
Technical Advice	• Informally introduced for high-risk core RAs 2025-26, uses different language • No framework for identifying, engaging, or evidencing technical advisors
Operations	• No operational procedures for clubs/societies outside of RAs and constitution • Out-of-hours emergency process communicated for Union closure only

Communications	• Improved comms & relationship with Rec Exploration groups • No participation statements in use • No written agreement with Move in relation to adventure activity linked in with IA • Students hold many of the relationships with relevant external bodies and stakeholders
Equipment	• Annual inventory requested, compliance is varied • No formal inspection process for equipment • Storage is limited • Clubs/socs required to maintain equipment and cover repair/replacement costs

3. Objectives

Goal: To implement proportionate, well-evidenced improvements to Imperial College Union's oversight of student-led adventure activity, in line with the six principles of the Safe Adventures report and streamlined across all student-led activity. Reducing legal and reputational risk to the Union as a charity, without unnecessarily restricting opportunities or engagement.

2.1 Competence

What we want to achieve:

- Confidence that activity leaders are competent before they lead activities
- Confidence that students engaging are competent before they take part
- A mechanism to understand difficulty/risk of an activity, reflected in competency expectations

2.2 Risk

What we want to achieve:

- A risk assessment process that is genuinely fit for all activities, including adventure activities, run by any clubs and societies
- Clear differentiation between risk levels for activities, with appropriate oversight at each level
- Dynamic risk assessment practice embedded in club/society culture

2.3 Technical Advice

What we want to achieve:

- A clear, verified route to technical advisors for the adventure activity groups affiliated with ICU
- Staff confident in the limits of their own competence, with a defined escalation pathway

2.4 Operations

What we want to achieve:

- A shared understanding of operational procedures for any group wanting to run an adventure activity
- An agreed review timeline for all processes linked to adventure activity
- A clear accident/incident reporting process, and culture of submitting embedded in club/society committees
- Adequate, ring-fenced resource and funding to effectively support health & safety within club and society activity

2.5 Communications

What we want to achieve:

- A shared understanding of roles and responsibilities for all involved in adventure activity at ICU
- An active communication channel with relevant external bodies linked to student-led activity
- A two-way communication with committee members and activity leaders for adventure activities

2.6 Equipment

What we want to achieve:

- A complete and up-to-date inventory of all safety-critical equipment owned by ICU, and ICU-affiliated groups
- Regular equipment checks with associated records
- A clear reporting and replacement process for safety-critical equipment
- Clarity on regulations around use of personal equipment at ICU activity

4. Action Plan

Action	Objective	Timeline
Review H&S training content, including sign-up and attendee tracking	2.1	Aug ‘26
Develop statements of competence and competence matrices for adventure activity groups, signed off by technical advisers	2.1	Oct ‘26
Create volunteer role profiles for club/society committee members and activity leaders to accurately reflect responsibilities and competence requirements	2.1	Oct ‘26
Consider how the S.K.A.T.E. framework could be embedded into activity approval processes	2.1	Aug ‘26
Review core risk assessment process and associated information ahead of new academic year, including update to language around technical advisor	2.2 / 2.3	Aug ‘26
Consider dynamic risk assessment process, information, training, and guidance	2.2	Aug ‘26
Review current risk assessment templates ahead of new academic year	2.2	Aug ‘26
Review safeguarding restrictions around under-18s engaging with adventure activities	2.2	Sept ‘26
Work with committee members to ensure adventure activity risk assessments include detail for wraparound risks	2.2	Sept ‘26
Develop a formal framework for identifying, engaging and verifying technical advisers for each adventure activity area	2.3	Aug ‘26
Conduct a cost-benefit analysis of NGB affiliation for clubs & societies, and detail whether ICU should encourage or require affiliation	2.3	Jan ‘27
Ensure staff are clear on the limits of their own technical competence and have a defined escalation route	2.3	Aug ‘26
Consider approach and process for non-adventure clubs/societies wanting to do adventure activity	2.4	Oct ‘26
Require all adventure activity groups to produce and maintain written operational procedures, separate from their risk	2.4	Oct ‘26

assessment, covering how the group runs, roles and responsibilities, and emergency management		
Review and formalise the out-of-hours emergency contact chain, and document it publicly	2.4	Oct ‘26
Develop clear definitions and processes for different levels of incident, and ensure student leaders are trained in these	2.4	Sept ‘26
Introduce participation statements as standard practice for all adventure activities, written by committee members with sign off by technical adviser	2.5	Sept ‘26
Ensure activity information for potential participants clearly explains inherent risks, prior experience requirements, and kit requirements	2.5	Oct ‘26
Put a written agreement in place with Move Imperial clearly defining each organisation's roles and responsibilities for shared groups	2.5	Oct ‘26
Review digital infrastructure and associating SOP to ensure safety information is readily accessible to all relevant parties	2.5	Oct ‘26
Build a positive incident reporting culture	2.5	May ‘27
Create comms plan for updating committees on necessary changes and implementation of Safe Adventures Report Recommendations (inc. email to relevant clubs/societies, Knowledge Base article, committee training session)	2.5	Oct ‘26
Review current equipment storage and inventory process	2.6	Oct ‘26
Decide stance and write guidance for using personal equipment	2.6	Oct ‘26
Establish a process, and associating funding, for safety-critical equipment inspection and replacement	2.6	Oct ‘26
Write a proposal for setting up a Health, Safety, and Compliance Fund *, including detail for costs related to Safe Adventures Report	All	Jun ‘26
Introduce centrally delivered first aid training for committee members	2.1 / 2.2 / 2.4	Oct ‘26

5. Recommendation

Finance, Audit & Risk is invited: -

5.1 To **note** the action plan and timeline
5.2 To **note** the intention for the creation of a Health, Safety, and Compliance Fund proposal (*), for future consideration as part of this work and for future consideration for investment from the Strategic Investment Fund.