

Risk Assessment

Managing risk in ranger patrols and operations



Image by: Panthera

- ☑ ***Know what to look for before it becomes a problem***
- ☑ ***Make sound decisions under pressure***
- ☑ ***Keep your team safe without stopping the work***

2026 Version

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Risk assessment

Managing risk in ranger operations

Series

LEAD Little Guides

Development and collaboration

This Little Guide was developed through a collaboration between **Panthera** and **LEAD Conservation**.

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The Little Guide series is part of the **Integrated Threat Reduction (ITR) framework**.

Download ITR here:



This little guide was written for people doing
real work, in real places.

SECTION



INTRODUCTION

Rangers work in environments that carry real risk. Dangerous wildlife, difficult terrain, extreme weather, long patrols in remote areas, and sometimes the threat of armed contact. These risks are constant. What changes is whether they are being managed deliberately or simply accepted.

This guide is about managing them deliberately.

Most experienced rangers already assess risk without calling it that. They choose safer crossing points. They slow down when visibility drops. They check equipment before a long patrol, not after something breaks. This guide gives that instinct a name, a structure, and a shared language — so it can be taught, practised, and applied consistently across a team.

Who is this guide for?

You do not need to be a senior manager or commander to use this guide. It is written for everyone involved in ranger-based field operations, including:

- **Field rangers**
- **Team leaders and supervisors**

- **Operations room personnel**
- **Managers responsible for planning and reporting**
- **Training staff introducing Integrated Threat Reduction (ITR)-aligned methods.**

The landscape changes. The threat picture changes. The thinking does not.

- You do not need previous experience managing risk in high-threat environments.
- You do not need formal qualifications in risk management.
- You do not need to change how you currently work. If you are already thinking about risk, you are already on the right track.

If you lead patrols, manage teams, or take part in field operations, you have enough background to begin. You also do not need to change how your organisation is currently structured before you start. This guide works with what you already have.

What will this guide do — and not do?

This Little Guide helps conservation practitioners think more clearly about the risks they face, and whether those risks are necessary and proportionate.

This guide will not:

- Tell you exactly which risks you will face in your landscape
- Replace your organisation's SOPs, legal frameworks, or command responsibilities
- Eliminate risk. Risk cannot be eliminated. It can be managed.

This guide will:

- **Explain risk assessment in clear, practical language**
- **Give your team a shared process for identifying and managing risk**
- **Help shift thinking from reactive to deliberate — before something goes wrong**

How can I use this guide?

You can read this guide from start to finish, or focus only on the parts that matter most to your role. Each section is written so it still makes sense on its own. The guide is organised as follows:

- **Section I** is the introduction and you are in it already
- **Section II** explains the problem with treating risk as a one-time exercise
- **Section III** introduces the core concepts: what risk is, two types of assessment, and a practical decision framework
- **Section IV** shows how risk assessment works in practice, before and during a patrol
- **Section V** uses a real situation to show how this plays out on the ground
- **Section VI** provides quick reminders and checklists

If risk assessment is new to you, start with Section II. If you already conduct risk assessments and want to strengthen how you apply them in the field, Sections III and IV will be most useful.

How can I stay involved?

The QR code on the cover page links to the most current version of this guide.

A second QR code on the back of the guide links to a short feedback form.

This is an open invitation to contribute.

Questions, comments, and lessons from the field are welcome and will be used to improve future versions.

This guide is meant to be used, tested, and improved over time.

SECTION



**THE
FOUNDATION**

What is risk, and why does it matter?

In many conservation organisations, risk assessment is something that happens before the patrol — on paper, in an office, signed off by a manager. It lists the hazards. It assigns a score. It is filed.

Then the patrol steps off.

Two hours in, the weather changes. The river crossing they planned to use is running higher than expected. One team member twisted his ankle on the first ridge. Daylight is shorter than the briefing suggested. None of this was on the form.

The form is back at base.

The team makes decisions anyway — individually, without a shared framework, under pressure. Sometimes those decisions are good. Sometimes they are not. Either way, they are made without the deliberate thinking that went into the pre-patrol paperwork.

That is the problem.

Risk does not stop when the patrol steps off. The environment changes constantly. New hazards appear. Conditions shift. What was assessed in the morning may not reflect what the team is facing by afternoon. When risk assessment is treated as a one-time event, the team loses its best tool at exactly the moment it is needed most.

Think about how you drive

Before a long trip at night through country you do not know, you run a quick check without being told to. Fuel. Tyres. Phone charged. Lights working. It takes a few minutes. It saves you trouble on the road.

But the check does not stop when you start the engine.

On the road, you adjust the whole way. You slow down for rain. You leave more space in fog. You pull over when a tyre feels wrong. You brake for an animal in the headlights. None of this is on a checklist. These are fast decisions, made on what is happening right now.

Good driving is not one check followed by confident action. It is a steady cycle of reading the road and adjusting. Good patrol work is the same.

The goal is not to fill in a better form. The goal is to build the habit of continuous risk thinking — before the patrol, and throughout it. That is what this guide provides.



SECTION



CORE CONCEPTS

What is risk?

Risk is the combination of two things: the chance that something harmful might happen, and how serious it would be if it did.

$$\text{Likelihood} \times \text{Impact} = \text{Level of Risk}$$

A hazard is the source of potential harm — the snake, the river, the steep ground. A hazard is not yet a risk. It becomes a risk only when you weigh how likely it is to cause harm and how serious that harm would be.

Likelihood is how probable the hazard is. Score it on a scale of one to five. One means very unlikely. Five means almost certain.

Likelihood scale

Score	Level	Description
1	Rare	Very unlikely to occur except in exceptional circumstances
2	Unlikely	Could happen, but not expected
3	Possible	Might occur occasionally
4	Likely	Will probably occur in many situations
5	Almost certain	Expected to occur in most circumstances

Impact is how serious the consequences would be if the hazard occurred. Score it on the same scale. One means minor and treatable. Five means potentially fatal or catastrophic.

Impact scale

Score	Level	Description
1	Negligible	No injury or minor first aid only; no mission impact
2	Minor	Minor injury; short recovery; limited mission impact
3	Moderate	Serious injury requiring medical attention; mission degraded
4	Severe	Life-threatening injury or permanent disability; mission failed
5	Catastrophic	Death or multiple fatalities; mission and organisation severely affected

Multiply the two scores together. The higher the result, the more seriously the risk needs to be managed. Scores fall into broad bands — low, medium, and high — and what matters is that the whole team reads the same score the same way. A score in the high band is a signal to act, not just to note.

A snakebite risk on a patrol through dense bush: likelihood might be three — possible, not certain. Impact might be five — potentially life-threatening without treatment. Risk score: fifteen. That demands active management.

A twisted ankle on flat open ground: likelihood two. Impact two — treatable, short absence. Risk score: four. Manageable with standard precautions.

This is risk assessment. Not complicated. Just deliberate.

There are two moments when risk assessment happens. Both use the same thinking. They differ in timing and pace.

Two types of risk assessment

Pre-planned risk assessment happens before the patrol. The patrol leader thinks through what the team is likely to face — based on the area, the task, the team's capability, the season, and recent information. Known hazards are identified, assessed, and mitigated in advance. For routine patrols in familiar areas, this does not need to start from scratch every time. But it must be reviewed when something changes: a new area, a different team, a shift in the threat picture.

Dynamic risk assessment happens during the patrol. It is the same process — identify, assess, act, review — applied continuously in real time, on the ground. It does not require a form or a meeting. It requires a trained mind that is always asking: what has changed? Is the risk level still what it was this morning? What do we do about it? This guide makes that thinking deliberate, shared, and consistent across the team.

The four steps

Whether pre-planned or dynamic, risk assessment follows four steps.

Step 1 — Identify. What could go wrong? This is not about predicting every possible disaster. It is about looking at the situation honestly and naming the real hazards: terrain, weather, wildlife, team condition, threat picture, equipment, communication.

Step 2 — Assess. How likely is each hazard? How serious would it be if it happened? Apply Likelihood × Impact. This tells you which risks demand attention and which are manageable with normal precautions.

Step 3 — Act. Do something about the risks that matter. This means putting control measures in place — the specific actions that reduce a risk, such as changing a route, adjusting timing, adding equipment, increasing team size, or stopping entirely. The action must match the risk — proportionate and practical.

Step 4 — Review. Keep going. As conditions change, return to Step 1. The four steps are a cycle, not a sequence you complete once and leave behind.

The four “Ts”

Once a risk has been assessed, a decision must be made. There are four options. Every risk eventually falls into one of them.

- **Tolerate.** The risk level is acceptable. Proceed, with normal precautions. Not every risk needs extra action — only the ones where the score demands it.
- **Treat.** The risk is real but manageable. Put control measures in place — training, equipment, a change to the plan — and proceed. Most risks fall here.

- **Terminate.** The risk is too high, even with mitigations. The patrol does not proceed, or this part of the plan changes. This is not failure. This is sound leadership. A good patrol leader knows when to stop.
- **Transfer.** The risk is real, but this team is not the right team to manage it. Pass it to a unit better trained, better equipped, or better authorised to handle it. Know your limits. Use them.

Which T you choose depends on your risk tolerance — the level of risk you and your organisation are willing to accept to get the task done. Tolerance is shaped by training, capability, experience, and mandate. A risk that sits beyond what your team is trained or authorised to handle should be Terminated or Transferred, not pushed through.

The Four Ts give the patrol leader a clear structure for decisions under pressure. When something changes on the ground, there is no need to start from scratch. Identify what has changed. Assess the new risk level. Choose a T. Move.



SECTION

IV

**PRACTICAL
APPLICATION**

Risk assessment does not replace patrol planning. It runs through it.

Before the patrol

The patrol leader's preparation includes a short, deliberate risk review. Not a formal document for every routine patrol, but a structured moment of thinking before the team steps off.

What terrain will the team move through? What is the weather likely to do? What is the current threat picture in this area? Are there known hazards — river crossings, dangerous wildlife concentrations, community tensions — that need to be factored into the plan? What is the team's condition today? For each real hazard: how likely? How serious? What can be done before stepping off to reduce that risk? What needs to be communicated to the team?

This thinking feeds directly into the patrol briefing. Hazards identified in the pre-patrol assessment are part of the brief. The team steps off knowing what to expect and how to respond.

For routine patrols in familiar ground, a full re-assessment is not needed every day. But the existing assessment should be reviewed when the threat picture changes, a new area is entered, or the team composition is different.

During the patrol

Once the patrol is on the ground, risk assessment shifts to real time. The patrol leader — and every patrol member — stays alert to change. Not with anxiety. With professional attention.

What has changed since we stepped off? Is there new sign? Has the weather shifted? Is a team member showing fatigue or injury? Has new information come in over the radio? Does anything look different from what we expected?

When something changes, the four steps apply immediately. Identify the new hazard. Assess the level. Act — using the Four Ts to decide what that action is. Then continue, with the new information incorporated.

This does not have to be a long conversation. An experienced patrol leader runs this process continuously, almost silently. When the situation has changed enough to require everyone's understanding, it becomes a team decision. The patrol halts briefly. The leader explains what has changed. The team realigns. The patrol moves on.

Briefings, patrols, debriefings

Briefings set the pre-planned risk picture and communicate it to the team. Patrols apply dynamic assessment as conditions evolve on the ground. Debriefings capture what changed, what decisions were made, and what the team would do differently next time.

Over time, this builds a shared understanding of risk across the team. Rangers get better at predicting what to expect, faster at recognising change, and clearer about how to respond. The standard for stopping becomes understood and trusted — not something imposed from above, but something the team believes in because they have seen it work.



A worked example: the pre-planned assessment

This is what the four steps look like on paper, before a patrol. The setting: a four-day foot patrol in mixed woodland, with river crossings, dangerous wildlife, and a known snaring problem.

Step 1 — Identify

Name the real hazards for this patrol. Not every possible disaster — the ones this team, on this route, in this season, could actually meet. For this patrol: snakebite, physical attack by poachers, getting lost, dehydration and heat stroke, machete and knife cuts, the river crossing, and illness in a remote setting.

Seven hazards. That is enough. A list of forty would be a form, not a tool.

Step 2 — Assess

Record the information in a risk register and evaluate each risk:

Risk	L	S	Score	Level	Mitigation	Post-mit. score
Snakebite	4	4	16	CRITICAL	Snake gaiters; snake ID training; snakebite protocol; medical kit	8
Physical attack by poachers	3	5	15	CRITICAL	Two-way comms; armed patrol member; patrol in teams min. 3	10
Getting lost	3	3	9	MEDIUM	GPS + map; team leader navigation certified; waypoints logged	4
Dehydration / heat stroke	4	3	12	HIGH	Min 3L water per person per day; shade rest breaks; buddy monitoring	6
Machete / knife cut	4	2	8	MEDIUM	Machete safety drills; protective gloves; first aid training	4
Drowning / river crossing	3	4	12	HIGH	No solo crossings; rope assist; avoid crossings in flood conditions	6
Illness — remote setting	3	3	9	MEDIUM	Comprehensive medical kit; trained first aider; MEDEVAC plan	4

Step 3 — Act

Put the mitigations in place. Make sure the team has the training and the equipment before it deploys. Brief the key risks and the agreed responses before stepping off.

Step 4 — Monitor and Review

Patrolling is a routine activity. You do not need to conduct a full risk assessment every time the patrol goes out. However, review the existing assessment when conditions change — new intelligence, different terrain, personnel changes, or seasonal shifts. Conduct a debrief after each patrol and use it to update the risk register.



SECTION

V

**IN THE REAL
WORLD**

A conservation partner operating in the Luangwa Valley in Zambia runs four-day foot patrols along the eastern boundary of their concession. The area is mixed woodland and seasonal drainage channels, with significant dangerous wildlife — particularly buffalo and elephant — and a known history of snaring along the main drainage lines.

Before stepping off on the second morning, the patrol leader runs a pre-planned risk assessment. It is part of his routine. His team of five is experienced and well-equipped, and the risk picture is familiar. He focuses on three hazards. Wildlife encounters are a high risk: it is the season for it, and the route runs through thick bush. The river crossing at the Mwamba channel is moderate — the channel is low but not dry. Team fatigue is low on day two of four, but starting to build.

For each hazard, he sets a treatment. Disciplined spacing and movement for the wildlife. The standard procedure for the crossing. A mandatory midday rest stop for fatigue.

The team steps off at 0545.

By 0930, the patrol has covered seven kilometres through dense bush without incident. The team is moving well. The risk picture matches what the briefing suggested.

Then two things happen at once.

The first is information. A radio call from the operations room: a community contact reports that two men entered the concession the previous evening, approximately four kilometres ahead of the patrol's current position, possibly carrying wire for snares. The information is unconfirmed, but it changes the threat picture.

The second is the ground itself. The patrol reaches the Mwamba channel crossing. It is not low. Overnight rain further north has pushed water down the system. The channel is running fast, thigh-deep in the main flow, with soft banks that have turned to mud. The standard crossing point is no longer reliable.

The patrol halts. The patrol leader does not react immediately. He pauses. He runs the four steps.

Identify: two new hazards at once. A potential security contact ahead. A crossing that has moved from moderate risk to something considerably higher.

Assess: the security information is unconfirmed, but it raises the starting condition — the team should move to heightened readiness if they continue forward. The crossing scores differently now. Likelihood of injury in this current flow with full packs: four. Impact if someone goes down: five. Risk score: twenty. That is firmly in the high band.

Act: he uses the Four Ts. The crossing as originally planned is Terminated. He identifies an alternative — a wider, shallower section two hundred metres upstream that adds thirty minutes to the route but reduces the crossing risk to an acceptable level. The unconfirmed security threat is Tolerated for now, with the team's readiness raised and spacing tightened. He updates the operations room with the new route and notes the crossing observation for the patrol record.

Review: as the team moves towards the alternative crossing, he keeps watching. A team member notes tracks on the bank — not fresh, probably two days old. The security picture is not escalating. He holds the current assessment and continues.

The team crosses safely. The patrol continues. By early afternoon, a snareline is found and removed in the drainage area. No contact is made. The team returns to base before last light.

Nobody on that patrol made a heroic decision. They made a deliberate one. The crossing risk was Terminated — not because the team was unwilling, but because the score said it was not acceptable under current conditions. The security risk was Tolerated — not ignored, but consciously assessed and accepted, with the right adjustment to posture and a clear line back to the operations room.

The patrol adapted without losing direction. The task was completed. The team returned safely. This is risk assessment in practice — not paperwork, not a form on a shelf, but a continuous, disciplined way of thinking, before the patrol and throughout it.

When things don't go to plan — pressure, instinct and speaking up

Every team has gone ahead with something that carried risk, without assessing it first — sometimes against its better judgement. It happens. Time is short. Peers, managers, or funders push to get the job done. In some organisations, raising a concern feels like being obstructive.

It is not. If something feels risky, say so. Flag it to your patrol leader or line manager. Ask for it to be assessed before the team proceeds. That is not weakness. That is professional judgement — and it is exactly what good rangers do.

Trust your instinct. If something feels wrong, it probably is.

The following case study is a real example shared by a colleague from another conservation organisation. It shows what can happen when a team goes into a situation without thinking through and mitigating the risks beforehand — and what good practice would have looked like.

Case study: patrol gone bad — a park in West Africa

A team received a report of human–wildlife conflict in a park in West Africa, an area with an active militant group presence. Against the advice of the team, the government agency responsible insisted on conducting a field assessment. The team deployed with incomplete intelligence, no updated threat assessment, and a communication plan that had not been tested in that terrain. The risks were known — but not formally assessed or escalated up the chain of command. The patrol proceeded.

Within hours of deployment, the team encountered an unexpected checkpoint manned by armed individuals who were not government forces. The team was detained for several hours before being released. No one was harmed — but the situation could easily have turned fatal.

What went wrong — and what should have happened

Stage	What happened	what should have happened
Planning	Deployed without updated intelligence or a current threat assessment.	Full threat review before deployment; clear go/no-go criteria established.
Risk assessment	Risks were acknowledged informally but never formally assessed or escalated.	A written risk register completed; militant group presence recorded as a critical risk requiring senior sign-off.
Communication	An untested communications plan was in place, with no code words or emergency protocols.	Pre-tested comms with agreed code words, regular check-ins, and a MEDEVAC plan in place.
Decision authority	The team deferred to the government agency despite having serious concerns.	Clear authority for the team to abort; written objection logged if overruled.
Dynamic assessment	No reassessment was conducted when entering unfamiliar terrain.	Continuous reassessment in the field; unexpected checkpoint treated as an immediate trigger to abort.

No one was harmed. That was luck. Luck is not a control measure.



SECTION

VI

**THE PART OF
TENS**

This part is here because lists are useful.

They help you check your thinking, spot patterns, and remind yourself what really matters. You don't need to read this part in order.

Ten signs risks are not being managed

- 1. Risk is only discussed after something goes wrong.** If it comes up mainly in incident reports and debriefs, the team is reacting, not managing.
- 2. All patrols are planned the same way regardless of the threat picture.** A routine sweep and a patrol into a known high-risk area should not look identical in preparation.
- 3. Team members cannot explain the main risks for that day.** If the hazards were not communicated in the briefing, they were not managed — they were assumed.
- 4. There is no shared language for risk.** When one person says 'a bit risky' and another says 'fine,' with no common scale between them, the team is not assessing risk together.

- 5. Mitigations are added by habit, not by assessment.** If the same controls are applied to every patrol regardless of the hazard, risk is being managed by routine, not evaluated.
- 6. The plan does not change when conditions do.** When weather shifts, new information arrives, or a team member is injured, and the patrol continues without pausing to reassess, risk is not being actively managed.
- 7. Known hazards are no longer discussed because they are familiar.** Familiarity is not safety. The most consistent hazards in a landscape are often the most underestimated.
- 8. The Four Ts are never used explicitly.** If no one has ever terminated a plan because the risk was too high, it is worth asking whether the team knows they are allowed to.
- 9. Debriefs focus on what the team did, not on how the risk picture changed.** Without discussing how risk evolved during the patrol, the learning from it is incomplete.

10. Rangers describe risk assessment as something managers do. If the people on the ground do not feel responsible for risk thinking, the system depends entirely on what was decided before they stepped off.

Ten signs risk is being managed well

1. Risk thinking starts before the briefing.

The patrol leader has already worked through the main hazards before the team gathers.

2. The briefing includes a clear risk

picture. Team members step off knowing what the main hazards are, how serious they are, and what the plan is for managing them.

3. Likelihood and impact are considered separately.

The team does not treat ‘unlikely’ and ‘not serious’ as the same thing. Both dimensions are weighed.

4. The Four Ts are applied consciously.

When a decision is made, the team can say which T it used and why.

- 5. The plan changes when the ground changes.** New information leads to a pause, a reassessment, and a deliberate adjustment — not just a reaction.
- 6. The standard for stopping is clear.** Everyone on the team knows what a high risk looks like and knows they are expected to raise it.
- 7. Dynamic assessment runs continuously, not only at crisis points.** Risk thinking does not switch on when something goes wrong. It runs throughout the patrol day.
- 8. Risk is shared across the team.** Every patrol member feels responsible for flagging what they see — not just the patrol leader.
- 9. Decisions in the field can be explained in terms of risk.** If asked why the team changed route or adjusted spacing, the answer refers to a specific hazard and a deliberate decision.
- 10. The debrief includes what the risk picture looked like, not just what happened.** Teams that reflect on their risk decisions together get better at making them.

Glossary

Hazard

A source of potential harm: the snake, the river, the steep ground. A hazard is not yet a risk. It becomes one only when you weigh how likely it is to cause harm and how serious that harm would be.

Risk

The combination of two things: the chance that something harmful happens, and how serious it would be if it did. Calculated as $\text{Likelihood} \times \text{Impact}$.

Likelihood

How probable a hazard is, scored one to five. One means very unlikely; five means almost certain.

Impact

How serious the consequences would be if the hazard occurred, scored one to five. One means minor and treatable; five means potentially fatal or catastrophic.

Pre-planned assessment

Risk thinking done before the patrol, as part of preparation.

Dynamic assessment

The same four-step thinking applied during the patrol, in real time.

The Four Ts

Tolerate, Treat, Terminate, Transfer: the four ways to handle a risk.

Control measures

The specific actions taken to reduce a risk, such as changing a route, adjusting timing, adding equipment, or increasing team size.

Risk tolerance

How much risk you and your organisation are willing to accept to get the task done.

How this guide aligns with the Global Ranger Competences

The International Ranger Federation and the Universal Ranger Support Alliance (URSA) publish the Global Ranger Competences — a shared benchmark for what a professional ranger needs to be able to do. This guide puts several of those competences into practice.

Every team member

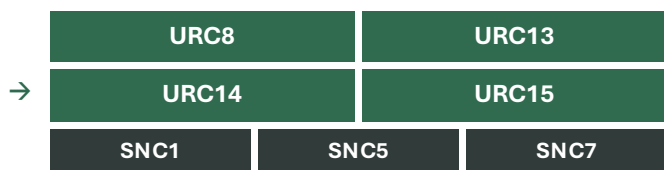
Awareness of risks and hazards, before something goes wrong

The patrol

Pre-planned assessment at the briefing, dynamic assessment in the field

Senior leadership

Plans, supervision, and protocols



Universal competences in green · senior competences in slate

The strongest link is risk thinking, which runs through the universal competences. Working and travelling safely (URC8) begins with awareness of hazards. Preventing and responding to emergencies (URC13) means acting before things go wrong, not just after. Patrolling according to plans and procedures (URC14) is where the pre-planned assessment lives. And identifying and responding to threats in the field (URC15) is dynamic assessment by another name.

For leaders it goes further: preparing plans and procedures (SNC1), supervising teams on patrol (SNC5), and safeguarding ranger welfare, including assessing risks and establishing protocols (SNC7). The approach in this guide is one practical way to meet that responsibility.

Sound decision making under changing conditions (URC21) is not a talent. It is a skill with a structure. The Four Ts are that structure.



International
Ranger
Federation



Universal Ranger
Support Alliance

ursa4rangers.org

“Eagles above, leopards below. That’s the assessment. The rock is the plan.”



What are Little Guides?

Little Guides are short, practical documents designed to be read and used quickly. Each guide focuses on one idea or way of working that supports better conservation security on the ground.

A typical Little Guide takes about **30 minutes** to read. You do not need to study it, memorise it, or read it in one sitting. You can dip in, return to it later, or use it as a reference during planning, training, or discussion.

Each Little Guide stands on its own feet. You do not need to read the others first to make sense of this one. At the same time, the guides are designed to fit together. They share a common language and logic, and all sit within the broader framework of **Integrated Threat Reduction (ITR)**.

Think of Little Guides as building blocks. Each one helps clarify a specific part of conservation security work, while supporting the bigger picture of reducing risk and harm, shaping behaviour, and achieving lasting impact.



A practical *Little Guide* to risk assessment

Risk assessment sounds complicated. It is not. This guide offers a clear, practical way to think about the risks your team faces — before and during every patrol. Instead of treating risk as a form filled in once and filed away, it shows how to read conditions, weigh what matters, and adapt as the ground changes — keeping your team safe without stopping the work.

- **Understand risk in plain terms** — see what a hazard is, how Likelihood × Impact gives you a score, and what that score is telling you
- **Think before and during** — learn the difference between pre-planned and dynamic assessment, and why the thinking never stops when the patrol steps off
- **Decide under pressure** — use the Four Ts (Tolerate, Treat, Terminate, Transfer) to make clear, deliberate decisions when conditions change
- **Use the tools you already have** — apply risk assessment without changing your patrol structures, SOPs, or existing systems
- **Learn what good looks like** — recognise the signs that risk is being managed well, and the signs it is not

Staying involved

This QR code links to a feedback form feeding directly into LEAD's review and update cycle.



Little Guide