Knowledge Gateway

Practice Guidance and Information

Internal Conversations & Team Wellbeing

Navigating Hostility and Intolerance: Practical Guidance for Voluntary Organisations and Community Groups

Last updated: October 2026

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Introduction

This guidance document equips volunteers, voluntary sector staff, and managers with practical, emotionally safe communication techniques for handling sensitive conversations, navigating differing viewpoints, resolving internal conflict, building psychologically safe teams, and supporting inclusive, anti-racist dialogue. It can help strengthen team cohesion, wellbeing, and respectful communication across Scotland's third sector, where volunteers and staff often operate in fast-paced, emotionally demanding or high-tension environments.

Each topic includes two types of support: short "Top Tips" that offer quick, easy-to-use prompts, and a more detailed Core Set of resources that provide fuller guidance, structured tools, and practical resources drawn from Scotland-specific and UK-wide organisations.

The Top Tips function as rapid reference points that volunteers and staff can glance at before a conversation, use during a tense moment to steady interactions, or revisit afterwards to reflect and strengthen future practice.

The Core Set offers deeper learning for training, team development, or more complex situations, giving organisations a more comprehensive set of approaches to emotionally safe, inclusive, and resilient communication.

The section is organised into core areas that support healthy internal communication and resilient teams:

- **Facilitating Sensitive Conversations** – trauma-aware communication, calm pacing, validation and boundary-setting.
- **Managing Differing Viewpoints & Internal Tensions** – early intervention approaches, structured dialogue tools, and conflict-sensitive communication.
- **Conflict Resolution within teams** – practical frameworks for resolving disagreements, repairing relationships, and maintaining team cohesion.
- **Psychological Safety & Team Wellbeing** – creating environments where volunteers and staff feel safe to speak up, ask for help and share concerns.
- **Anti-Racism and Inclusive Conversations** – Scotland-specific guidance on supporting respectful, inclusive conversations and addressing harm safely.

These subtopics bring together practical, evidence-informed guidance on:

- trauma-informed and emotionally safe communication
- structured conversation and mediation models
- early intervention approaches to internal tensions
- psychological safety and wellbeing frameworks
- Scotland-specific anti-racism and inclusion guidance
- awareness of misinformation, harmful narratives and hostility

Together, they form a **practical foundation for healthy, respectful, and resilient volunteer teams** - supporting organisations to navigate difficult conversations with confidence, compassion, and clarity.

How to Use This Guidance

This guidance is designed to be practical, accessible and easy to use in real situations. Each topic includes two types of support:

- **Top Tips** – short, quick-reference prompts you can use before, during or after a sensitive or challenging conversation. These provide immediate actions to help steady interactions, reduce escalation and support respectful, emotionally safe communication.

- **Core Set** – fuller guidance, structured tools and Scotland-specific models informed by evidence and practice. These provide deeper learning for training, team development or more complex situations.

Together, the Top Tips and Core Set offer a clear two-step support structure: rapid practical advice when you need it, and more detailed guidance when you want to build skills, strengthen team practice or respond to complex, emotionally demanding or unpredictable contexts.

You can dip into individual sections as needed, or use the full set to support training, supervision, volunteer management, wellbeing planning or organisational development. The guidance is designed to be flexible - something volunteers and staff can use in the moment, and something organisations can use to build safer, more confident practice over time.

This guidance sits alongside, and does not replace, your organisation's own policies and procedures. Volunteers and staff should always follow local safeguarding, incident-reporting, escalation and wellbeing processes, and use this guidance to support safe, consistent practice within those frameworks.

Methodology

This project used a structured, systematic process to identify, assess, and categorise guidance for staff, volunteers and organisations dealing with hostility, misinformation, and community tensions. The NCVO framework (Protecting Our People and Protecting Our Work) provided the organising structure. A targeted web search and review of Scotland-relevant organisations, TSIs, equality bodies and specialist safety or communications groups was conducted, supported by topic-based and Scotland-specific keywords. All materials found were screened for relevance, clarity, and practical usefulness.

Each resource was coded and assessed using a consistent scoring framework covering reliability, evidence base, relevance to Scotland, practicality, and coverage of key risks. Metadata and scores were compiled into a filterable spreadsheet matrix to support comparison and gap analysis. The mapping highlighted strengths, weaknesses, and areas where further guidance was needed, including topics with limited coverage and areas where staff or volunteers were particularly vulnerable.

Once mapped, the resources were organised into topic-specific documents aligned with the core areas of the framework (sensitive conversations, differing viewpoints, conflict resolution, psychological safety, and inclusive/anti-racist dialogue). These documents brought together the guidance identified as most relevant for each area and provided a clear structure for review.

The working group then reviewed each topic-specific document using a structured Hostile Environments Framework Review Form. The checklist guided reviewers through subtopic relevance, clarity of purpose, suitability of core set of resources, Scotland-specific applicability, accessibility, strengths, gaps, and overall usability for volunteers, staff, and small organisations. Reviewers identified broken links, highlighted any items that were weak or unsuitable, confirmed where guidance was strong and practical, and suggested minor edits to strengthen clarity and relevance.

Feedback from the checklist review was collated and actioned across all topic documents. Resources were updated, replaced, or removed where necessary; broken links were corrected; and framing was refined to ensure consistency, trauma-aware practice, and Scotland-specific relevance. This process strengthened the structure and accessibility of the final guidance.

Following this review, concise Top Tips were distilled from the core resources identified through the review process in each topic. These Top Tips provide quick, easy-to-use prompts that give readers an immediate entry point into safe, respectful and emotionally aware practice. The more detailed Core Set resources then offer deeper guidance, models, and Scotland-specific tools. Together, this two-step structure ensures that volunteers, staff, and managers can access both rapid practical advice and more comprehensive support when navigating hostility, tension, or sensitive conversations.

Acknowledgements

We are grateful to the working group for their collaborative review and valuable feedback. Their careful assessment of the core sets, identification of gaps and practical suggestions played a key role in shaping the final guidance and strengthening its usefulness for organisations across Scotland.

1. Facilitating Sensitive Conversations

Sensitive conversations are a core part of volunteer and staff roles across Scotland's third sector. Whether navigating distress, differing viewpoints, internal tensions, wellbeing concerns or identity-based harm, emotionally safe communication helps teams stay grounded, respectful, and connected.

Trauma-informed, structured approaches support volunteers, staff, and managers to:

- manage difficult topics calmly and confidently.
- reduce emotional intensity and prevent escalation.
- validate feelings without endorsing harmful behaviour.
- maintain psychological safety and clear boundaries.
- address concerns early before they become conflicts.
- support inclusive, anti-racist, and stigma-free dialogue.
- strengthen trust, cohesion, and team wellbeing.

Sensitive conversations are about creating safe conditions for honest dialogue, shared understanding and respectful problem-solving.

1.1. Top Tips for Staff and Volunteers

The following Top Tips offer practical actions volunteers and staff can use when facilitating sensitive conversations. They are designed as quick, easy-to-apply prompts that support emotionally safe dialogue in public-facing, outreach or team settings. Volunteers and staff can use these tips to prepare for a sensitive conversation, guide the flow of discussion, or steady interactions that feel tense or emotionally charged.

The tips focus on pacing, grounding, validation, boundaries, and clarity - the core components of safe, structured and trauma-aware communication.

- **Slow the pace.** Calm tone, steady breathing, and simple language help regulate emotion.
- **Start with safety.** "Is this a good time for us to talk about this?"
- **Bring in grounding techniques.** Slowing the pace, taking a breath, or helping someone notice their surroundings can reduce overwhelm and support regulation.
- **Validate feelings.** "It makes sense this feels difficult" supports emotional safety.
- **Be specific and neutral**. Focus on behaviours or impacts, not assumptions or motives.
- **Avoid blame.** Use "I" statements and curiosity rather than accusation.
- **Hold boundaries.** Sensitive conversations should be supportive, not uncontained emotional processing.
- **Check understanding.** "Let me check I've understood what you're saying…"

- **Agree next steps.** Clarify actions, follow-ups, or support options.
- **Know when to pause.** If emotions escalate, return to grounding rather than pushing forward.

1.2. Core Set

The following core set of resources provide structured, emotionally safe guidance for facilitating sensitive conversations. They offer practical tools for pacing, grounding, validation, boundaries, and conflict-sensitive communication - all essential for volunteers and staff navigating distress, tension, or identity-based harm.

Title (Linked)	Brief Description	Format	Audience
ACAS – Guide to Challenging Conversations	Structured guidance on preparing for, holding, and following up difficult conversations. Strong on pacing, clarity, boundaries, and conflict-sensitive communication.	Webpage / Practical Guide	Volunteers, Staff, Managers
Scottish Government / NES – Trauma-Informed Communication	Scotland-specific guidance on emotionally safe communication, grounding, validation, and trauma-aware dialogue. Essential for sensitive conversations involving distress or harm.	Toolkit / Web Resource	Volunteers, Staff, Managers
NCVO – Supporting Your Team	Practical advice for managers on wellbeing conversations, supportive dialogue, and early intervention in team tensions. Useful for voluntary-sector organisations.	Webpage	Managers, Team Leads
NHS Scotland Workforce – Supported Conversations & Mediation	Structured models for supported conversations, conflict resolution, and mediation. Strong on step-by-step approaches for resolving internal tensions.	Webpage / Guide	Staff, Managers
See Me Scotland – Employers Pack (Mental Health Conversations)	Stigma-free guidance on mental-health conversations, including safe language, supportive listening, and emotionally safe dialogue. Highly relevant for volunteer teams.	PDF Toolkit	Volunteers, Staff, Managers
University Hospitals Sussex – Difficult Conversations Guide	Clear, accessible guidance on preparing for and navigating difficult conversations. Strong on practical steps, emotional	PDF	Volunteers, Staff

	regulation, and communication structure.		
Specialist HR – Simple Steps for Difficult Conversations	Short, practical advice on handling sensitive workplace conversations. Useful for volunteer managers needing quick, accessible tools.	Webpage	Managers, Team Leads

2. Managing Differing Viewpoints & Internal Tensions

Differing viewpoints and internal tensions are a normal part of team life - especially in voluntary sector organisations where people bring diverse experiences, values, and communication styles. When managed well, these moments strengthen trust, clarity, and cohesion. When unmanaged, they can escalate into conflict or disengagement.

Trauma-aware, structured approaches help volunteers, staff, and managers:

- recognise early signs of tension.
- respond calmly before issues escalate.
- support respectful dialogue across differing viewpoints.
- address discrimination or harmful behaviour safely.
- maintain psychological safety and team wellbeing.
- navigate politically charged or emotionally sensitive topics.
- strengthen inclusive, anti-oppressive team culture.

Managing internal tensions is not about forcing agreement - it is about creating conditions where people can disagree safely, respectfully, and productively.

2.1. Top Tips for Staff and Volunteers

The following Top Tips offer practical actions volunteers and staff can use when navigating differing viewpoints. They are designed as quick, easy-to-apply prompts that help steady conversations, reduce escalation and support respectful dialogue when opinions clash. Volunteers and staff can use these tips to prepare for a potentially tense discussion, guide the flow of conversation, or re-ground interactions that feel challenging or emotionally charged.

The tips focus on curiosity, neutrality, shared goals, emotional regulation, and early intervention - the foundations of managing differing viewpoints and internal tensions constructively.

- **Slow the pace.** Calm tone and steady breathing reduce emotional intensity.
- **Stay curious, not defensive.** “Help me understand your perspective…” opens dialogue rather than shutting it down.
- **Separate the issue from the person.** Focus on behaviours, impacts and needs - not assumptions or motives.
- **Name shared goals.** “We both want this project to succeed…” helps re-anchor the conversation.
- **Use neutral language.** Avoid labels, generalisations, or emotionally loaded phrasing.
- **Acknowledge emotion.** “I can see this is important to you” supports psychological safety.

- **Address harm clearly.** If discrimination or harmful behaviour occurs, acknowledge it, reinforce respectful conduct, and follow organisational reporting or escalation procedures where appropriate.
- **Pause when needed.** Short breaks help regulate emotion and prevent escalation.
- **Agree next steps.** Clarify actions, responsibilities and follow-up.
- **Know when to escalate.** Some tensions require mediation, supervision, or organisational support.

2.2. Core Set

The following core set of resources provide practical, evidence-informed guidance on managing differing viewpoints and internal tensions. They support early intervention, respectful dialogue, anti-oppressive responses, and structured approaches to resolving disagreements before they escalate.

Title (Linked)	Brief Description	Format	Audience
ACAS – Managing Conflict at Work	Structured guidance on conflict resolution, mediation, and early intervention. Strong on practical steps for resolving disagreements before they escalate.	Webpage	Volunteers, Staff, Managers
NCVO – Managing Internal Conflict	Clear advice for charities on handling internal tensions, supporting staff and volunteers, and maintaining team cohesion. Useful for voluntary-sector organisations.	Webpage	Volunteers, Staff, Managers
NCVO – Respond to Discrimination	Guidance on addressing discrimination, harmful behaviour, and identity-based tensions. Strong on safe, inclusive, and anti-oppressive responses.	Webpage	Volunteers, Staff, Managers
ACAS – Conflict at Work: Why It Happens	Explains common causes of workplace conflict and how people typically respond. Helps volunteers and staff understand underlying patterns and triggers.	Webpage	Volunteers, Staff
CIPD – Managing Workplace Conflict Report	Evidence-based insight into conflict dynamics, organisational responsibilities, and effective resolution models. Useful for managers and team leads.	PDF	Managers, Team Leads

3. Conflict Resolution Within Teams

Disagreements and tensions can occasionally develop within teams, particularly where people bring different experiences, communication styles and expectations. When managed well, conflict becomes an opportunity for clarity, learning, and stronger relationships. When unmanaged, it can lead to disengagement or long-term tension.

Trauma-aware, structured conflict-resolution approaches help volunteers, staff, and managers:

- address issues early before they escalate.
- support calm, respectful dialogue.
- understand underlying needs and triggers.
- respond safely to discrimination or identity-based harm.
- navigate emotionally charged or politically sensitive situations.
- maintain psychological safety and team cohesion.
- strengthen trust, clarity and shared purpose.

Conflict resolution is not about “winning” - it is about restoring safety, understanding, and workable agreements.

3.1. Top Tips for Staff and Volunteers

The following Top Tips offer practical actions volunteers and staff can use when resolving conflict within teams. They are designed as quick, easy-to-apply prompts that help steady conversations, reduce escalation and support constructive dialogue when tensions arise. Volunteers and staff can use these tips to prepare for a conflict-resolution discussion, guide the flow of conversation, or re-ground interactions that feel strained or emotionally charged.

The tips focus on pacing, shared purpose, curiosity, emotional safety, and practical mediation techniques - the core components of trauma-aware conflict resolution.

- **Slow everything down.** Calm tone, steady breathing, and simple language reduce intensity.
- **Start with shared purpose.** “We both want this team to work well…” helps re-anchor the conversation.
- **Listen to understand, not to respond.** Curiosity reduces defensiveness and opens dialogue.
- **Focus on behaviours and impacts.** Avoid assumptions, labels, or personal criticism.
- **Acknowledge emotion.** “I can see this has been frustrating” supports psychological safety.
- **Address harm clearly.** Discrimination or hostility must be named and responded to safely.

- **Use structured models.** Mediation frameworks help keep conversations contained and productive.
- **Pause when needed.** Short breaks prevent escalation and support regulation.
- **Agree clear next steps.** Clarify actions, responsibilities and follow-up.
- **Know when to escalate.** Some conflicts require mediation, supervision, or organisational support.

3.2. Core Set

The following core set of resources provide structured guidance for resolving conflict within teams. They offer evidence-based models, mediation frameworks and safe responses to discrimination or identity-based harm - helping volunteers and staff restore clarity, trust, and psychological safety.

Title (Linked)	Brief Description	Format	Audience
CIPD – Managing Workplace Conflict Report	Evidence-based insight into conflict dynamics, organisational responsibilities, and effective resolution models. Solid foundation for managers and team leads.	PDF Report	Managers, Team Leads
ACAS – Mediation Explained	Clear guidance on mediation principles, structured approaches, and early intervention. Widely used across Scotland for resolving workplace conflict.	Webpage	Volunteers, Staff, Managers
NCVO – Conflict Resolution Guidance	Advice for charities on managing internal conflict, resolving disagreements, and maintaining team cohesion. Useful for voluntary-sector organisations.	Webpage	Volunteers, Staff, Managers
ACAS – Hate Crime at Work	Guidance on responding to identity-based hostility or discrimination within teams. Essential for safe, inclusive conflict resolution.	Webpage	Volunteers, Staff, Managers
Time for New Ways – When Hate Spills Into Workplaces	Explores how harmful narratives, polarisation and identity-based hostility affect workplace dynamics. Strong on recognising deeper tension patterns.	Webpage	Managers, Coordinators, Staff
CIPD – Focus On: Workplace Conflict	Overview of conflict causes, impacts, and effective resolution strategies. Useful for managers and volunteer coordinators.	Webpage	Managers, Coordinators

4. Psychological Safety & Team Wellbeing

Psychological safety is the foundation of healthy, resilient, and inclusive teams. It describes an environment where people feel able to speak openly, ask questions, raise concerns, admit mistakes, and share ideas without fear of embarrassment, judgement, or negative consequences.

In Scotland's third sector - where volunteers and staff often work in emotionally demanding, public-facing or support-focused roles - psychological safety directly supports:

- wellbeing and emotional regulation
- respectful dialogue and conflict-sensitive communication
- early intervention in tensions or distress
- inclusive, anti-racist, and anti-oppressive practice
- stronger team cohesion and trust
- safer decision-making in unpredictable environments.

Psychological safety is not about avoiding difficult conversations - it is about creating conditions where difficult conversations can happen safely.

4.1. Top Tips for Staff and Volunteers

The following Top Tips offer practical actions volunteers and staff can use to build psychological safety within teams. They are designed as quick, easy-to-apply prompts that help create calm, respectful, and inclusive environments where people feel able to speak openly and contribute without fear. Volunteers and staff can use these tips to shape everyday team interactions, strengthen trust, or steady situations that feel tense or uncertain.

The tips focus on calm communication, curiosity, inclusion, shared power, and predictable wellbeing practices - the foundations of emotionally safe and psychologically secure team culture.

- **Model calm, respectful communication.** Tone and pacing set the emotional temperature of the team.
- **Normalise uncertainty.** "It's okay not to have all the answers" reduces pressure and supports learning.
- **Invite contributions.** Ask quieter voices for input without putting them on the spot.
- **Respond with curiosity, not judgement.** "Tell me more about what you're thinking…" keeps dialogue open.
- **Acknowledge emotion.** "I can see this is important to you" supports emotional safety.

- **Address harm clearly.** Discrimination, stigma, or hostility must be named and responded to safely.
- **Use wellbeing check-ins.** Short, predictable check-ins help teams regulate and stay connected.
- **Share power.** Collaborative decision-making strengthens trust and reduces fear.
- **Celebrate learning, not perfection.** Mistakes become opportunities for growth rather than blame.
- **Protect breaks and boundaries.** Wellbeing requires rest, clarity, and predictable support.

4.2. Core Set

The following core set of resources provide practical, evidence-informed guidance on building psychological safety, supporting wellbeing and strengthening inclusive team culture. They offer practical tools for emotionally safe communication, stigma reduction, peer support, and sustainable volunteer engagement.

Title (Linked)	Brief Description	Format	Audience
Mind UK – Workplace Wellbeing Resources	Practical wellbeing tools, emotional-regulation strategies, and guidance for supporting staff and volunteers in demanding roles.	Web Resource Hub	Volunteers, Staff, Managers
NCVO – Supporting Your Team	Guidance for managers on wellbeing conversations, supportive communication and creating psychologically safe environments.	Webpage	Managers, Team Leads
NHS Every Mind Matters – Wellbeing Tools	Accessible wellbeing tools including stress management, grounding techniques, and emotional regulation. Useful for volunteers and staff needing simple, practical strategies.	Webpage	Volunteers, Staff
See Me Scotland – Workplace Mental Health & Stigma Reduction	Scotland-specific guidance on reducing stigma, supporting mental-health conversations, and building inclusive, psychologically safe workplaces.	Toolkit / Web Resource	Volunteers, Staff, Managers
Samaritans – LISTEN Model	A simple, effective model for emotionally safe listening: Look, Inquire, Stay with, Test understanding, Encourage, Nurture. Strong for sensitive	Webpage / Training Resource	Volunteers, Staff

	conversations and wellbeing support.		
Scottish Recovery Network – Peer Support & Wellbeing Tools	Peer-based wellbeing guidance, reflective-practice tools, and collective-resilience approaches. Useful for volunteer teams and staff.	Webpage	Volunteers, Staff
Mental Health Foundation – Supporting Mental Health at Work	Evidence-based guidance on workplace mental health, wellbeing strategies, and supportive team culture.	Webpage	Staff, Managers
Ella Baker School of Organising – *Sustainable Organising & Emotional Labour*	Guidance on emotional labour, sustainable activism, and collective care. Strong for teams managing high emotional load or community-based organising.	Toolkit / Web Resource	Volunteers, Staff, Coordinators
Amy Edmondson – Psychological Safety (Harvard)	Leading global research on psychological safety. Explains how teams learn, communicate, and collaborate more effectively when fear is reduced and trust is strengthened.	Podcast	Managers, Team Leads, Staff

5. Anti-Racism & Inclusion Conversations

Anti-racism and inclusion conversations are essential for building safe, respectful, and equitable volunteer and staff teams across Scotland's third sector. Volunteers and staff often work with people from diverse racial, cultural, religious, gender, disability, and migration backgrounds - and must be equipped to navigate sensitive topics with confidence, compassion, and clarity.

Trauma-aware, anti-oppressive approaches help volunteers, staff, and managers:

- hold inclusive, respectful conversations across differences.
- respond safely to discrimination, microaggressions or identity-based harm.
- support volunteers and service users affected by racism or exclusion.
- build psychologically safe, anti-racist team cultures.
- understand responsibilities under equality legislation and Scotland-specific inclusion frameworks.
- recognise how harmful narratives and hostility shape team dynamics.
- strengthen trust, belonging and collective wellbeing.
- support ongoing learning through anti-racism, equality and inclusion training.

Organisations should ensure that policies, practices and conversations are consistent with relevant equality and human rights legislation.

Anti-racism and inclusion conversations are not about avoiding discomfort - they are about creating space where difficult experiences can be shared safely and respectfully.

5.1. Top Tips for Staff and Volunteers

The following Top Tips offer practical, anti-oppressive actions volunteers and staff can use when navigating anti-racism and inclusion conversations. They are designed as quick, easy-to-apply prompts that help create emotionally safe dialogue, steady interactions that feel tense, and support respectful discussion when identity-related issues arise. Volunteers and staff can use these tips to prepare for a sensitive conversation, guide the flow of discussion, or respond safely when harm is named or concerns are raised.

The tips focus on emotional safety, respectful dialogue, boundary-setting, responding to identity-linked harm, and taking concerns seriously - the core components of safe, inclusive communication across Scotland's diverse communities.

- **Slow the pace.** Calm tone, steady breathing, and simple language help regulate emotion and reduce defensiveness.
- **Start with safety.** "Is this a good time for us to talk about this?" supports consent and emotional readiness.

- **Use curiosity, not judgement.** “Can you tell me more about what you meant?” opens dialogue without accusation.
- **Acknowledge impact.** Focus on how words or actions affected someone, rather than debating intent.
- **Name harm clearly and calmly.** If discrimination or a microaggression occurs, address it directly while maintaining emotional safety.
- **Avoid generalisations.** Speak to specific behaviours or moments rather than making broad assumptions.
- **Validate feelings.** “I can see this is important” supports psychological safety without endorsing harmful behaviour.
- **Use inclusive, respectful language.** Avoid terms that stigmatise, stereotype, or minimise lived experience.
- **Take concerns seriously.** Treat reports of racism or exclusion as important. Dismissing concerns undermines trust, discourages future reporting, and leaves people unsupported or unsafe.
- **Hold boundaries.** Anti-racism conversations should be structured and contained - not unregulated emotional processing.
- **Pause when needed.** If emotions escalate, return to grounding before continuing.
- **Centre lived experience.** Prioritise the voices of people affected by racism or exclusion, without placing the burden of explanation on them.
- **Agree next steps.** Clarify actions, follow-ups, or organisational responses to ensure accountability and safety.

5.2. Core Set

The following core set of resources provide Scotland-specific guidance on anti-racism, inclusion, and identity-based safety. They support volunteers and staff to hold respectful conversations, respond safely to discrimination, and build psychologically safe, anti-oppressive team cultures.

Title (Linked)	Brief Description	Format	Audience
Scottish Government – Anti-Racism Framework	Scotland’s national anti-racism delivery plan outlining commitments, principles, and actions for tackling systemic racism. Solid foundation for organisational practice.	Webpage	Volunteers, Staff, Managers
CRER – Anti-Racism Resources	Guidance, reports and practical tools on anti-racism, racial justice and inclusive practice in Scotland. Useful for voluntary-sector organisations.	Web Resource Hub	Volunteers, Staff, Managers
Equality Network – LGBTQ+ Inclusion	Guidance on LGBTQ+ inclusion, rights, and supportive communication. Strong for teams	Web Resource Hub	Volunteers, Staff, Managers

	working with diverse sexual orientations and gender identities.		
Scottish Trans – Trans Inclusion Guidance	Practical guidance on trans inclusion, respectful language and supporting trans volunteers, staff, and service users.	Webpage / Toolkit	Volunteers, Staff, Managers
Inclusion Scotland – Disabled Volunteers Guidance	Guidance on accessible volunteering, disability inclusion, and removing barriers. Essential for inclusive volunteer management.	Webpage	Volunteers, Staff, Managers
Scottish Refugee Council – Refugee & Asylum Seeker Support	Information on supporting refugees and asylum seekers, including trauma-aware communication and culturally sensitive practice.	Webpage	Volunteers, Staff
Interfaith Scotland – Religious Diversity Training	Guidance on religious diversity, respectful dialogue, and inclusive practice across faith communities.	Training / Web Resource	Volunteers, Staff, Managers
CIPD – Neurodiversity at Work	Practical guidance on neuro-inclusion, supportive communication and accessible workplace design.	Web Resource	Staff, Managers
Police Scotland – Third Party Hate Crime Reporting	Clear reporting pathways for hate crime, discrimination, and identity-based harm. Essential for volunteer safety and organisational response.	Webpage	Volunteers, Staff, Managers
Top tips for involving refugee volunteers	Practical guidance on creating safe, welcoming and meaningful volunteering opportunities for refugees and people seeking asylum. Covers trauma-aware communication, cultural considerations, barriers to participation and supportive organisational practice.	PDF	Volunteers, Staff, Managers

Knowledge Gateway

This resource was created in partnership with:

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This is a regularly reviewed resource. If you have any suggested updates, please email Volunteer Scotland at **hello@volunteerscotland.org.uk**