Knowledge Gateway

Practice Guidance and Information

Risk Assessments & Safety Planning

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

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Introduction

This guidance document equips volunteers, staff and managers with structured, evidence-informed safety approaches drawn from specialist organisations, Scotland-specific bodies and national authorities. It can support calm, confident decision-making across public-facing roles, outreach, events, lone working, digital engagement and situations involving hostility, misinformation or escalation. Volunteers and staff often operate in fast-paced, unpredictable or high-tension environments, and this guidance provides clear, practical tools that can help volunteers and staff stay safe, grounded and informed.

Each topic includes two types of support: short "Top Tips" that offer quick, easy-to-use prompts, and a Core Set of resources that provides fuller guidance, structured tools and Scotland-specific models.

The Top Tips act as rapid reference points that volunteers and staff can use before an activity, during a moment of uncertainty, or afterwards to reflect and strengthen future practice.

The Core Set offers deeper learning for training, planning or more complex situations, giving organisations a comprehensive set of approaches to operational safety, risk reduction and decision-making in dynamic environments.

The section is organised into five core operational safety skills that support volunteers and staff working in unpredictable or high-tension contexts:

- **Risk Assessment Frameworks** – identifying hazards, planning proportionate controls and supporting safe, compliant activity.
- **Safety Planning for Public-Facing Activities** – preparing volunteers and staff for dynamic environments, crowd behaviour and real-time community context.
- **Lone Working & Deployment Safety** – protecting volunteers and staff working alone, travelling, or operating in unfamiliar or rural locations.
- **Working in Areas of Community Tension** – recognising early warning indicators, hostility linked to misinformation, harmful narratives and community tensions.
- **Incident Reporting & Escalation** – ensuring clear, predictable pathways for reporting concerns, near misses, hostility or harm.

Together, these subtopics bring together the strongest available guidance on:

- practical, scenario-based safety techniques
- behaviour-focused risk-reduction skills
- Scotland-specific community-safety information
- national safety standards and legal expectations
- trauma-aware and anti-oppressive approaches
- hostility linked to misinformation, harmful narratives and community tensions

This creates a robust, coherent foundation for volunteer and staff safety across Scotland's third sector - supporting calm, regulated and informed responses in both everyday interactions and high-pressure situations.

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 an activity or situation that may involve uncertainty, public interaction, tension or emerging risk. These provide immediate, trauma-aware actions that help steady decision-making, reduce escalation and support safe, confident practice.

- **Core Set** – fuller guidance, structured tools and Scotland-specific models drawn from the strongest available evidence. These provide deeper learning for training, planning, supervision or more complex operational contexts.

Together, the Top Tips and Core Set offer a 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 or unpredictable situations.

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 strongest guidance 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 strongest Core Set resources in each topic. These Top Tips provide quick, easy-to-use prompts that give readers an immediate entry point into safe, trauma-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 set, identification of gaps and practical suggestions played a key role in shaping the final guidance and strengthening its usefulness for organisations across Scotland.

1. Risk Assessment Frameworks

Risk assessment is the foundation of safe, compliant and confident activity across Scotland's third sector. Whether planning community events, supporting people in public spaces, deploying volunteers and staff to unfamiliar environments, or managing organisational operations, structured risk assessment can help teams identify hazards, reduce harm and make informed decisions.

Effective risk assessment can help volunteers, staff and managers to:

- identify physical, environmental, behavioural and community-level risks
- understand how public-facing roles increase exposure to unpredictable situations
- plan proportionate controls that reduce harm without creating unnecessary barriers
- adapt activities for vulnerable groups, lone workers or high-tension environments
- meet legal duties under UK health and safety legislation
- maintain organisational resilience and compliance
- help volunteers feel confident, prepared and supported

Risk assessment is not about eliminating risk entirely - it is about **making activities safer, predictable and well-supported**.

1.1. Top Tips for Staff and Volunteers

The following Top Tips offer practical, easy-to-apply actions volunteers and staff can use when carrying out proportionate, real-world risk assessments. They are designed as quick reference prompts that support safe decision-making in public-facing, outreach or dynamic environments. Volunteers and staff can use these tips to prepare for an activity, guide real-time judgement in unpredictable situations, or revisit afterwards to strengthen future planning.

The tips focus on real-world hazards, behaviour-based controls, Scotland-specific context and simple, accessible planning - the core components of effective, proportionate and trauma-aware safety practice.

- **Start with the activity, not the form.** Understand what volunteers and staff will actually be doing before completing templates.
- **Identify real-world hazards.** Consider environment, behaviour, community tensions, public interactions and lone-working risks.
- **Use simple language.** Clear, plain descriptions help people to understand risks and controls.
- **Focus on practical ways to reduce risk.** Grounding, de-escalation, positioning and awareness often reduce risk more than equipment.
- **Plan for escalation.** Include clear reporting pathways, emergency contacts and decision-making triggers.

- **Consider vulnerable groups.** Adjust controls for volunteers, staff or participants with additional needs.
- **Check community context.** Use local safety information and Scottish guidance to understand local tensions or risks.
- **Review regularly.** Update assessments after incidents, near misses or changes in activity.
- **Share the plan.** Volunteers should receive a simple, accessible version of the risk assessment.
- **Keep it proportionate.** Focus on meaningful risks - avoid unnecessary complexity.

1.2. Core Set

The following core set of resources provide authoritative, practical guidance on risk assessment and risk management. They offer Scotland-specific safety intelligence, UK-wide compliance standards and accessible templates that support safe, confident and proportionate volunteer activity.

Title (Linked)	Brief Description	Format	Audience
HSE – Risk Assessment Template	Authoritative UK guidance on risk assessment, including simple templates and practical examples. Strong foundation for all third-sector organisations.	Webpage & Templates	Volunteers, Staff, Managers
SCSN – Community Safety Resources Hub	Community safety information, early warning indicators and practical tools for understanding local risks across Scotland.	Web Resource Hub	Volunteers, Staff, Managers
Ready Scotland – Event Planning & Safety	Guidance on community event safety, emergency planning and public-facing risk management. Strong for voluntary-sector events.	Toolkit / Planning Guide	Volunteers, Staff, Managers
Suzy Lamplugh Trust – Charter for workplace safety	Evidence-based personal safety standards covering lone working, public-facing roles and organisational responsibilities.	Webpage	Volunteers, Staff, Managers
SCVO – Managing risks & problems	Clear guidance on risk management, governance responsibilities and practical tools for charities and volunteer-involving organisations.	Webpage	Managers, Trustees

Charity Commission – CC26 Risk Management	Authoritative UK guidance on charity risk management, including strategic, operational and reputational risks.	Webpage & Templates	Managers, Trustees
Local Government Association – Community Safety Resources	Tools and guidance on community safety, public-space risk management and local authority approaches.	Website & Resource Hub	Managers, Coordinators
Charity Excellence – Risk Register Template	Simple, accessible risk-register template suitable for small charities and volunteer-led groups.	Webpage & Templates	Volunteers, Staff, Managers

2. Safety Planning for Public-Facing Activities

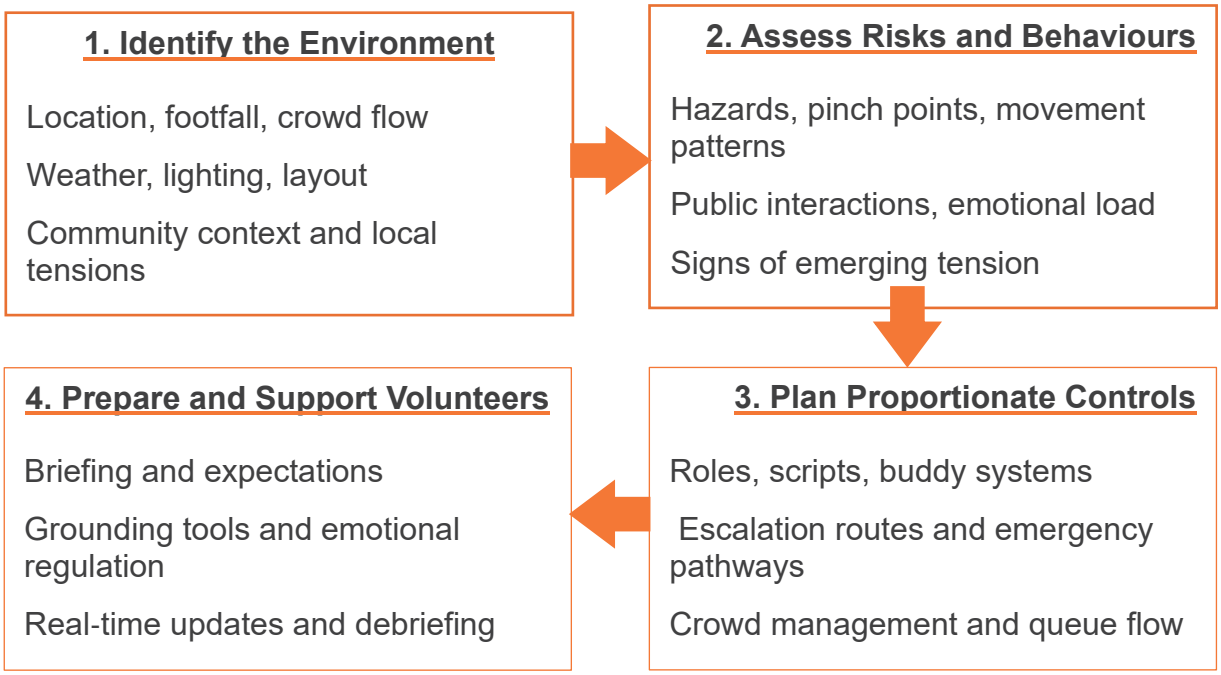
Public-facing activities expose volunteers and voluntary sector staff to dynamic, unpredictable environments where crowd behaviour, community tensions, weather, location, and public interactions can rapidly change. Effective safety planning can help volunteers and staff feel confident, prepared and supported, while also helping organisations meet their legal duties under UK health and safety legislation.

Safety planning helps teams:

- identify hazards linked to public spaces, crowds and community context
- plan proportionate controls that reduce risk without limiting participation
- prepare volunteers for emotionally charged or hostile interactions
- understand local tensions and real-time community safety information.
- manage crowd flow, queues, movement and pinch points
- ensure clear emergency, evacuation and escalation pathways
- support volunteers working in unfamiliar or high-footfall environments

Safety planning is not about eliminating risk - it is about **making public-facing activities predictable, well-supported and safe for everyone involved**. Organisations planning public-facing activities should also consider relevant legal and regulatory requirements, including obligations that may arise under Martyn's Law (the Terrorism (Protection of Premises) Act 2025), where applicable to the size and nature of their activities.

Public-Facing Activity Risk-Planning Flow



2.1. Top Tips for Staff and Volunteers

The following Top Tips offer practical, behaviour-aware actions volunteers and staff can use when planning safe public-facing activities. They are designed as quick, easy-to-apply prompts that support predictable, well-supported engagement in dynamic environments. Volunteers and staff can use these tips to prepare for an activity, guide real-time decisions in busy or high-footfall settings, or revisit afterwards to strengthen future planning.

The tips focus on environment, crowd flow, community context, escalation planning and clear volunteer roles - the core components of safe, structured and proportionate public-facing activity.

- **Start with the environment.** Consider location, footfall, crowd flow, weather, lighting and visibility.
- **Think about how people may react, not just physical hazards.** Public interactions, frustration, confusion or hostility often create the highest risks.
- **Use Scotland-specific intelligence.** Check local community safety updates, tensions or events that may affect your activity.
- **Prepare volunteers and staff for escalation.** Provide simple scripts, grounding tools and clear “step-up/step-back” guidance.
- **Design clear roles.** Volunteers and staff should know exactly what they are responsible for - and what they are not.
- **Map movement.** Identify entry/exit points, queues, bottlenecks and areas where crowd density may increase.
- **Plan for emergencies.** Include evacuation routes, emergency contacts, incident triggers and reporting pathways.
- **Use buddy systems.** Volunteers and staff should not work alone in high-footfall or unpredictable environments.
- **Protect breaks and rotation.** Fatigue increases risk - rotate volunteers and staff regularly.
- **Keep it simple.** Volunteers and staff need clear, accessible safety information they can use in real time.

2.2. Core Set

The following core set of resources provide comprehensive guidance on public-facing safety planning. They include Scotland-specific event safety frameworks, UK-wide standards, crowd-management tools and hostility-awareness guidance - essential for volunteers working in dynamic or high-footfall environments.

Title (Linked)	Brief Description	Format	Audience
The Purple Guide – Event Safety	Authoritative UK guidance on event safety, crowd management, emergency planning and public-space risk controls. Essential for larger or complex community events.	Webpage	Volunteers, Staff, Managers
Ready Scotland – Community Event Safety	Scotland-specific guidance on community event safety, emergency planning and local risk awareness. Strong for volunteer-led events and small voluntary organisations.	Website	Volunteers, Staff, Managers
HSE – Managing Public Facing Risks	Clear guidance on identifying and managing risks in public-facing activities, including behaviour-based controls and proportionate planning.	Webpage / Risk Guidance	Volunteers, Staff, Managers
HOPE not hate – Safety & Security Advice	Practical guidance on safety, security and hostility awareness for public-facing activities, particularly in politically sensitive environments.	Webpage & Toolkit (free sign-up)	Volunteers, Staff, Managers
ProtectUK – Public Space Safety	National guidance on public-space safety, hostile threat awareness and venue risk management. Strong for activities in busy or high-risk locations.	Webpage / PDF	Volunteers, Staff, Managers
HSE – Event Safety Guidance	Guidance on planning safe events, managing contractors, controlling hazards and ensuring compliance with UK safety legislation.	Webpage	Volunteers, Staff, Managers
ProtectUK – Martyn's Law Guidance	Guidance on the Terrorism (Protection of Premises) Act 2025 (Martyn's Law), including practical advice on public protection, preparedness and proportionate security planning for publicly accessible locations and events.	Webpage	Volunteers, Staff, Managers
HSE – Violence & Aggression at Work	Evidence-based guidance on preventing violence and aggression in public-facing roles.	Webpage	Volunteers, Staff, Managers

	Essential for volunteers and staff interacting with distressed or hostile individuals.		
HSE – Crowd Management	Practical tools for managing crowd flow, density, queues and movement. Strong for events, stalls, public engagement and high-footfall environments.	Webpage	Volunteers, Staff, Managers
ACT Awareness eLearning – NaCTSO	Short modules on situational awareness, suspicious behaviour, emergency response and public-space safety. Useful for volunteers and staff in busy or sensitive environments.	Web resource	Volunteers, Staff, Managers

3. Lone Working & Deployment Safety

Lone working is one of the highest-risk contexts for volunteers and staff across Scotland's third sector. Whether conducting outreach, supporting individuals in community settings, travelling between locations, or working in remote or rural areas, volunteers and staff may face unpredictable environments without immediate support.

Structured lone-working and deployment planning helps organisations:

- identify environmental, behavioural and situational risks
- prepare volunteers for safe decision-making in dynamic settings
- reduce exposure to violence, aggression or hostility
- ensure clear communication, check-in and escalation pathways
- support volunteers and staff working in rural, remote or isolated areas
- meet legal duties under UK health and safety legislation
- strengthen organisational resilience and confidence

Lone-working safety is not about restricting activity - it is about ensuring volunteers are equipped, supported and never left vulnerable.

3.1. Top Tips for Staff and Volunteers

The following Top Tips offer practical, easy-to-apply actions volunteers and staff can use when working alone or being deployed to unfamiliar environments. They are designed as quick reference prompts that support calm, confident decision-making in situations where support may be limited or environments unpredictable. Volunteers and staff can use these tips to prepare before deployment, steady themselves during lone working, or reflect afterwards to strengthen future practice.

The tips focus on preparation, communication, behaviour-based safety, escalation triggers and rural/remote considerations - the core components of safe, structured and proportionate lone-working practice.

- **Plan the deployment.** Volunteers and staff should know where they are going, why, and what to expect.
- **Use check-in systems.** Scheduled check-ins, buddy systems or digital alerts ensure volunteers and staff are never unaccounted for.
- **Assess the environment.** Consider lighting, visibility, footfall, isolation, exits and proximity to help.
- **Prioritise behaviour-based safety.** Positioning, awareness, pacing and calm communication reduce risk more than equipment alone.
- **Avoid entering private spaces alone.** Volunteers and staff should not enter homes or enclosed areas without clear organisational approval.
- **Know the red lines.** Volunteers and staff must understand when to withdraw, escalate or call for support.

- **Prepare for hostility.** Provide grounding tools, de-escalation techniques and simple scripts for managing distress or aggression.
- **Protect rural deployments.** Consider signal coverage, travel routes, weather, remoteness and emergency access.
- **Carry only essentials.** Avoid valuables; keep communication devices charged and accessible.
- **Review after incidents.** Near misses should trigger updates to deployment plans and risk assessments.

They are designed as quick reference prompts that support calm, confident decision-making in situations where support may be limited or environments unpredictable and can be used alongside your organisation's **Lone Working Policy**, or to inform the development of one where needed.

3.2. Core Set

The following core set of resources offer authoritative guidance on lone working, personal safety and behaviour-based risk reduction. They provide UK-wide standards, practical deployment tools and clear frameworks for safe decision-making in public-facing, rural or unpredictable environments.

Title (Linked)	Brief Description	Format	Audience
HSE – Lone Working	Defines legal duties, risk-assessment requirements and practical controls for lone workers. Strong foundation for all third-sector organisations.	Webpage	Volunteers, Staff, Managers
Peoplesafe – Lone Worker Safety	Accessible guidance on personal safety, situational awareness and behaviour-based risk reduction for lone workers.	Webpage	Volunteers, Staff, Managers
UNISON – Working Alone	Clear, worker-focused guidance on lone-working risks, rights and safe working practices. Useful for volunteers and staff in public-facing roles.	PDF Guide	Volunteers, Staff
Suzy Lamplugh Trust – Personal Safety & Lone Working	Evidence-based personal-safety guidance, including situational awareness, de-escalation and safe deployment planning.	Webpage	Volunteers, Staff, Managers
HSE – Violence at Work	Practical tools for preventing violence and aggression in public-facing roles. Essential for volunteers and staff working with distressed or unpredictable individuals.	Webpage	Volunteers, Staff, Managers

CCOHS – Safe & Healthy Working Alone	Clear advice on lone-working hazards, communication systems and emergency planning. Useful for rural or remote deployments.	Webpage	Volunteers, Staff, Managers

4. Working in Areas of Community Tension

Volunteers and voluntary sector staff sometimes operate in environments affected by community tension, identity-based hostility, misinformation, political polarisation or recent incidents. These situations can change quickly, influence public behaviour and increase the emotional load on volunteers and staff. Safe, informed practice helps teams recognise early warning signs, reduce exposure to harm and maintain calm, grounded engagement.

Effective tension-aware working supports organisations to:

- understand local community dynamics and early signs of increasing tensions.
- recognise hostility linked to harmful narratives, misinformation and increasing community divisions.
- prepare volunteers for emotionally charged or unpredictable interactions
- plan safe routes, locations, timings and deployment patterns
- respond safely to hate crime, hostility or discriminatory behaviour
- maintain psychological safety and clear escalation pathways
- work confidently in areas experiencing stress, division or rapid change

Working in areas affected by tension requires volunteers and staff to have the **awareness, grounding and support needed to operate safely and respectfully**.

4.1. Top Tips for Staff and Volunteers

The following Top Tips offer practical, trauma-aware actions volunteers and staff can use when working in areas affected by tension, hostility or rapid change. They are designed as quick, easy-to-apply prompts that support calm, grounded decision-making in environments where emotions, narratives or local dynamics may shift quickly. Volunteers and staff can use these tips to prepare before entering an area, steady themselves during challenging interactions, or reflect afterwards to strengthen future practice.

The tips focus on local intelligence, grounding, visibility, withdrawal triggers and safe engagement - the core components of tension-aware, proportionate and psychologically safe practice.

- **Check local intelligence.** Use Scotland-specific sources such as Police Scotland alerts, local authority community safety updates, or information from community planning partnerships to understand any emerging risks or tensions before deployment.
- **Understand the context**. Identify recent incidents, local concerns or events that may affect public behaviour by drawing on organisational briefings, local authority information, Police Scotland updates and community safety partners.
- **Use buddy systems.** Volunteers and staff should not work alone in areas experiencing tension or hostility.
- **Stay visible and predictable.** Clear roles, badges and calm pacing reduce confusion and risk.

- **Avoid escalation.** Volunteers and staff should not debate, challenge or confront hostile narratives - safety comes first.
- **Use grounding techniques.** Pausing, slowing your breathing and taking notice of your surroundings can help you stay calm and focused.
- **Know withdrawal triggers.** Volunteers and staff should understand when to step back, relocate or end an interaction.
- **Protect routes and timings.** Avoid isolated areas, poorly lit spaces or locations with known tension spikes.
- **Report early warning signs.** Small incidents, overheard hostility or unusual behaviour should be logged.
- **Use clear escalation pathways.** Volunteers and staff must know exactly who to contact and when.

4.2. Core Set

The following core set of resources provide Scotland-specific and UK-wide guidance on community tension, hostility awareness and early-warning indicators. They support volunteers and staff to recognise emerging risks, plan safe deployments and respond confidently to identity-based harm or polarisation.

Title (Linked)	Brief Description	Format	Audience
Police Scotland – Hate Crime Guidance	Clear guidance on recognising, responding to and reporting hate crime. Essential for volunteers and staff working in areas affected by identity-based hostility.	Webpage / Reporting Pathways	Volunteers, Staff, Managers
Scottish Government – Community Safety & Wellbeing	Scotland-specific community-safety information, early warning indicators and local risk information.	Webpage Resource Hub	Volunteers, Staff, Managers
ProtectUK – Community Safety Guidance	National guidance on community safety, hostile-threat awareness and public-space risk management.	Webpage	Volunteers, Staff, Managers
iCoCo – Tension Monitoring Guidance	Structured guidance on identifying early signs of hostility linked to misinformation, harmful narratives and community tensions.	Webpage	Volunteers, Staff, Managers
ACT for Local Authorities – Community Safety Guidance	Tools for assessing local risks, planning safe deployments and responding to emerging threats or incidents.	PDF	Managers, Coordinators

SCDC – Building Stronger Communities: Module 8 – Community Safety & Tension Monitoring	Guidance on recognising early signs of rising community tension, understanding local dynamics and identifying factors that may contribute to hostility or conflict.	Webpage / Toolkit	Volunteers, Staff, Managers

5. Incident Reporting & Escalation

Clear incident-reporting and escalation pathways are essential for safe, compliant and resilient third sector operations. Whether responding to hate crime, suspicious activity, near misses, safety concerns or unexpected events, volunteers and staff need simple, predictable processes that protect them, support organisational learning and ensure compliance with Scotland-specific and UK-wide safety frameworks.

Effective incident-reporting systems can help organisations:

- respond quickly and safely to emerging risks
- ensure volunteers and staff know exactly who to contact and when
- meet legal duties under UK health and safety legislation
- identify patterns, hotspots and recurring issues
- strengthen organisational resilience and governance
- support volunteers and staff affected by harm, hostility or distress
- maintain accurate risk registers and escalation records

Incident reporting is not about blame - it is about capturing information that keeps volunteers safe and strengthens organisational learning.

5.1. Top Tips for Staff and Volunteers

The following Top Tips offer clear, practical actions volunteers and staff can use when reporting incidents safely and consistently. They are designed as quick, easy-to-apply prompts that support calm, predictable decision-making during or after moments of concern, hostility or harm. Volunteers and staff can use these tips immediately after an incident, when unsure whether to escalate, or during routine reflection to strengthen future reporting practice.

The tips focus on simple pathways, signs that additional support or action is needed, emotional support, near-miss logging and shared learning - the core components of resilient, compliant and psychologically safe incident-reporting systems.

- **Make reporting simple.** Volunteers and staff should know the quickest, clearest way to report concerns.
- **Prioritise safety first.** Volunteers and staff should withdraw from unsafe situations before reporting.
- **Define escalation triggers**. Hate crime, threats, suspicious behaviour or violence must be escalated immediately.
- **Use clear pathways.** Provide named contacts, phone numbers and backup options.
- **Capture near misses.** Small incidents often reveal emerging risks or tension patterns.
- **Provide emotional support.** Reporting can be stressful - offer wellbeing check-ins and follow-up.
- **Record consistently.** Use simple templates to ensure incidents are logged accurately.

- **Share learning.** Update risk assessments and deployment plans based on incident trends.
- **Coordinate with partners.** Police Scotland, local authorities and community safety partners may hold relevant intelligence.
- **Review regularly.** Incident-reporting systems should be tested and updated at least annually.

5.2. Core Set

The following core set of resources provide authoritative guidance on incident reporting, escalation and organisational resilience. They include Scotland-specific reporting pathways, UK-wide emergency frameworks and practical tools for logging incidents, supporting volunteers and strengthening governance.

Title (Linked)	Brief Description	Format	Audience
Police Scotland – Hate Crime Reporting	Clear guidance on recognising, responding to and reporting hate crime. Essential for volunteers and staff encountering identity-based hostility.	Webpage / Reporting Pathway	Volunteers, Staff, Managers
Police Scotland – Suspicious Activity (ACT)	Guidance on reporting suspicious behaviour, objects or activity. Supports volunteers and staff working in public spaces or high-footfall environments.	Webpage	Volunteers, Staff, Managers
Victim Support Scotland – Hate Crime Support	Emotional and practical support for individuals affected by hate crime. Useful for volunteers and staff who experience or witness hostility.	Support Service / Webpage	Volunteers, Staff, Managers
Cabinet Office – Incident Response Plan	UK-wide guidance on incident response, escalation, coordination and resilience. Strong foundation for organisational planning.	Webpage	Managers, Coordinators, Trustees
HSE – Simple Risk Assessment	Supports incident-related updates to risk assessments and helps organisations integrate learning from incidents and near misses.	Webpage & Toolkit	Volunteers, Staff, Managers
UK Government – Orange Book	Guidance on risk management, governance and escalation within public-sector and charity contexts. Useful for boards and senior leaders.	Webpage	Managers, Trustees

Knowledge Gateway

This resource was created in partnership with:

Volunteer Scotland

SCVO

The Knowledge Gateway is created and led by **Volunteer Scotland**

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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**