

Our People Charter

2025/26



A large, circular logo for Citizens Advice Scotland is mounted on a wall. The logo is blue with the text "citizens advice scotland" in yellow lowercase letters. A vertical yellow line is positioned to the left of the text. The background of the image shows a modern office interior with large windows and a person in the foreground.

Our People Charter

Everyone at CAS contributes every day to our vision and culture.

Our vision is for a fairer Scotland where everyone has the advice and the information they need to realise their rights, and where the barriers to accessing those rights are challenged effectively.

We're building a workplace culture that brings us together – one where we support each other and work in partnership to achieve our shared vision.

This vision is grounded in a set of core values that guide how we work and how we treat one another at CAS. These values matter because they reflect:

- the shared attitudes and beliefs we hold, regardless of our roles
- the everyday choices we make and
- how we collaborate to achieve CAS's purpose and achieve our goals.



Our values



Person centred: we are committed to the wellbeing of our clients, volunteers and staff and take a whole-person approach to our work.

Empowering: we invest in people and support them to take action on the challenges they face.

Supportive: we are caring and respectful and make sure that people receive the support they need to improve their lives.

Inclusive: we are a non-judgemental, friendly and offer expert service to anyone who needs our help.

Collaborative: we work together as a network and with other partners in an open, respectful way, to build trust even when opinions differ.

Purpose of the charter

At CAS, our People Charter sets out the behaviours we expect from ourselves and each other every day. It reflects how we bring our values to life – through our actions, how we treat others and how we expect to be treated in return.

Our behaviours shape our workplace culture and directly influence our success as individuals, as teams and as an organisation.

This Charter is a practical guide that outlines the behaviours expected of everyone at CAS. It helps ensure we perform our roles to the highest standards while staying aligned with our organisational values.



What the Charter includes

Examples of what to aim for

- > Clear descriptions of behaviours that reflect our organisational values in action. These behaviours support a respectful, collaborative and high-performing culture, helping us understand what doing the right thing looks like in our day-to-day work.

Examples of what to avoid

- > Behaviours we aim to avoid as they can negatively impact our culture and performance.

Expectations of managers and leaders

- > Additional guidance for those in management and leadership roles, emphasising role modelling and supporting others.

Why it matters

At CAS, **how** we work together is just as important as **what** we achieve. This Charter reinforces our commitment to reaching our goals through respect, fairness and shared responsibility. This is how we achieve success together, not just as individuals or teams, but as one organisation.



Our pledge to a speak up culture

At CAS, we are committed to building a workplace where every voice is valued. A strong, inclusive culture depends on the ability of all employees to speak up — whether it's to share ideas, raise concerns, or challenge behaviours that don't align with our values.

We pledge to:

- > foster a safe and supportive environment where speaking up is encouraged and respected
- > listen actively and respond appropriately to feedback, concerns and suggestions
- > ensure there is no retaliation for speaking up in good faith - every employee has the right to be heard without fear.

Creating a speak up culture means we all take responsibility, not just for our own behaviour, but for maintaining the integrity, fairness and openness that define life at CAS.

When we speak up, we help each other grow, improve how we work and protect the culture we're building together.



Person centred

We are committed to the wellbeing of our clients, volunteers and staff and take a whole person approach to our work



- > respectful
- > empathetic
- > understanding
- > compassionate



Everyone



- ✓ Communicate clearly and warmly
- ✓ Treat everyone with kindness, respect, and individuality
- ✓ Take responsibility for work quality and act with integrity
- ✓ Listen actively, value opinions and consider the impact of actions on others
- ✓ Foster trust through consistent and ethical behaviour

- ✗ Behave way that deliberately upsets others
- ✗ Fail to respect the needs, opinions, perspectives and motivations of others
- ✗ Put process and systems before people
- ✗ Prioritise your own work agenda over understanding the needs of others
- ✗ Overlook the emotional wellbeing of colleagues



Managers and leaders



- ✓ Place people at the heart of my decision-making
- ✓ Provide clear direction and lead by example
- ✓ Value other's views, taking on board differing opinions
- ✓ Support colleagues to achieve an effective work/life balance
- ✓ Support colleagues to maintain manageable workloads

- ✗ Neglect to ask for input from others when making decisions that affect them
- ✗ Fail to recognise colleagues' full potential and capabilities
- ✗ Dismiss someone's opinion without fully considering it
- ✗ Fail to recognise and manage under-performance
- ✗ Fail to recognise and respond to other's emotions and adjust approach accordingly

Empowering

We invest in people and support them to take action on the challenges they face



- > dedicated
- > encouraging
- > optimistic
- > transparent



Everyone



- ✓ Share knowledge and suggestions to support others
- ✓ Take ownership of personal growth and professional development
- ✓ Collaborate and involve others in decision-making when needed
- ✓ Motivate and encourage others while taking pride in my work
- ✓ Seek innovative and creative approaches to challenges

- ✗ Fail to embrace change and resist new ideas or approaches
- ✗ Keep my knowledge and resources to myself instead of sharing them with others
- ✗ Not seek feedback from others to understand their experiences or perspectives
- ✗ Make decisions that impact others without consulting them
- ✗ Not recognising or celebrating others' contributions and successes



Managers and leaders



- ✓ Communicate expectations and goals clearly
- ✓ Provide positive reinforcement, constructive feedback and celebrate achievements
- ✓ Encourage others to learn and grow when things don't go to plan
- ✓ Encourage open, honest communication
- ✓ Provide the tools, resources and space for others to thrive and succeed

- ✗ Not trust others to take on responsibilities or make decisions
- ✗ Micromanage tasks instead of allowing others to take ownership
- ✗ Fail to provide the team with a clear sense of purpose
- ✗ Discourage creativity and innovation
- ✗ Neglect to delegate tasks effectively

Supportive

We are caring and respectful and make sure that people receive the support they need to improve their lives



- > accountable
- > authentic
- > ethical
- > trustworthy



Everyone



- ✓ Treat others as I wish to be treated
- ✓ Use active listening to understand others' perspectives, needs and concerns
- ✓ Do what I say I'm going to do
- ✓ Take responsibility for my actions
- ✓ Have a positive attitude and use inclusive language

- ✗ Ignore issues that feel wrong
- ✗ Withhold helpful information
- ✗ Overlook peers' achievements
- ✗ Avoid difficult but necessary conversations
- ✗ Hide mistakes instead of addressing them openly and learning



Managers and leaders



- ✓ Lead by example, mindful of the impact on others
- ✓ Support team members' growth and skill development
- ✓ Foster constructive communication and value diverse input
- ✓ Adapt support to individual needs, showing empathy and awareness of challenges
- ✓ Celebrate successes and promote wellbeing

- ✗ Overlook team achievements and efforts
- ✗ Neglect to give constructive feedback
- ✗ Fail to foster a safe space for open expression
- ✗ Avoid conflict resolution
- ✗ Neglect team building and development opportunities

Inclusive

We are a non-judgemental, friendly and offer expert service to anyone who needs our help



- > thoughtful,
- > non-judgemental
- > consistent
- > open



Everyone



- ✓ Celebrate diversity and respect individual differences
- ✓ Listen actively, showing empathy and understanding for others' experiences
- ✓ Support diversity and inclusion initiatives
- ✓ Speak up if you witness non-inclusive behaviours
- ✓ Communicate thoughtfully with appropriate language, gestures, and tone

- ✗ Exclude or favour certain individuals
- ✗ Make assumptions about others based on stereotypes
- ✗ Use exclusive or inconsiderate language
- ✗ Act in ways perceived as rude or dismissive
- ✗ Avoid engagement with colleagues from diverse backgrounds



Managers and leaders



- ✓ Ensure fair treatment and empower every voice
- ✓ Provide training to foster diversity awareness
- ✓ Create a culture of open, valued feedback
- ✓ Model and uphold inclusive behaviour
- ✓ Celebrate diverse backgrounds and contributions

- ✗ Fail to create an inclusive environment where everyone's input is valued
- ✗ Neglect to create an environment where everyone feels comfortable to contribute their unique perspectives
- ✗ Fail to address biases or discriminatory behaviours within the team
- ✗ Ignore the development and growth needs of team members from diverse backgrounds
- ✗ Don't take accountability or hold others accountable for fostering inclusivity and respect

Collaborative

We work together as a network and with other partners in an open, respectful way, to build trust even when opinions differ



- > proactive
- > determined
- > participative
- > expert



Everyone



- ✓ Understand how my role supports CAS's strategic priorities
- ✓ Consider the impact of my actions on other functions within CAS
- ✓ Act as an ambassador for CAS
- ✓ Seek input from colleagues and share information openly
- ✓ Participate in team discussions and contribute ideas

- ✗ Avoid collaborating with colleagues
- ✗ Consistently prioritise my own tasks over team goals
- ✗ Resist asking for help or input from others
- ✗ Fail to engage actively in team discussions or meetings
- ✗ Withhold feedback or don't offer support to team members when needed



Managers and leaders



- ✓ Foster a culture of mutual support and teamwork
- ✓ Encourage cross-department collaboration and align priorities with CAS objectives
- ✓ Consider the broader impact of decisions on CAS
- ✓ Create a constructive environment for resolving conflicts and celebrating successes
- ✓ Facilitate open communication, valuing ideas and feedback from all team members

- ✗ Neglect to share relevant updates or information with team members
- ✗ Fail to provide a platform for open and honest dialogue
- ✗ Fail to invest in team building efforts
- ✗ Prioritise short-term results over long-term team development and wellbeing
- ✗ Neglect to recognise and address team dynamics or conflicts in a timely manner

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