



# Well-being Strategy

2026-2029



# Vision



At Estyn the well-being of our employees couldn't be more important to us. A healthy, content and resilient workforce is a productive one. Therefore, our prevention focussed well-being Strategy supports our vision of ensuring that well-being is embedded in everything we do and championed at all levels, so that positive well-being becomes part of our culture.

Our commitment is to foster a thriving culture where physical, mental, social, occupational, and financial well-being are integral to our daily working lives. We aim to create an environment that enables every colleague to feel healthy, valued, and supported in work.

In order to achieve this, we aim to create a psychologically safe culture where colleagues feel supported and can speak openly on matters that impact their well-being and see the difference that their feedback makes.





# Aims of the strategy

This strategy supports us in creating a well-being culture which is championed at all levels, prevention focused and improves our standards and practices. It will help us to:



Ensure well-being is embedded across leadership, culture, & systems

Attract new people to the organisation

Create a healthier, more inclusive culture

Boost resilience and engagement leading to increased retention

Reduce sickness absence

Ensure colleagues feel able to talk openly and feel supported with their well-being



## 5 pillars of well-being

Our well-being strategy focuses on five pillars of well-being - mental, physical, financial, occupational and social well-being.

These pillars represent the interconnected foundations of a healthy working life. Together, they provide a holistic framework that recognises the diverse, overlapping factors that influence how we feel, function and thrive both inside and outside of work.

# Mental well-being

## What we want to achieve



- Achieve a positive work–life balance
- Support individuals to better manage their psychological well-being and develop personal resilience
- Provide access to support, advice and signposting

## What we already do



- Offer access to confidential counselling and well-being services via the EAP on [Vivup](#)
- Encourage healthy work boundaries, including the use of well-being time
- Use Occupational Health pro-actively when colleagues are showing signs stress
- Encourage colleagues to use well-being time

## What needs to be done



- Provide mental health awareness training for all colleagues
- Provide training to line managers on the use of stress risk assessments and wellness plans
- Ensure all managers can confidently have open conversations on mental health



# Physical well-being

## What we want to achieve



- Support colleagues to take care of themselves and make positive steps around health in areas such as sleep, nutrition, physical activity, smoking and alcohol
- Create an environment where colleagues feel empowered and are educated about their physical well-being
- Reduce the risk of developing long-term health conditions
- Create working environments that support physical well-being

## What we already do



- Provide access to ergonomic assessments and adjustments/adaptions
- Offer all colleagues an annual health check and free flu jabs
- Provide an [eye care scheme](#) and support for DSE users
- Provide cycle to work scheme via [Vivup](#)
- Use Occupational Health pro-actively when colleagues are showing signs of musculoskeletal issues
- Where possible, we book accommodation with exercise facilities for those who travel regularly in line with our [travel charter](#)
- Encourage colleagues to use well-being time

## What needs to be done



- Regular signposting for nutrition, sleep, and physical activity
- Regular reminders to colleagues on how to look after their physical health during the workday

# Financial well-being

## What we want to achieve



- Empower colleagues to feel confident in managing their personal finances
- Reduce financial stress by helping people to better manage their finances and become more financially secure
- Provide targeted support at key life stages

## What we already do



- Encourage use of the employee assistance programme for debt/money worries
- Support with retirement planning and pensions
- Provide salary sacrifice schemes and savings discounts via [Vivup](#)

## What needs to be done



- Offer annual retirement planning sessions
- Provide signposting to support for those in financial difficulty
- Consider further salary sacrifice options via Vivup (e.g. buying/selling leave)
- Regularly promote Vivup benefits
- Regular promotion of the Welsh Procurement Card for those colleagues who regularly pay for expenses

# Occupational well-being

## What we want to achieve



- Ensure colleagues feel valued, motivated and engaged in their roles
- Support career development and skills growth
- Ensure workload is fair, manageable and aligned to organisational priorities
- Ensure colleagues have appropriate avenues to raise concerns and challenge

## What we already do



- Provide regular, supportive 1:1s and development conversations
- Encourage participation in learning, shadowing and mentoring
- Involve colleagues in shaping and improving how we work
- Create clear job roles and manageable workloads
- Share WULF funded learning opportunities with all colleagues
- Regularly engage with trade unions on well-being matters as a core element of our social partnership working

## What needs to be done



- Provide guidance and support for line managers on 1:1 conversations
- Review role descriptions and capacity across Central Services
- Review the way colleagues can raise concerns to ensure concerns are dealt with effectively
- Continue to develop the work programme to ensure work is allocated fairly for inspectors



# Social well-being

## What we want to achieve



- Foster positive working relationships across the organisation
- Encourage engagement to improve a sense of belonging
- Support inclusive, respectful relationships at all levels of the organisation

## What we already do



- Facilitate regular social and team-building opportunities
- Hold regular in-person events such as Professional Learning Weeks, Connect and Collaborate sessions and an annual all staff conference
- Hold fundraising opportunities for Estyn's nominated charity

## What needs to be done



- Create opportunities for colleagues to participate in volunteering
- Create mentoring and shadowing opportunities for colleagues
- Consider how we foster a culture of social well-being with hybrid and remote workers

# Accountability and Ownership



Creating a culture of well-being at Estyn is a shared responsibility. While individual well-being is deeply personal, the environment in which people work has a powerful influence on how they feel, perform, and connect with others. This strategy will only succeed if ownership is embraced at all levels.

Line managers play a vital role in supporting the day-to-day well-being of their teams. They are responsible for holding regular well-being conversations, recognising signs of strain, encouraging colleagues to use well-being time and using tools like wellness plans or Occupational Health where needed.

Senior leaders are accountable for setting the tone, leading by example, and ensuring that well-being is embedded in our culture, policies and ways of working. They are responsible for creating psychologically safe environments, allocating appropriate resources, and championing well-being as a strategic priority.

All colleagues have an individual responsibility for their own well-being. This includes recognising when to seek support, engaging with the resources available, and contributing to a culture of kindness, respect and inclusion.

The People team will act as enablers, ensuring our approach is inclusive, prevention-focused, and informed by best practice. The People team provide advice, tools, and support to teams and managers, lead on implementation of this strategy, and monitor progress.

By working together and recognising our collective impact, we can ensure that well-being is not just something we talk about, but something we actively nurture every day.

# Measuring success

Our approach to measuring the success of our well-being Strategy will be a cyclical process of collaboration, reflection, review and improvement. Some of the key metrics for measuring success of the strategy are below.

Colleague  
engagement and  
satisfaction

Recruitment and  
retention rates

Uptake of well-being  
services and  
activities

Reduced sickness  
absence

Improvements in  
well-being scores in  
the People Survey



# Action Plan



