

12 March 2026

Dear

ATISN 26732

Thank you for your request which I received on 18 February 2026.

With regard to the Anti-racist Wales Action Plan (ArWAP) (and the expectation that all senior civil servants in Wales have an anti-racist performance objective) you asked for a full copy/copies of all guidance issued to civil servants for this purpose.

Our response

Please find below the guidance issued to Welsh Government Senior Civil Servants.

[Guidance for setting a performance objective in anti-racism](#)

The Anti-racist Wales Action Plan commits all Welsh Government Senior Civil Servants to have an objective that will collectively contribute to driving forward a culture of anti-racism across the public sector in Wales. Whilst all objectives should be SMART (specific, measurable, achievable, relevant, time-bound), there are additional principles to consider when forming your anti-racism objective.

[Anti-racism objectives must be:](#)

- ❖ Aligned to the goals of the Anti-racist Wales Action Plan
- ❖ Centred on policy implementation, service delivery *or* organisational/public sector leadership. You may want to discuss options with your team to identify an objective that would have the most impact
- ❖ Meaningful and challenging to achieve

[Staged approach](#)

We recognise that not all colleagues have the same knowledge and experience of anti-racism. Therefore, it may be useful to consider a 'staged' or 'tiered' approach which could evolve throughout the performance management cycle or over the next few years. Colleagues will need to reflect on their own understanding and application of anti-racism in order to determine the appropriate level of objective setting for them.

[Level 1: Building knowledge and understanding](#)

Level 1 objectives could focus on the individual need to build knowledge and understanding of anti-racism. This may involve a personal commitment to undertaking anti-racism training, learning about anti-racism through dedicated resources, and/or making connections with community mentors, reverse mentors etc. to better understand the lived experiences of ethnic minority people. You should outline how this objective will directly impact your work and support your team.

[Level 2: Embedding anti-racism](#)

Level 2 objectives should centre around embedding anti-racism into specific areas of work and/or team culture. Examples include reviewing policies, processes and systems through an anti-racist lens and co-designing solutions to remove barriers identi-

fied; taking forward outreach strategies and lawful positive action measures to improve representation in recruitment, promotion, citizen engagement, group membership etc; leveraging opportunities across government or sectors to improve outcomes for Black, Asian and Minority Ethnic people; or developing a learning and development programme on anti-racism for your team or partners, linked to tangible outcomes.

Level 3: Role-modelling anti-racist leadership

Level 3 objectives reflect the Welsh Government's ambition to be a leader in anti-racist practice across the public sector in Wales and beyond. Objectives here could include working with partner organisations to enable/strengthen anti-racism approaches; driving forward a culture of anti-racism within the organisation and/or public sector through visible leadership and clear demonstration of anti-racist behaviours and values (speaking up and challenging where necessary); and committing to addressing systemic barriers through direct and targeted action.

Next steps

If you are dissatisfied with the Welsh Government's handling of your request, you can ask for an internal review within 40 working days of the date of this response. Requests for an internal review should be addressed to the Welsh Government's Freedom of Information Officer at:

Information Rights Unit
Welsh Government
Cathays Park
Cardiff, CF10 3NQ
or e-mail: Freedom.ofinformation@gov.wales

Please remember to quote the ATISN reference number above.

You also have the right to complain to the Information Commissioner. The Information Commissioner can be contacted at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

Website: www.ico.org.uk

However, please note that the Commissioner will not normally investigate a complaint until it has been through our own internal review process.

Yours sincerely