

Developing a S.M.A.R.T. RAP

The Reconciliation Action Plan (RAP) program is designed to turn good intentions into real action. We believe that by setting realistic and defined goals, and taking responsibility for their implementation, organisations have a meaningful opportunity to advance reconciliation in Australia.

This guide will help you understand key RAP terminology such as 'action', 'deliverable', 'responsibility' and 'timeline', and good practice principles to develop a sustainable plan.

Key principles for developing a sustainable RAP

When developing actions, deliverables, responsibilities and timelines, the following principles will help you develop a realistic and sustainable plan.

S.M.A.R.T.

The S.M.A.R.T. acronym is a common tool used in project management to ensure you plan realistic pieces of work. The principles of S.M.A.R.T. are built into the RAP template through clear actions, deliverables and timelines.

- **Specific** – a defined end point or goal.
- **Measurable** – progress can be tracked or measured.
- **Achievable** – the goal can be accomplished/is not too far out of reach.
- **Relevant** – the goal fits in with your plans and is worthwhile to meet your needs.
- **Time-bound** – there is a time limit defined to meet your goal.

R.A.S.C.I.

The R.A.S.C.I. acronym is another helpful tool used in project management to ensure accountability for the delivery of your plan. While RAPs require that you only nominate the person with overall accountability for the implementation of deliverables, we know that it takes a team to make real change happen. The R.A.S.C.I. acronym is a tool to help understand who else may also be involved in the delivery of your RAP, and who you may plan to consult or inform throughout implementation of the RAP.

- **Responsible** – who is responsible for carrying out the deliverable?
- **Accountable** – who has overall accountability or provides approval for the deliverable?
- **Support** – who will provide resources or support during implementation of the deliverable?
- **Consult** – who can provide valuable advice or information relevant to implementing the deliverable?
- **Inform** – who should be informed about the progress against the deliverable?

Actions, deliverables, responsibility, timelines

The RAP template is designed to incorporate many of the above principles. The following table provides key expectations and advice relevant to completing the RAP template:

RAP template layout	
Action	<ul style="list-style-type: none">• Broad action that includes the objective your organisation will focus on achieving.• Actions are what you want to achieve.• Actions should be relevant to the goals of relationships, respect or opportunities, and should be worthwhile toward meeting these goals.• Actions should use plain language and avoid organisation-specific jargon or acronyms so that external stakeholders can engage in and understand your RAP document.
Deliverable	<ul style="list-style-type: none">• Deliverables should be things you will achieve and/or need to complete to meet the objective in the action column.• Deliverables outline how you will achieve your actions.• Deliverables should be written as prospective activities, rather than things your organisation has already completed.• Deliverables should provide specific and achievable pieces of work.• For Stretch RAPs, deliverables must also include measurable targets so that progress can be tracked or measured.
Responsibility	<ul style="list-style-type: none">• Responsibilities are who is going to be held accountable for the deliverables.• Responsibilities should be distributed across the organisation, to promote shared ownership of the RAP.• Ensure relevant areas of your organisation are accountable for deliverables specific to their knowledge area.• Responsibilities should be allocated to specific employees, rather than a division or team, to increase accountability.• Responsibilities should be allocated to a specific job title, rather than a person's name, to ensure staffing changes do not affect implementation.• Responsibilities must NOT be allocated to anyone outside the organisation.
Timeline	<ul style="list-style-type: none">• Timelines ensure your deliverables are time-bound.• Timelines should be specific dates allocated to each deliverable throughout the RAP life.• Timelines should be in month(s)/year(s) format e.g. July 2028.• Timelines should be the date that:<ul style="list-style-type: none">- EITHER: the deliverable will be completed.- OR: the deliverable will be reviewed for effectiveness or reported on if it is an 'ongoing' deliverable.• Timelines should be distributed across the life of the RAP to help maintain focus and momentum, rather than only considering the RAP at certain times of the year.• Timelines MUST be allocated to dates in the future, and within the lifespan of the RAP.

Still unsure?

Please email us at rap.team@reconciliation.org.au.