EXECUTIVE SUMMARY

The gap that decides the project's return

Every capital project promises a capacity that operations must demonstrate. The distance between installed capacity and capability proven in steady operation is the operational capability gap – and it can be measured, governed and reduced before start-up.

LAW I

Technical readiness is not operational readiness.

A complete system can be operated by an organisation that is not yet ready to operate it.

LAW II

The cost of closing the gap rises as start-up approaches.

Deciding early costs a decision; deciding late costs production, safety and credibility.

LAW III

Operational capability is not commissioned at the end.

It is built with people, processes and evidence across the entire life cycle.

DEFINITION

Gap = required capability – available demonstrated capability

The decisive word is **demonstrated**. What cannot be shown with evidence does not reduce the gap.

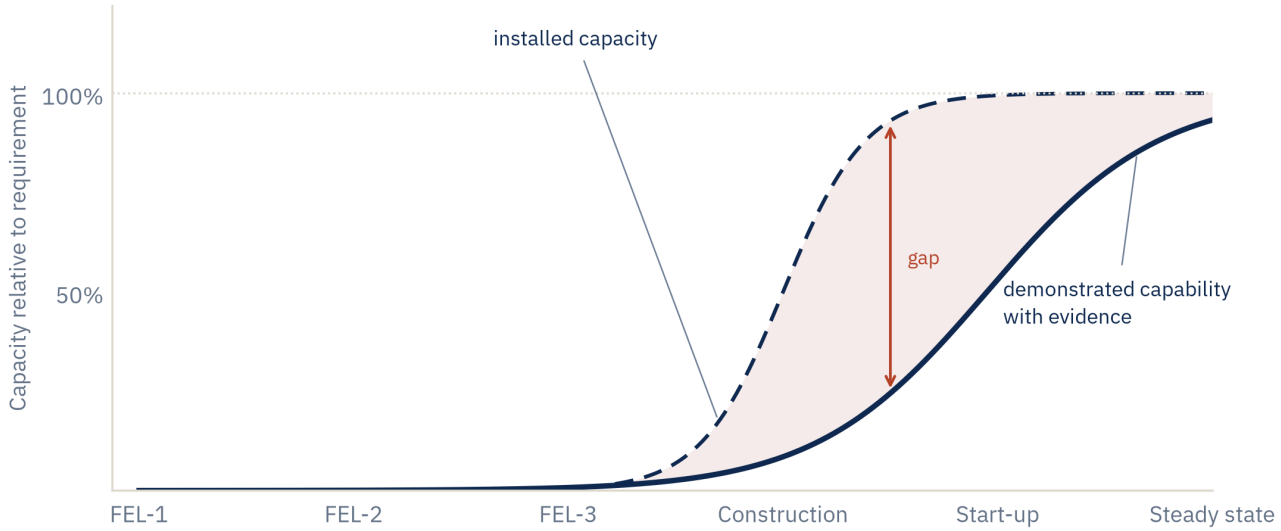


Figure 1: Installed capacity rises with construction; demonstrated capability rises with operation and evidence. The area between the curves is the gap. Illustrative curve, not to absolute scale.

HOW IT IS MEASURED

Six domains, five evidence levels

Measurement covers people and organisation, operations and process, technology and systems, maintenance and assets, health and safety, documentation and supply. Each item is scored from 1 to 4 according to evidence: none, declared, documented, verified or validated in operation.

The resulting index orders interventions; it does not authorise progression. Weight calibration is proprietary and depends on each sector's history.

HOW IT IS GOVERNED

A rule that is not negotiable

> No percentage overrides a blocker.

The Master Tracker records blockers, owners and evidence. Every exception is a recorded decision: who decides, with what information, which residual risk is accepted and what the containment plan is. Without that, the gap is transferred to operations without budget or authority.

APPLICATION IN SEVEN STEPS

	STEP	DELIVERABLE
01	Frame	Readiness charter with criterion and accountable owner
02	Mobilise	Mobilisation plan and measurement authority
03	Plan	Master Tracker and closure plan
04	Execute	Evidence per item
05	Verify	Independent verification report
06	Transfer	Transfer record to operations
07	Stabilise	Stabilisation curve and realised value

IN THIRTY DAYS

1. Define the readiness criterion and applicable domains.
2. List known blockers and classify them by evidence.
3. Establish the review cadence and the body that decides.

WHAT CHANGES

Start-up stops being a bet on the team's perception and becomes a decision on evidence. Residual risk becomes explicit, attributable and priced — before operations pays for it.

SIGNS THAT THE GAP IS OPEN

Production below plan in the first weeks; prolonged dependence on technical assistance; procedure rework at start-up; emergency decisions that were already known pending items; and a high readiness index coexisting with blockers without an owner.

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