Dimension	Previous version	Workbook
Pre-population	29 rows copied from the Implementation Plan	41 empty numbered template rows (user populates from their gap analysis)
Programme metadata	None	Overall Progress (C6), Target Finish (E6), Status Date (E4) — rolled-up from the data
Legend	Plain list at bottom	Five-colour legend in row 57 plus Programme Totals (duration sum and weighted average progress)

3. How It Relates to the Implementation Plan

The Implementation Plan and the Gap Analysis Plan are deliberately separate workbooks with complementary roles. Understanding the division prevents either workbook becoming a dumping ground for the other's content.

Dimension	Implementation Plan	Gap Analysis Plan
Scope	The fixed 29-step programme needed to establish the QMS from scratch.	Specific gaps, findings, and issues — each uniquely identified, added ad-hoc as discovered.
Structure	29 pre-defined activities in a fixed sequence with explicit predecessors.	41 flexible action rows, populated by the user as findings emerge.
Date model	Project Start Date (C4) with formula-offset dates per task.	Same — C4 is the anchor; Start and Finish dates in G and H can be hard-coded or formula-driven.
Gantt granularity	Daily (or weekly, depending on programme view).	Weekly — one column per week of the 52-week programme.
Status model	5 auto-calculated states (matches Gantt bar colour).	Same 5-state auto-calculated model — consistent behaviour across both workbooks.
Typical lifespan	12 months — the initial ISO 9001:2026 implementation.	Indefinite — continues to capture findings long after certification.
Governance	Updated at weekly Implementation Team meeting.	Updated as findings arise; presented at management review.
Consistent mental model. The V3.0 design means both workbooks now share the same conventions: Monday-anchored Start Date in C4; =TODAY() Status Date nearby; duration-weighted Overall Progress; 5-state auto-status; and the same colour legend. A user fluent in one is immediately fluent in the other — the difference is purely the content (structured 29-step programme vs. ad-hoc gap findings).		

4. Workbook Structure

The workbook contains a single sheet — ISO 9001 Gap Analysis Plan — laid out as five stacked blocks down the page and extending right with the weekly Gantt columns:

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Status	Bar Colour	When It Applies & Recommended Action
Not Started	Grey	Progress = 0 AND today's date is on or before the Start Date. The expected state for any action whose planned start has not yet arrived. No action needed — simply monitor as the Start Date approaches.
In Progress	Blue	Progress is between 1% and 99%. The expected state for any actively worked action. Review weekly; expect Progress % to increase each week. If Progress stalls, escalate at the next Implementation Team meeting.
At Risk	Amber	Progress is still 0 AND today's date is after the Start Date. The warning state — work should have started but hasn't. Investigate immediately: is the owner blocked? Have priorities shifted? Does the Start Date need revising?
Complete	Green	Progress ≥ 100. The action is closed out. Keep the row on the log as audit evidence — do not delete. Record verification evidence in the Notes column (M).
Overdue	Red	Today's date is after the Finish Date AND Progress is still below 100. The escalation state — the action has missed its planned finish. Requires immediate attention from the action owner and reporting at the next management review under Clause 9.3.2(a).

10. Milestone Flag and Its Use

Column L is a Y/N dropdown flag indicating whether this action is a programme milestone. The default is N for all rows; set to Y for the handful of actions whose completion represents a significant programme event.

Typical milestone candidates:

- Approval of the quality policy (Clause 5.2)
- Completion of the risks and opportunities register (Clause 6.1)
- Completion of quality objectives and action plans (Clause 6.2)
- First management review (Clause 9.3) — marks readiness for certification body engagement
- Completion of the first full internal audit cycle (Clause 9.2)
- Second management review — marks readiness for certification Stage 2
- Certification body Stage 1 audit close-out
- Certification body Stage 2 audit close-out — award of certification

Set column L to Y only for actions whose completion is a gate for significant downstream work. Avoid flagging every action as a milestone — if everything is a milestone, nothing is. A disciplined programme typically flags 5–10% of its actions as milestones.

Using the Milestone flag at management review. At each management review, filter or sort the sheet by column L to show only Milestone = Y rows first. This gives Top Management an immediate view of the headline actions that drive the programme forward, separate from the longer tail of detailed gap closure work. A management review report that shows (i) % complete of milestones vs (ii) % complete of non-milestone actions gives a much clearer picture of programme health than a single overall percentage.

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