DOCUMENT 14 · PORTFOLIO MANAGEMENT

Portfolio management

How the company's AI use cases are selected, prioritised, balanced, reviewed and retired

Fernando García Varela Version 0.2 (working draft) 16-09-2026 Draft for review

3	6	10	6
ambition lanes with their own budget	prioritisation criteria	steps in the retirement procedure	programme traffic-light axes

IN THIS DOCUMENT

01 Purpose and scope

02 Stage C3 · Portfolio

03 Entry of use cases into the portfolio

04 Prioritisation criteria

05 Balance of ambition and risk

06 Capacity and staged budget

07 Monthly and quarterly review

08 Stalled use cases, expired conditions and use cases on hold

09 Risk concentration and supplier dependency

10 Retirement procedure

11 Regularisation of use cases pre-dating the framework

12 Programme traffic light

13 Associated tools and templates

14 Related documents

15 Version control

Legal notice and disclaimer. SEVEN-G is a reference methodological framework provided "as is" and for information purposes only. It does not constitute legal, regulatory, financial or professional advice, nor does it guarantee compliance with any law or standard. References to general regulation (such as the EU AI Act, the GDPR, DORA or NIS2), to technical standards and to regulation specific to each sector or jurisdiction may be incomplete, may not apply to a particular case or may become out of date as a result of regulatory changes, interpretations or supervisory positions after their consultation date. **Each organisation that uses SEVEN-G is solely responsible for identifying the regulation that applies to it, verifying that it is current and certifying its own regulatory compliance**, with the appropriate qualified advice. This methodology is a generic, free aid shared with the community so that nobody has to start from scratch; each person or organisation can and should adapt it to its own use. It must not be inferred that its legally sensitive parts have been reviewed by legal counsel: those reviews, for each company or sector, are the ultimate responsibility of the company, consultant or organisation that uses it. Although every effort is made to keep it up to date, some regulation may have changed without being reflected here. To the fullest extent permitted by law, the author accepts no responsibility whatsoever for the effects of its application in any organisation or for its full applicability. The methodology does not grant certification of any kind. The author accepts no liability for any use made of this content or for any decisions taken on the basis of it. The data, figures, companies and cases in the examples are fictitious or illustrative.

THE ESSENTIALS Always mandatory

Prioritised portfolio (C3), monthly committee review, handling of stalled use cases and expired conditions, retirement procedure and regularisation of what existed before the framework. Weights and thresholds are each company's own; retirement and regularisation are not omitted.

Obligation matrix and layered reading (document 94)

01

Purpose and scope

This document develops stage **C3 · Portfolio** of the corporate cycle (01 §5.1) and ongoing portfolio management in **C4 · Oversight**. It defines how use cases enter, how they are prioritised and funded, how the balance of ambition and risk is maintained, how the portfolio is reviewed, how stalled use cases are handled, how a use case is retired and how use cases that pre-date the adoption of the framework are regularised.

It applies to all use cases in the register (T01): in-house use cases, third-party AI embedded in processes and corporate use of general-purpose AI that meets any Enterprise criterion (01 §1.2). The main tools are **T01 · Use case register**, **T16 · Portfolio sphere map** and **T22 · Retirement manager**.

This document does not constitute legal advice.

1.1 Portfolio management principles

1. **The portfolio executes the thesis.** What is funded is what fits the AI thesis, the ambition per sphere and the risk appetite approved in C2.
2. **Each ambition competes with its peers.** A transformation bet does not compete for the same budget or on the same criteria as an optimisation.
3. **Funding is staged.** Money is released *gate* by *gate*; no one receives the full budget on entry.
4. **Finish before starting.** Capacity is allocated first to advanced use cases that meet their criteria.
5. **Risk adds up.** The portfolio has concentration limits, in addition to the limits of each use case (principle 5 in 01 §3).
6. **Retiring is managing.** A planned retirement frees up resources and reduces risk; it is not a failure of the team.

02

Stage C3 · Portfolio

2.1 Inputs, outputs and owners

Element	Content
Inputs from C1	Inventory, maturity (document 11), transformation index (12), current validated value and cost.

Element	Content
Inputs from C2	AI thesis, ambition per sphere, risk appetite, framework budget, return horizon, Enterprise investment threshold, reference time limits per phase and concentration limits (document 13).
Mandatory outputs (01 §5.1)	Prioritised portfolio with ambition level, sphere, intensity, budget and owners; retirement criteria; available capacity.
Outputs of this document	Budget envelopes per lane; prioritisation table; capacity plan; concentration limits applied; regularisation plan; review calendar. They are documented with the C3 portfolio plan (P36).
Owner	AI Committee, with preparation by the AI Office.
Approves	AI Committee. The board approves Transform use cases and any transfer out of their envelope.

2.2 Calendar

Moment	What is done	Who
Annual (C3)	Building or renewing the portfolio after C2 or C5: envelopes, full prioritisation, capacity, limits.	AI Committee; board for Transform
Quarterly	Review of balance, concentration, programmes and retirements; report to the board in C4.	AI Committee
Monthly	Monitoring of the funnel, stalled use cases, expired conditions, holds and new entries.	AI Committee
Continuous	Registration of use cases, T01 alerts, preparation of information.	AI Office

2.3 Responsibilities

A accountable · **R** responsible · **C** consulted · **I** informed.

Activity	Board	AI Committee	AI Office	Sponsor	AI Risk Owner	Management control
Envelopes per lane	A	R	C	I	C	C
Prioritisation and allocation	I	A	R	C	C	C
Approval of Transform	A	R	C	R	C	I
Monthly and quarterly review	I	A	R	C	C	C

Activity	Board	AI Committee	AI Office	Sponsor	AI Risk Owner	Management control
Concentration limits	I	A	R	I	R	I
Retirements	I	A (Enterprise)	R	A (Lite)	C	C
Regularisation	I	A	R	R	C	I

03

Entry of use cases into the portfolio

3.1 Channels

Use cases may come from business areas, from challenges set by the board or management, from the AI Office or from supplier proposals. **Every use case needs a business sponsor**: a supplier proposal without an internal sponsor does not enter. Document 54, section 5, sets out the eight sources use cases come from, the typical bias of each and what each lacks before entering.

3.2 Minimum entry record

To move from *Registered* to phase 0 (03 §3.2), the use case provides:

Field	Requirement
Understandable description	What it is and what it is used for, without jargon (rule 10; P31).
AI Sponsor and AI Product Owner	Appointed and without incompatibilities (01 §8.2).
Proposed sphere and ambition	Using the five questions in 00 §5.2 (T05).
Order of magnitude of value	With formula, marked as *estimated* (rule 4).
Investment up to G3	Amount of the discovery and feasibility tranche.
Fit with the thesis	Thesis objective to which it contributes.
Foreseeable Enterprise criteria	Intensity questionnaire (T04).

3.3 Preliminary filters

The following do not enter the portfolio, and are recorded with the reason: **practices prohibited** by regulation; use cases that **duplicate** an existing one (they are merged); those that **do not require AI** (they are referred to the alternative); those that fall **outside the approved risk appetite**; and **Transform use cases without senior management sponsorship**.

3.4 Entry windows

- **Optimise and Augment with Lite intensity:** continuous entry; the AI Committee is made aware of them at its monthly meeting.
- **Enterprise and Transform:** entry at the committee's monthly review, with full prioritisation (section 4). Transform use cases are escalated to the board at its next quarterly session.

04

Prioritisation criteria

4.1 Four-step method

1. **Eliminatory filters** (section 3.3 and Critical residual risk without board approval).
2. **Assignment to the confirmed ambition lane**: Optimise, Augment or Transform.
3. **Scoring** with six criteria and weights specific to each lane (sections 4.2 and 4.3).
4. **Allocation of budget and capacity** in order of score within each lane, with a check on balance and concentration (sections 5 and 6).

The committee may alter the resulting order with a written justification recorded in T01. Changes affecting the Transform lane are reported to the board.

4.2 Criteria and weights

The **additional net value per euro** (expected additional annual net value ÷ additional investment required; rule 9) is the main criterion in Optimise and Augment. In Transform it is always calculated and shown, but it is not decisive on its own (01 §7.6).

Criterion	What it assesses	Optimise	Augment	Transform
Additional net value per euro	Expected return on the additional investment within the C2 horizon.	40	30	15

Criterion	What it assesses	Optimise	Augment	Transform
Fit with the thesis	Contribution to an explicit objective of the AI thesis.	15	15	25
Contribution to ambition per sphere	Whether it fills a gap between the ambition set per sphere and the actual portfolio.	5	10	15
Risk	Expected residual risk level (document 33).	15	15	15
Data dependency	Availability, quality and legal basis of the data required.	15	15	15
Capacity	Team, supplier and adoption capacity of the receiving area.	10	15	15
Total		**100**	**100**	**100**

Use case score (0–100) = Σ (weight × criterion score) ÷ 5.

4.3 Scoring scales

All scales run from 1 to 5. A criterion **with no data scores 0 and is shown as "no data"** (rule 8); a use case with no data on additional net value per euro cannot pass G2.

Additional net value per euro. The **multiple over the horizon** is used = additional net value per euro × C2 return horizon in years. A multiple of 1 means that the additional investment is recovered within the horizon, undiscounted. It is a **prioritisation** criterion, not a feasibility criterion: economic feasibility at G3 is decided solely by NPV ≥ 0 with the horizon and rate set in C2 (document 40, section 8.3; 01 §7.6).

Multiple over the horizon	Score
3 or more	5
From 2 to less than 3	4
From 1.5 to less than 2	3
From 1 to less than 1.5	2
Less than 1	1. Does not by itself prevent passing G3: NPV ≥ 0 applies at G3 (document 40).

Initial thresholds, to be calibrated. If after G2 the amount is still only *estimated*, with no measured baseline, the score for this criterion cannot exceed 3.

Score	Fit with the thesis	Contribution to ambition	Expected residual risk	Data dependency	Capacity
5	Explicit thesis objective in a priority sphere.	Fills a gap: sphere with a set ambition and no use cases at that level.	Low	Data available, quality verified and legal basis confirmed.	Team and supplier assigned; receiving area with adoption capacity.
4	Explicit objective in a non-priority sphere.	Reinforces a level below its target.	—	Available with minor adjustments.	Team assigned; supplier being selected.
3	Permitted sphere without an explicit objective.	Neutral.	Medium	Require planned preparation within phase 3.	Capacity available in the following quarter.
2	Indirect fit.	Adds to a level already at its target.	—	Not available, but obtainable with identified data work.	Capacity available in two quarters or dependent on hiring.
1	No fit; requires justification from the sponsor.	Increases concentration in a level already above its target.	High	Non-existent or with a doubtful legal basis.	No capacity identified within 12 months.

Critical residual risk is not scored: it is an eliminatory filter unless there is exceptional board approval within the risk appetite (document 33).

4.4 Rules to prevent return from blocking transformation

1. **Separate envelopes.** C2 sets the proportion of the framework budget for each lane. Use cases compete only within their lane.
2. **Own criteria.** Transform use cases are decided using the criteria in 01 §7.6: learning milestones, investment cap per stage, stop criteria and documented option value; not with a threshold of additional net value per euro.
3. **No silent transfers.** The Transform envelope is not reallocated to other lanes without board approval. The unused envelope is reported to the board, because it is a signal of the transformation index (signal 1).
4. **Stopping on pre-agreed criteria.** A Transform bet is stopped only on its stop criteria or on grounds of risk, not by being compared mid-stage with optimisations offering immediate return.
5. **Market evidence at the right time.** Transform is not required to have validated value before G5; at G5 it is required to provide market or customer evidence.

And, conversely, to prevent "Transform" from becoming a refuge:

6. **Verified classification.** A use case presented as Transform that answers no to questions 1 to 4 in 00 §5.2 is reclassified and changes lane.
7. **No milestones, no bet.** A Transform proposal without learning milestones, a cap per stage and stop criteria does not enter prioritisation.

4.5 Illustrative example

Illustrative data. Optimise lane; C2 return horizon: 2 years.

Use case	Additional net value per euro	Multiple	Net	Thesis	Ambition	Risk	Data	Capacity	Score
IA-2026-014 Complaint classification	1.6	3.2	5	4	3	5	4	4	**90**
IA-2026-021 Invoice reconciliation	0.9	1.8	3	5	3	5	5	3	**78**
IA-2026-009 Network incident forecasting	1.2	2.4	4	3	3	3	2	2	**63**

Calculation for IA-2026-014: (40 × 5 + 15 × 4 + 5 × 3 + 15 × 5 + 15 × 4 + 10 × 4) ÷ 5 = 450 ÷ 5 = **90**. IA-2026-009 has a better net value than IA-2026-021, but ranks behind it on risk, data and capacity: the score sets the order, and negative net value or no data is detected separately.

05

Balance of ambition and risk

5.1 Ambition balance

C2 sets the **target distribution** of investment across lanes and the **ambition per sphere**. SEVEN-G does not impose proportions: they depend on the thesis. The portfolio is compared with the target at each quarterly review using the spheres × ambition levels map (T16), with investment, recurring cost and value per cell.

Deviation from the C2 target	Reading	Action
Up to 10 percentage points per lane	Within tolerance.	Monitoring.

Deviation from the C2 target	Reading	Action
More than 10 points for one quarter	Imbalance.	The committee proposes measures: new entries, acceleration or reallocation within the rules in 4.4.
More than 10 points for two quarters, or an empty Transform lane with a set ambition	Persistent imbalance.	The board is informed and confirms the ambition or modifies it in C2.

Proportions are measured on committed investment and also on the **ambition mix by phase** (03 §3.5): a portfolio that is balanced in phase 1 but with all its Transform bets halted before G5 is not balanced.

5.2 Risk balance

The C2 risk appetite is translated into **portfolio limits**, which the committee reviews quarterly. The values are set by each company; for reference:

Limit	Example wording
High residual risk	Maximum number of use cases in production with accepted High residual risk.
High regulatory risk systems	Maximum number simultaneously in phases 4–5, according to control capacity.
Autonomy	Agents with A2 or A3 autonomy in production only with level 3 in D4 and D6 (document 11).
Direct exposure	Maximum proportion of investment in systems with direct exposure without independent assessment.
Suppliers	See section 9.

Exceeding a limit does not stop use cases under way, but it prevents new ones from entering the affected category until the committee approves a measure or the board modifies the appetite.

06

Capacity and staged budget

6.1 Structure of the framework budget

Item	Content
Committed recurring cost	Operating cost of use cases in production. It is reserved first: each go-live reduces the budget available for new use cases in subsequent years.
Optimise envelope	Tranches 2 and 3 of its lane.
Augment envelope	Tranches 2 and 3 of its lane, including the adoption specific to each use case.
Staged Transform envelope	Stages approved by the board, each with its cap per stage.
Enablement	Data, common platform, governance and compliance, including use cases in spheres 08 and 09.
Adoption and training	AI literacy, role-based training and change management not charged to use cases.
Contingency	Includes the **discovery reserve** (tranche 1 of all use cases, phases 0–3, before their lane is confirmed), the **retirement reserve** (retirements and regularisation) and approved deviations. Allocated by the AI Committee with a record.

The items are the seven envelopes of the framework budget approved by the board in C2 (13 §12); this section sets how the portfolio uses them. The portfolio plan records them in P36 §3.

6.2 Funding tranches

Tranche	Phases funded	Released after	Limit
1 · Discovery and feasibility	0–3	G0	Amount declared in the entry record.
2 · Design and delivery	4–5	G3	Build and pilot cost from the feasibility assessment (P10).
3 · Operation	6	G5	Annual recurring cost; renewed at each R6.

Tranche	Phases funded	Released after	Limit
Scaling	New phase 0	G7 with a Scale outcome	New cycle with its own prioritisation.

In Transform, each approved stage is a tranche with its learning milestone; the next stage is not released until the milestone has been met. A deviation of more than 10% over the approved tranche requires approval from the body that decided the *gate*.

The tranches of each use case are recorded in T01, in the realisation plan (`plan_realizacion.tramos`), with their date, amount, the *gate* that releases them and their **pass condition**, the milestone that must be met to release them (document 43 §4.1). Only investments are recorded as tranches: 1 · discovery and feasibility, 2 · design and delivery, scaling and, in Transform, each stage. Tranche 3 · operation is not recorded as a tranche: it is the recurring cost, which the realisation curve already deducts. The board dashboard (T17) lists the pending tranches, flags those without a pass condition and shows the annual net value each tranche unlocks per euro invested (F3 of the tranche, document 40 rule 9).

6.3 Capacity

- The AI Office maintains a **capacity plan** for scarce profiles: technical owners, data, risk, AI Auditor, security and adoption.
- The committee sets a **limit on simultaneous use cases in phases 3 to 5** according to that capacity. Once the limit is exceeded, no new use cases enter phase 4 until one passes G5 or is stopped.
- The capacity to **verify and decide** is also capacity: if the *gate* decision time exceeds its reference time limit (03 §3.6), the committee strengthens verification before admitting more use cases.

07

Monthly and quarterly review

7.1 Monthly AI Committee review

Item	Source	Possible decision
New entries and Enterprise *gates*	T01, T03	Admit, prioritise, decide *gates*.
Stalled use cases, expired conditions and holds	T01 alerts	Section 8.
Cost and value deviations	T12, T13	Conditions, early R6.

Item	Source	Possible decision
Incidents and major or critical nonconformities	T08	Containment, stop, retirement.
Funnel metrics: time in phase, decision time, conversion	T01	Measures on bottlenecks.

7.2 Quarterly portfolio review

Item	Content	Result
Balance	T16 map; ambition mix by phase; deviation from C2.	Measures in section 5.1.
Risk and concentration	Limits in sections 5.2 and 9.	Measures or escalation to the board.
Value	Value by phase, realised value against hypothesis, validated proportion, weighted value if there is a track record.	Review of priorities.
Programmes	Traffic light in section 12.	Recovery plans.
Retirements	Proposed retirements and those under way.	G7 decisions.
Budget and capacity	Consumption by tranche and lane; capacity plan.	Reallocations within the rules in 4.4.
Report to the board (C4)	Summary in the response format of documents 60 and 61.	Recorded recommendations (T18).

08

Stalled use cases, expired conditions and use cases on hold

The definitions and metrics are those in 03 §3.5 and §3.6.

Situation	Treatment	Time limit
Stalled (exceeds the reference time limit for its phase)	The AI Product Owner explains the cause and the plan. The committee decides: recovery plan with a date; new justified time limit (only once per phase); move to *On hold* with a reason; early *gate*; or stop.	Explanation within 5 working days; decision at the next monthly meeting.

Situation	Treatment	Time limit
Second stall in the same phase	Early *gate* with the option of stopping explicitly considered.	Next monthly meeting.
Expired condition	The *gate* outcome becomes **Iterate** (01 §7.4, rule 4). If the condition affects a significant control, a major nonconformity is raised (01 §12).	Automatic on expiry.
On hold	Requires a coded reason and an expected resumption date. Time on hold does not count as time in phase, but the allocated capacity is released.	Review at each monthly meeting.
Prolonged hold (more than 90 days or two postponements)	The committee decides to resume with a firm date or to stop. The unspent tranche budget returns to its budget item.	Next monthly meeting.

09

Risk concentration and supplier dependency

The committee analyses quarterly whether several use cases could fail for the same cause.

Type of concentration	What is measured	Warning signal (to be set in C2)
Supplier	Proportion of use cases in production, recurring cost and critical functions that depend on the same supplier.	One supplier supports several critical functions or exceeds the set proportion.
Foundation model	Use cases that depend on the same general-purpose AI model or its version.	Announced change or withdrawal of the model affecting several use cases.
Data	Use cases that depend on the same dataset or knowledge source.	Source with quality issues or a legal basis under review.
People	Use cases that depend on the same key people.	One person is indispensable to several use cases.
Typical risk	High residual risks with the same `RT-XXX-NN` code.	Same High risk in several use cases.
Sphere or area	Concentrated investment and exposure.	Deviation from the ambition per sphere.

Measures. Suppliers with requirement level **N3** (document 36) must have a tested exit plan or, at least, a documented one with an estimated cost, which is incorporated into the use case's net value. In entities subject to DORA , ICT services supporting critical or important functions require exit

strategies (Article 28 of Regulation (EU) 2022/2554). A significant change in the supplier or the foundation model triggers an extraordinary R6 of the affected use cases.

10

Retirement procedure

Retirement is a G7 outcome (01 §6.9 and §7.3). Every retirement must record the date, reason, deciding body, replacement if any, treatment of data and models and communication to those affected (01 §6.9). This procedure also applies to **partial retirement** (reduction in scope, users or functions) and, with the adaptations in 10.10, to corporate use of AI.

10.1 Retirement criteria

Trigger	Indicative criterion	Coded reason (03 §3.3)
Value not sustained	Realised value below the hypothesis success threshold in two consecutive R6 reviews.	Hypothesis refuted
Cost exceeds value	Negative annual net value over two R6 reviews without a credible correction plan.	Cost exceeds value
Risk	Residual risk outside the appetite, repeated S1 or S2 incidents or a critical nonconformity with no viable remedy.	Unacceptable risk
Regulation	Regulatory change that prohibits the use or imposes obligations that cannot be met in time.	Regulation
Adoption	Actual use persistently below forecast after the measures in the adoption plan.	No adoption
Better alternative	Another solution, with or without AI, delivers more net value or less risk.	Replaced by another solution
Technology or supplier	End of support, withdrawal of the foundation model or unacceptable contractual change.	Technically unfeasible
Strategy	The revised thesis no longer includes the sphere or objective.	Change in strategic priority

When risk so requires, the use case is **halted immediately** using the kill switch or the rollback plan (P19) and the formal G7 is held afterwards, within a maximum of 10 working days.

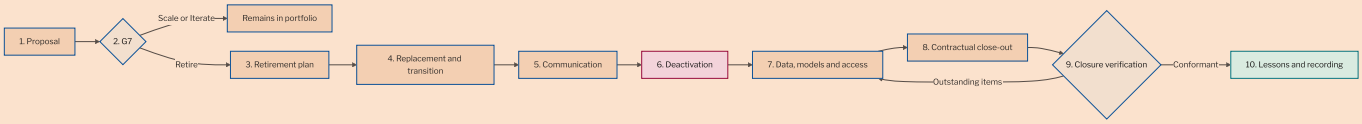
10.2 Owners

Role	Responsibility in the retirement
AI Sponsor	Proposes or accepts the retirement; decides in Lite; is accountable for the replacement and the financial close.
AI Committee	Decides in Enterprise; informs the board when a Transform use case or one supporting a critical function is retired.
AI Product Owner	Draws up the retirement plan; leads the transition and communication to users.
AI Technical Owner	Deactivation, dismantling of integrations, archiving of models and documentation.
AI Operations Owner	Carries out the deactivation, revokes identities and permissions, monitors until closure.
AI Risk Owner	Regulatory and retention obligations; clearance of the plan.
Data protection and legal counsel	Processing of personal data; contractual close-out with suppliers.
AI Auditor or AI Office	Verifies closure (auditor in Enterprise, office in Lite).
AI Office	Recording in T22, updating of T01 and T02, consolidation of lessons.

10.3 Flow

Retirement procedure

Ten steps from proposal to recording



Source: SEVEN-G

Reference time limits: retirement plan approved within 15 days (Lite) or 30 days (Enterprise) of the decision, in line with the phase 7 time limits (03 §3.6); closure verification within 30 days of deactivation.

10.4 Content of the retirement plan (P30)

Block	Content
Decision	Use case code, G7 date, body, coded reason, scope (full or partial).
Schedule	Change freeze date, parallel running period, deactivation date, closure date.
Replacement	Solution that takes over the function, acceptance criteria and capacity required (10.6).
Those affected	Users, customers or people affected, areas, suppliers, authorities where applicable.
Data, models and access	Treatment of each element (10.5).
Contracts	Notice periods, penalties, return or deletion of data by the supplier.
Retirement cost	Estimate and budget item (retirement reserve, section 6.1).
Retirement risks	Transition risks recorded using the scale in document 33.
Verification	Closure checklist and verifier.

10.5 Treatment of data, models and access

Element	Treatment
Personal data	Erasure or blocking according to the legal basis and retention periods (GDPR, Articles 5(1)(e) and 17); record of the deletion.
Data held by the supplier	Return or deletion in accordance with the contract, with a certificate.
Models, versions and configurations	Archiving with version and lineage (P16) for as long as there is an obligation to retain documentation or a possibility of claims; thereafter, recorded destruction.
Technical documentation and activity logs	Retention in accordance with regulation. The EU AI Act sets, among other things, 10 years for the documentation of providers of high-risk systems (Article 18) and at least six months for automatically generated logs (Articles 19 and 26(6)). Verify that this is in force at the date of consultation (September 2026).
Instructions, knowledge bases and indexes	Archiving if they support decisions that may be challenged; otherwise, recorded deletion.
Identities, credentials and permissions of agents and integrations	Revocation **before** or at the same time as deactivation. No identity may remain active.

Element	Treatment
Decisions made with the system	Retention of the traceability needed to handle claims and the rights of individuals.
Inventory and register	T02 moves the system to "retired"; T01 moves the use case to *Retired* with the closure date.

10.6 Replacement and continuity

- Options: revert to the previous process, adopt another solution, or eliminate the activity. The choice is justified in the plan.
- If reverting to the previous process, it is checked that **the capacity exists** to take it on: the released capacity may have been materialised or reassigned.
- If the replacement is another AI system, it goes through its own lifecycle; it does not inherit the *gates* of the retired system.
- When the function is critical, a parallel running period with acceptance criteria is required before deactivation.

10.7 Communication

Recipient	When	Content
Internal users	On approval of the plan and before deactivation	Dates, alternative, training, support.
Customers or people affected	With sufficient notice when there is direct exposure	What changes, service channel, rights.
Workers' representatives	When required by law or agreements	Effect on work.
Suppliers	In accordance with contractual notice periods	Termination, return or deletion of data.
Authorities	If the system was registered or subject to regulatory notification	Update in accordance with the applicable regulation.
Committee, board and audit	Decision and closure	Reason, cost, lessons.

10.8 Lessons learned

Every retirement, and every stop at G3 or later, produces a lessons note with: initial hypothesis; what happened; coded reason; **what early signal foreshadowed it and when it was noticed**; total

investment and cost against realised value; and what change is proposed to entry criteria, templates or thresholds. The AI Office consolidates them by reason and presents them in C5 (P37 §9).

10.9 Retirement register (T22)

Field	Content
Identification	Code IA-AAAA-NNN, systems affected, full or partial scope.
Decision	G7 date, body, decision-maker, verifier, coded reason, reference to P29 and P30.
Plan	Planned and actual dates for freeze, parallel running, deactivation and closure.
Replacement	Solution, owner, acceptance criteria met.
Data and models	Status of each element in 10.5 with evidence.
Access	Date of revocation of identities and permissions.
Communication	Recipients and dates.
Economics	Total investment, recurring cost avoided, retirement cost, cumulative realised value with its status.
Closure	Verification date, result, outstanding items.
Lessons	Link to the lessons note.

10.10 Corporate use and unauthorised AI

The retirement of an AI tool for corporate use follows steps 3 to 10 with a simplified plan. Detected unauthorised use is regularised as a nonconformity (01 §1.2): authorisation, replacement or blocking; if it is blocked, 10.5 and 10.7 apply.

11

Regularisation of use cases pre-dating the framework

Use cases in production prior to the adoption of SEVEN-G must be regularised within the time limit approved in C2, by undergoing a continuity review equivalent to G7 (01 §14).

11.1 Steps

1. **Census.** Registration in T01 and T02 of everything that exists, with its actual status: idea, pilot, under construction or in production.
2. **Order by risk.** First, those that meet any Enterprise criterion (01 §9.2), in particular high regulatory risk, decisions about people, direct exposure and agents that act; then the rest.
3. **Treatment by status:**

Actual status	Treatment	Possible outcome
In production	Review equivalent to G7 with minimum evidence: description (P31), roles (P03), intensity (P04), regulatory classification (P11), risks (P12), realised value with status (P28), manual and monitoring (P24, P25), rollback plan (P19).	Continue in production with periodic R6; continue with conditions; iterate; retire.
Under construction	It is placed in the phase that corresponds to its actual evidence and must pass the next *gate* with all the evidence from the previous phases.	Continue from that phase; pivot; stop.
Pilot	It is assessed at G3 with the pilot results.	Continue; iterate; stop.
Idea	Ordinary entry (section 3).	—

4. **Recording.** Each regularised use case carries the free tag "Regularisation" and the date of its review.

11.2 Rules

- Regularisation documentation is identified as such, with the date on which it is prepared. It does not attest to past *gates* and cannot be presented as earlier documentation: doing so is a major nonconformity (01 §7.4, rule 3).
- Reference time limit: use cases with Enterprise criteria, six months from the approval of C2; the rest, 12 months. The company may set others in C2.
- A use case in production that has not been regularised when the time limit expires is a major nonconformity; if it meets Enterprise criteria and has no regulatory classification, a critical one.
- The scope of the use case is not extended during regularisation.

12

Programme traffic light

A **programme** groups related use cases using the free tag "Programme" (03 §3.3). The traffic light summarises its status for the committee and the board.

12.1 Axes and initial thresholds

Axis	Green	Amber	Red
Schedule	No stalled use cases; milestones on schedule.	One stalled use case or a milestone delayed by up to one phase reference time limit.	Several stalled use cases or a critical milestone with a longer delay.
Cost	Deviation over the approved tranches of up to 10%.	From 10% to 25%.	More than 25% or without approval.
Value	Realised value equal to or above 90% of the amount forecast to date, with validated or declared status.	From 60% to 90%, or estimated only.	Less than 60%, or hypothesis refuted without a decision.
Risk	No residual risks outside the appetite and no open S1–S2 incidents.	High risk with mitigation on schedule or an S2 incident being managed.	Risk outside the appetite, S1 incident or open critical nonconformity.
Governance	*Gates*, R6 and conditions up to date.	One expired condition or an R6 delayed by less than one month.	Expired major nonconformity, lapsed R6 in Enterprise or system in production without a *gate*.
Adoption	Actual use equal to or above 80% of forecast.	From 50% to 80%.	Less than 50% after the measures in the plan.

Initial thresholds, to be calibrated in C5.

12.2 Traffic-light rules

1. **Programme colour = worst colour of its axes.** One axis in red puts the programme in red.
2. **No data is not green.** An axis with no data is shown in grey and the programme cannot be green.
3. **Red requires a plan.** Every programme in red presents a recovery plan with an owner and date, or a proposal to stop or retire, at the next monthly review.

4. **Two quarters in red** lead the committee to decide explicitly between continuing with a revised plan, reducing scope, stopping or retiring, and the board is informed.
5. **Visible trend.** Each traffic light shows the colour for the previous quarter.

13

Associated tools and templates

Code	Use in this document
T01 · Use case register	Entry record, alerts for stalled use cases, holds and conditions, "Programme" and "Regularisation" tags. The prioritisation score, lanes and tranches, the regularisation plan and the programme traffic light are prepared with P36 (C3 portfolio plan), with columns ready for a spreadsheet; the traffic light is presented to the board in P67.
T16 · Portfolio sphere map	Ambition balance per sphere with investment, recurring cost and value.
T22 · Retirement manager	Retirement plan, replacement, data and models, access, communication, closure verification and retirement register (section 10.9).
T02, T03, T04, T05, T06, T08, T09, T12, T13, T14, T17, T18	Inventory, *gates*, intensity, ambition, risks, nonconformities, suppliers, value, costs, transformation index, dashboard and recommendations.
P06, P07, P08, P10, P12, P14, P19, P28, P29, P31	Evidence used in entry, prioritisation and review.
P30 · Scale or retirement decision	G7 decision, lessons learned and retirement plan.
P36 · C3 portfolio plan	Envelopes by lane, prioritisation, capacity, concentration limits, regularisation plan, review calendar and programme traffic light (section 2.1).
P37 · C5 annual review	Lessons learned consolidated by reason (section 10.8).

14

Related documents

Document	Relationship
00 · What SEVEN-G is	Value measurement rules (§6) and ambition classification (§5.2).
01 · Foundational methodology	C3 (§5.1), phase 7 (§6.9), *gate* outcomes and rules (§7), principles, declaration of application (§14).
03 · Tools and use case register	Statuses, taxonomy, coded reasons, funnel metrics and reference time limits.
10 · Sphere map	Ambition per sphere.
11 · Maturity model	Dimension D2 and maturity requirements for agents and Transform.
12 · Transformation index	Signals affected by the portfolio balance.
13 · AI thesis and risk appetite	Envelopes, horizon, limits and time limits used by this document.
33 · Risk methodology	Risk scale and typical risks.
36 · Third parties and suppliers	Levels N1–N3 and exit plans.
40–43 · Measurement and value	Additional net value per euro, costs and benefits realisation.
90 · Implementation guide	First portfolio and regularisation.

15

Version control

Version	Date	Changes
0.1	16-09-2026	First version. Develops C3; defines portfolio entry, prioritisation by ambition lanes with six criteria, rules to avoid blocking transformation, balance of ambition and risk, tranche-based budget, monthly and quarterly reviews, treatment of stalled use cases and holds, concentration, full retirement procedure with register, regularisation and programme traffic light.

Version	Date	Changes
0.2	28-09-2026	Funding tranches are recorded in T01 (`plan_realizacion.tramos`) with gate, amount and pass condition, and the board dashboard lists the pending ones with the annual net value each one unlocks per euro (§6.2; D135).

External sources cited

Links to the official or primary source, checked before publication. Always verify the version in force on the date of use.

Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation) · https://eur-lex.europa.eu/eli/reg/2016/679/oj/eng · Parlamento Europeo y Consejo de la UE · 27-04-2016

Regulation (EU) 2022/2554 of the European Parliament and of the Council of 14 December 2022 on digital operational resilience for the financial sector (DORA) · https://eur-lex.europa.eu/eli/reg/2022/2554/oj/eng · Parlamento Europeo y Consejo de la UE · 14-12-2022

Regulation (EU) 2024/1689 of the European Parliament and of the Council of 13 June 2024 laying down harmonised rules on artificial intelligence (Artificial Intelligence Act) · https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng · Parlamento Europeo y Consejo de la UE · 13-06-2024