TEMPLATE P36 · C3 PORTFOLIO PLAN

C3 portfolio plan

Turns the C2 decision into an executable portfolio: envelopes by lane, prioritisation with the six criteria, capacity of scarce profiles, portfolio and concentration limits, calendar, programme traffic light and regularisation plan for existing systems.

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> **Why it matters.** An approved thesis changes nothing if the portfolio is still decided by whoever pushes hardest or by immediate return. The portfolio plan makes visible the criteria and weights used to rank each lane, how much scarce capacity there really is, which risk limits cannot be exceeded and by when the systems that already existed are brought into the framework. Without it, Transform bets compete with optimisations and lose, risk concentration is not seen and regularisation remains open indefinitely.

01

Instructions for use

Aspect	Guidance
When it is used	In C3: in the first implementation, in weeks 11–12 (90 §4.4); thereafter, every year after C2 or C5. It is updated at each quarterly portfolio review (14 §7.2).
Who completes it	The AI Office prepares it; management control provides amounts and consumption; the AI Risk Owner provides limits and concentration; sponsors provide the entry records.
Who verifies it	The AI Office checks the calculation and the second line the risk limits; the AI Auditor reviews the application of the method by sampling **(Enterprise)**.
Who decides or approves	The AI Committee. The board approves Transform use cases and any transfer out of their envelope (14 §2.1).
Corporate cycle stage	C3 · Portfolio, with monitoring in C4. Inputs: P33 (C1) and P35 (C2).
Tools	T01 (entry record, scoring, lanes, tranches, alerts, "Programme" and "Regularisation" tags), T16 (balance by sphere), T22 (retirements), T06 (risk concentration).
Reference document	Document 14 (full method); 01 §5.1; 90 §4.4 and §5.
Lite versus Enterprise	Both scopes use the plan. Blocks marked **(Enterprise)** may be omitted in a Lite scope, with justification.

Completion rules:

- **Each ambition competes with its peers.** Use cases are scored and ranked only within their lane (14 §4.4).
- **No data is not a measured zero.** A criterion with no data scores 0 and is shown as "no data"; with no data on additional net value per euro, G2 cannot be passed (14 §4.3).
- **The order may be altered** with a written justification recorded in T01; if it affects the Transform lane, the board is informed.
- **Funding is staged.** Money is released *gate* by *gate* in tranches (14 §6.2).
- Regularisation documentation is identified as such and bears its actual date; it does not substantiate past *gates*.

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Identification

Field	Content	Guidance
Document code		
Company or group		In the examples, always fictitious.
Financial year or portfolio period		
Reference C2 decision		Version of P35 and DEC-AAAA-NNN.
Reference C1 report		Version of P33.
C2 return horizon (years)		For the multiple in section 4.
Date of AI Committee approval		Reference to the minutes.
Plan version		Incremented at each quarterly review with changes.

03

Envelopes by lane and budget

Amounts approved in the C2 framework budget (P35, section 11) and their C3 structure (14 §6.1). Committed recurring cost is reserved first.

Item	Approved in C2	Committed	Available	C2 band (% of portfolio cost)	Remarks
Committed recurring cost				—	
Optimise envelope (tranches 2 and 3)					
Augment envelope (tranches 2 and 3, including each use case's adoption)					
Staged Transform envelope					Only stages approved by the board.
Enablement (data, platform, spheres 08 and 09)				—	
Adoption and training not charged to use cases				—	
Contingency				—	Includes the discovery reserve (tranche 1, phases 0–3), the retirement and regularisation reserve and approved deviations (14 §6.1).
Total					

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Prioritisation

4.1 Criteria and weights

Four-step method in 14 §4.1: eliminatory filters · assignment to the confirmed lane · scoring · allocation of budget and capacity. Weights in 14 §4.2 (the company may adjust them in C2 and declares them here).

Criterion	Optimise	Augment	Transform	Company weights, if different
Additional net value per euro	40	30	15	
Fit with the thesis	15	15	25	
Contribution to ambition per sphere	5	10	15	
Risk	15	15	15	
Data dependency	15	15	15	
Capacity	10	15	15	
Total	**100**	**100**	**100**	**100**

Score (0–100) = Σ (weight × criterion score) ÷ 5. Scales from 1 to 5 in 14 §4.3.

Spreadsheet formulas (illustrative columns: C = additional net value per euro, H = horizon in years, D to I = scores for the six criteria, weights in row 2):

- Multiple over the horizon: `=C5*$H$2`
- Score for additional net value per euro: `=IF(C5="",0,IF(M5>=3,5,IF(M5>=2,4,IF(M5>=1.5,3,IF(M5>=1,2,1)))))`, where M = multiple. If after G2 the amount is still only *estimated*, it is capped at 3: `=MIN(score,3)`.
- Total score: `=SUMPRODUCT($D$2:$I$2,D5:I5)/5`

4.2 Eliminatory filters

They are recorded with a reason and do not enter prioritisation (14 §3.3 and §4.1).

Use case (IA-AAAA-NNN)	Filter	Treatment
	Prohibited practice · Duplicate · Does not require AI · Outside the appetite · Transform without senior management sponsorship · Critical residual risk without board approval	

4.3 Prioritisation table by lane

One table per lane: Optimise, Augment and Transform.

Lane: _____

Use case	Additional net value per euro	Multiple	Net	Thesis	Ambition	Risk	Data	Capacity	Score	Rank	Chan order justif
(illustrative example, Optimise, 2-year horizon) **IA-2026-014 Complaint classification**	1.6	3.2	5	4	3	5	4	4	**90**	1	—

In Transform, additional net value per euro is calculated and shown, but it is not decisive on its own; without learning milestones, a cap per stage and stop criteria, the proposal does not enter (14 §4.4, rules 2 and 7).

4.4 Allocation by tranche

Use case	Lane	Tranche (1 · 2 · 3 · Scaling · Transform stage)	Amount	Released after	Status (Pending · Released · Consumed)

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Capacity

5.1 Capacity plan for scarce profiles

The AI Office maintains the plan (14 §6.3). Units: full-time equivalents per quarter.

Profile	Available	Demand from the prioritised portfolio	Gap	Measure (hire, train, supplier, postpone)	Owner	Date
Technical owners						

Profile	Available	Demand from the prioritised portfolio	Gap	Measure (hire, train, supplier, postpone)	Owner	Date
Data						
Risk						
AI Auditor						
Security						
Adoption						
***Gate* verification and decision**						Decision time against the reference time limit (03 §3.6).

5.2 Limit on simultaneous use cases

Field	Content	Guidance
Limit on use cases in phases 3 to 5		Once the limit is exceeded, no new use cases enter phase 4 until one passes G5 or is stopped.
Use cases currently in phases 3 to 5		

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Portfolio and concentration limits

6.1 Portfolio risk limits

They translate the C2 appetite (14 §5.2). Exceeding a limit does not stop use cases under way, but it prevents new ones from entering the affected category.

Limit	Value set	Current value	Status (Within · Exceeded)	Measure or escalation
Use cases in production with accepted High residual risk				

Limit	Value set	Current value	Status (Within · Exceeded)	Measure or escalation
High regulatory risk systems simultaneously in phases 4–5				
A2 or A3 agents in production (requires level 3 in D4 and D6)				
Investment in systems with direct exposure without independent assessment				

6.2 Concentration and supplier dependency (**Enterprise**)

Quarterly analysis (14 §9). N3 suppliers must have an exit plan.

Type	What is measured	Warning signal set in C2	Current situation	Measure
Supplier				
Base model				
Data				
People				
Typical risk (RT-XXX-NN)				
Sphere or area				

6.3 Ambition balance

Lane	C2 band	Current proportion of cost	Deviation (points)	Quarters outside the band	Action (14 §5.1)
Optimise					
Augment					
Transform					

The ambition mix by phase is also reviewed (03 §3.5): a portfolio that is balanced in phase 1 but with all its Transform bets halted before G5 is not balanced.

07

Review calendar

Moment	What is reviewed (14 §2.2 and §7)	Dates	Owner
Annual (C3)	Construction or renewal of the portfolio.		AI Committee
Quarterly	Balance, concentration, programmes, retirements, budget; report to the board in C4.		AI Committee
Monthly	Funnel, stalled use cases, expired conditions, holds and new entries.		AI Committee
Ongoing	Registrations, T01 alerts and preparation of information.	—	AI Office

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Programme traffic light

Rules and initial thresholds in 14 §12: the programme's colour is the worst of its axes; no data is grey and the programme cannot be green; every programme in red presents a plan at the next monthly review.

Programme	Schedule	Cost	Value	Risk	Governance	Adoption	Programme colour	Previous quarter's colour	Plan or decision
(illustrative example) **Customer service**	Green	Amber	Grey (no data)	Green	Green	Amber	Amber	Green	Measure value before the next monthly review

09

Regularisation plan

Systems and use cases pre-dating the framework (14 §11; 90 §5). First those that meet any Enterprise criterion. Reference time limit: six months from C2 approval for those with Enterprise criteria; 12 months for the rest, unless other time limits are approved in C2.

Code (IA- · SIA-)	Name	Actual status (Idea · Pilot · Under construction · In production · Corporate use · Unauthorised use)	Enterprise criteria	Order	Treatment	Minimum evidence	Time limit	Owner	Revi date
***(illustrative example)* SIA-2026-004**	Enquiries assistant	In production	Direct exposure	1	Review equivalent to G7	P31, P03, P04, P11, P12, P28, P24, P25, P19	6 months from C2	Head of customer service	15-03 2027

Rules (14 §11.2): the scope is not extended during regularisation; a use case in production that has not been regularised when the time limit expires is a major nonconformity and, if it meets Enterprise criteria without a regulatory classification, a critical one. Unauthorised use is regularised as a nonconformity: authorise, replace or block.

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Quality criteria

#	Check	Status
1	The portfolio is prioritised with a documented method that uses additional net value per euro and ambition balance, approved by the committee (question D2.07 in document 11).	Met · Not met · Not applicable · Pending
2	Each lane has its envelope and use cases compete only within it; there are no transfers out of the Transform envelope without board approval.	
3	The scores can be reproduced with the formula; "no data" entries are recorded as such.	

#	Check	Status
4	Changes to the order have a recorded written justification.	
5	There is a capacity plan for scarce profiles and a limit on simultaneous use cases in phases 3 to 5.	
6	Portfolio and concentration limits have a set value and a current situation.	
7	The regularisation plan has time limits, owners and an order by risk (90 §4.5, criterion 8).	
8	The committee reviews the funnel monthly and the balance quarterly, with recorded decisions (question D2.09).	

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Approval and verification

Function	Role in SEVEN-G	Name and position	Date	Signature or reference
Prepares	AI Office			
Provides amounts and consumption	Management control			
Provides limits and concentration	AI Risk Owner (second line)			
Verifies the method (Enterprise)	AI Auditor			
Approves the portfolio	AI Committee			Reference to the minutes
Approves Transform use cases and transfers out of their envelope	Board			DEC-AAAA-NNN

Segregation of duties: a committee member who sponsors a use case abstains from its prioritisation and does not count towards the quorum for that item (30 §3.3).

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Version control

Completed document

Version	Date	Author	Changes

Template

Version	Date	Changes
0.1	19-09-2026	First version. Covers the C3 outputs in document 14: envelopes, prioritisation with spreadsheet formulas, capacity, limits and concentration, balance, calendar, programme traffic light and regularisation plan (14 §11; 90 §5).