TEMPLATE P67 · QUARTERLY BOARD PACK

Quarterly board pack

Prepares the C4 oversight pack received by the board or its board committee: one-page summary, decisions requested, programme traffic light, value, risks, recommendations and use cases in detail, with its preparation calendar and pre-submission checklist.

Fernando García Varela Version 0.1 (working draft) 19-09-2026 Draft for review

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> **Why it matters.** The board can only oversee AI if every quarter it receives the same information, under the same rules and in time to read it. This template turns document 60 into a working form: it forces the pack to start with what has to be decided, to show the validated proportion and the *no data* items, and to check before submission that no decision is requested without verified evidence. Without it, each pack is built by hand, changes perimeter and criteria, and the board approves figures that nobody has validated.

01

Instructions for use

Aspect	Guidance
When it is used	At every quarterly oversight session (C4). The variants in section 13 cover the annual direction pack (C2), the annual review pack (C5) and extraordinary packs.
Who completes it	The AI Office prepares the pack; management control validates the figures (sections 4, 7 and 9); the AI Auditor verifies the evidence for the decisions (section 5).
Who verifies it	The AI Committee reviews the complete pack and selects the use cases in detail at D−10.
Who decides or approves	Submission is authorised by the chair of the AI Committee; decisions are taken by the full board or the board committee in accordance with 60 §6.
Stage, *gate* or point	Oversight, with the data cut-off date at D−20 (section 11). It includes the Transform decisions at G2 and G7 and the Critical risk acceptances that are escalated. (C4)
Tool	T17 · Board AI dashboard (views and data fingerprint) and T18 · Board recommendations register (extract). Figures from T01 and T12; risks from T06; incidents and nonconformities from T08; evidence from T03.
Reference document	Document 60 (content, structure, decision sheet, rules for figures, traffic light, calendar and checklist); 40 §11 (value summary); 14 §12 (traffic light); 61 §8.5 (session script).
Lite versus Enterprise	Where the company-level implementation scope is Lite, the pack may be reduced to the one-page summary, the decisions, the traffic light and the recommendations extract; the blocks marked **(Enterprise)** are optional. The checklist in section 12 always applies.

Completion rules:

- **A single source of data.** All figures come from the same data model and the same cut-off date as the T17 dashboard and the T18 register. They are not reworked by hand (60 §2, principle 4).
- **Decision before information.** Anything that does not lead to a decision or to specific oversight goes to the annexes.
- **No data is not zero.** Gaps are written as *no data* and totals state how many use cases they include.
- **At most three use cases in detail** per session (60 §4.8).
- **If at D−12 a decision does not have verified evidence, it is not requested** at that session.
- Statuses are shown with text as well as colour, so that the traffic light can be read in black and white.

02

Identification

Field	Content	Guidance
Type of pack		C4 quarterly · C2 annual direction · C5 annual review · Extraordinary.
Recipient body		Full board · Board committee (which one). Allocation in accordance with 60 §6.
Session date		DD-MM-AAAA.
Quarter overseen		For example, second quarter of 2027.
Data cut-off date		D−20. Every figure carries it.
T17 dashboard data fingerprint		That of the data file used. If the dashboard is regenerated after submission, this is reported.
Comparison snapshot		Saved snapshot from the previous session.
Perimeter		Companies, units and use cases included; changes of perimeter since the previous session.
Pack version		
Prepared by		AI Office.

03

Contents of the pack

Order	Section	Indicative length	Source	Included (Yes · No · No content)	Page
1	One-page summary (section 4)	1 page	T01, T12, T17		
2	Decisions requested (section 5)	1 sheet per decision	T03		
3	Programme traffic light (section 6)	1 page	T01		
4	Dashboard: indicated view and commentary per block (section 8)	1–2 pages	T17		
5	Risks (section 9.1)	1 page	T06		
6	Incidents and nonconformities (section 9.2)	1 page	T08		
7	Recommendations and commitments (section 9.3)	1 page and extract	T18		
8	Use cases in detail, maximum 3 (section 10)	1 page per use case	T01		
—	Annexes: inventory, value per use case, funnel metrics, full recommendations register, glossary	No limit; not presented in session	T01, T02, T18		

04

One-page summary

Field	Content	Guidance
Main message		Three lines at most. It starts with "Yes", "Yes, with one condition: …", "Not yet, because … is missing" or "No, because …" and answers "is what was decided being delivered?".
Key figures		Efficiencies, return, recurring cost and annual net value; validated proportion; released capacity not realised, shown separately; investment executed against budget. Value summary in section 7.

Field	Content	Guidance
Portfolio		Use cases by phase and status; in production; stopped and retired in the quarter; stalled.
Risk		Number of Critical and High residual risks; S1 and S2 incidents; open major and critical nonconformities. Number only; detail in section 9.
Decisions requested		DEC code and one line per decision. If there are none, this is stated explicitly.
Recommendations		Open, overdue, closed in the quarter and discrepancies between declared and assessed.
Changes since the previous session		What has changed and why, including traffic light colour changes.

(illustrative example) Main message: "Yes, with one condition: that the customer service agent is not extended until it passes the prompt injection test. The portfolio is within budget and the validated proportion rises from 41% to 58%."

05

Decisions requested

5.1 List of decisions

Order: 1) those that block investment or production; 2) risk acceptances; 3) items to take note of (60 §4.3).

Order	Code	What is requested (one line)	Type	Body	Evidence verified at D−12 (Yes · No)	Requested at this session?
1 *(illustrative example)*	DEC-2026-014	Authorise stage 1 of IA-2026-018 with a limit of €400,000	Authorise with limits	Full board	Yes	Yes

Types: Approve · Authorise with limits · Accept a risk · Take note · Assign (an assignment is recorded as a REC in P69).

5.2 Decision sheet

One sheet per decision. Copy the block as many times as there are decisions.

Field	Content	Guidance
Code		DEC-AAAA-NNN (document 62). It is retained even if the decision is deferred.
What is requested		Exact wording that can be approved or rejected exactly as written.
Type		Approve · Authorise with limits · Accept a risk · Take note · Assign.
Body		Full board or board committee (60 §6).
Management's response		One of the four formats, with what it recommends and why.
Context		Three to five lines: what it is, sphere, ambition level, phase. No technical jargon.
Options		At least two, including not doing it or stopping, with their consequences.
Value		Efficiencies, return and recurring cost with formula and status; additional net value per additional euro invested.
Investment		Amount, stage, limit and deadline. For Transform, limit per stage.
Risk		Main residual level, regulatory classification and intensity. If it is Critical, this is stated explicitly.
Stop criteria		What result would lead to stopping and when it will be checked. Set before deciding.
Proposed conditions		Each with an owner and a deadline. None on critical controls for security, legal compliance or human oversight (01 §7.3).
Verified evidence		*Gate* evidence (P29) and who verified it.
What happens if no decision is taken		Cost or risk of deferral, in one line.
Links		IA-AAAA-NNN, REC-AAAA-NNN, INC-AAAA-NNN, NC-AAAA-NNN; P29 and P30 where applicable.

06

Programme traffic light

Six axes with four statuses: **Green**, **Amber**, **Red** or **No data**. Thresholds from document 14 (§12.1), set in C2 and calibrated in C5; threshold version applied: _____.

Programme	Sponsor	Schedule	Cost	Value	Risk	Governance	Adoption	Overall	Overall in the previous quarter	I (t c
Customer service ***(illustrative example)***	Sales management	Green	Green	Amber	Red	Green	Amber	**Red**	Amber	A v p i t r e u c

Calculation rules (60 §9.3 and 14 §12.2), which the AI Office checks before closing the table:

#	Rule	Applied (Yes · No)
1	The overall status is the worst of the axes.	
2	An axis with no data prevents an overall green: the programme is at least amber.	
3	No data on Risk, or on two or more axes, is equivalent to an overall red.	
4	The colour is calculated by the AI Office using the approved criteria, not by the programme owner.	
5	Every change of colour between sessions is explained in the one-page summary.	
6	A programme that is red for two consecutive quarters is presented as a use case in detail with a proposed decision.	

07

Value summary

Model in 40 §11.2. Cut-off date and source for every figure; totals calculated before rounding.

Item	Annual amount	Validated	Validated proportion	Note
Realised efficiencies				
Return				
Gross realised value				
Recurring cost		—	Deducted in full	
Annual net value (F2)				
Validated net value (F2v)				
Released capacity not realised (not added)				
Reassigned capacity (not added)				
Use cases with negative annual net value	… of …			Listed individually.
Use cases with no return data	… of …			
Annual net value excluding cross-unit use cases and enabling platforms				40 §7.2 and §11.1, rule 10.

Field	Content	Guidance
Commentary for the board		Two or three lines: what validated value says compared with declared value, and what is recommended.
Change since the previous session		On the same perimeter; new use cases shown separately.
Composition by ambition level (Enterprise)		Efficiencies against return in Optimise, Augment and Transform (signals 1 and 2 of document 12).

08

Dashboard: view and commentary per block

The pack does not reproduce the dashboard; it indicates the view (60 §10.1) and adds a commentary per block prepared by the AI Office and reviewed by management control.

T17 dashboard block	Indicated view	Commentary (what has changed and why)	Requires the board's attention? (Yes · No)
Portfolio and value			
Where the company invests and agility			
History and trend			
Adoption			
Risk and compliance			
Exposure to AI-enabled attacks (Enterprise)			
Movements and incidents			

09

Risks, incidents and recommendations

9.1 Risks

Use case or system	Typical risk (RT-XXX-NN)	Inherent level	Residual level	Owner	Controls	Accepted by and until	Next review

Field	Content	Guidance
Concentration		Risks affecting several use cases: same supplier, same data, same type of agent.
Regulatory changes		New or amended obligations with an effect on the portfolio, with the date consulted (document 34).

9.2 Incidents and nonconformities

Code	Type	Severity or grade	System and use case	Date	Containment and status	Notifications and time limit	Lessons and actions
	INC · NC	S1–S4 · minor, major or critical					

S1 and S2 individually; S3 and S4 aggregated. Critical nonconformities individually; major ones individually if they are beyond their time limit; minor ones, number only (60 §4.6).

9.3 Recommendations and commitments

Extract from P69 and T18: overdue items, items closed in the quarter with their assessment, discrepancies and DEC decisions with pending conditions.

Code	Abbreviated text	Recipient	Current committed date	Declared status	Independent assessment	Alert
						Overdue · Discrepancy · Awaiting assessment · Repeated rescheduling

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Use cases in detail

At most three, chosen in this order: 1) they require a decision at the session; 2) S1 or S2 incident, Critical residual risk or critical nonconformity; 3) relevant change in value, stop or retirement with lessons; 4) Transform under way. One page per use case (P31 as the basis).

Field	Use case 1	Use case 2	Use case 3
Code and name			
Selection criterion			
What it is and what it is used for			
Sphere and ambition level			
Phase and status			

Field	Use case 1	Use case 2	Use case 3
Value with formula and status			
Recurring cost			
Main residual risk			
Next decision and date			

11

Preparation calendar

Working days before the session (60 §7.2). The submission deadline complies with the board regulations.

Point	Planned date	Activity	Owner	Actual date	Done (Yes · No)
D−20		Data cut-off date; snapshot of the dashboard and the register.	AI Office		
D−15		Validation of figures: validated, declared and estimated statuses; validated proportion.	Management control		
D−12		Verification of evidence for the decisions requested.	AI Auditor		
D−10		Review of the pack; selection of the use cases in detail.	AI Committee		
D−7		Submission to the board committee and the full board.	Board secretariat		
Session		Presentation using the script in 61 §8.5 (P68).	Chair of the AI Committee		
D+5		Recording of decisions (DEC) and recommendations (REC) with owner and date (P69).	Board secretariat and AI Office		

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Checklist before submission

#	Check (60 §11)	Owner	Status
1	The summary fits on one page and starts with a response format.	AI Office	Met · Not met · Not applicable · Pending
2	All figures have a formula, status and cut-off date; the validated proportion is visible.	Management control	
3	*No data* items are shown as such and totals state how many use cases they include.	Management control	
4	Released capacity not realised is not added to the net value.	Management control	
5	Each decision requested has a complete sheet and verified evidence.	AI Auditor	
6	No proposed condition affects critical controls for security, legal compliance or human oversight.	AI Risk Owner	
7	There are at most three use cases in detail and they meet the selection criteria.	AI Committee	
8	S1 and S2 incidents and critical nonconformities are reported individually.	AI Office	
9	The register extract includes overdue items and discrepancies.	AI Office	
Sphere map and ambition levels (10)	The dashboard referred to is the snapshot at the cut-off date and its data fingerprint matches.	AI Office	
Maturity model (11)	The allocation between the full board and the committee complies with 60 §6 and the board regulations.	Board secretariat	
Transformation index (12)	There is no untranslated technical jargon and no comparison with the market without a source.	Chair of the AI Committee	

13

Variants: C2, C5 and extraordinary packs

Sections 2, 5, 11 and 12 of this template are used and blocks 4 to 10 are replaced by the following. The underlying content is prepared with P35 (AI thesis and risk appetite, C2) and P37 (annual review, C5); here only what is escalated to the board is organised.

13.1 Annual direction pack (C2)

Block (60 §3.2)	Content	Source	Included
Starting point	Maturity D1–D7 with evidence, transformation index profile, validated value and cost of the portfolio.	T15, T14, T12	
Proposed AI thesis	Role of AI in the strategy; what will not be done and why.	T19	
Ambition per sphere	Target level in spheres 01 to 07; expected level on the axes of spheres 08 and 09.	T16, T19	
Risk appetite and thresholds	Economic impact thresholds, Enterprise investment threshold, return horizon, reference time limits, risks that are not accepted.	T19	
Corporate AI policy	Principles, acceptable use and responsibilities (document 31).	Document 31	
Framework budget	Planned investment and recurring cost, with a split by ambition level.	Management control	
Decisions requested	One DEC sheet per element, with alternatives.	Section 5	

13.2 Annual review pack (C5)

Block (60 §3.3)	Content	Source	Included
Maturity	Level by dimension and overall level using the rule in document 11, against the previous year and with evidence for each change.	T15	
Transformation index	Eight signals and profile; signals with no data identified.	T14	
Delivery of the thesis	Target against actual ambition per sphere; Transform use cases approved, in production, stopped and retired.	T01, T16	

Block (60 §3.3)	Content	Source	Included
Value for the year	Annual net value by ambition level, validated proportion, released capacity realised and not realised.	T12	
Governance agility	Idea–approval–production times by risk and ambition; stalled use cases; conversion per *gate*.	T01	
Lessons learned	Stop and retirement reasons; closed recommendations and their effect.	T01, T18	
Proposed adjustments	Changes to the thesis, ambition, appetite, thresholds and time limits for the new cycle.	AI Committee with internal audit	

13.3 Extraordinary packs

Case (60 §3.4)	Recipient	Reference time limit	Minimum content	Submission date
S1 incident	Chair of the board committee; information to the full board	As soon as the severity is confirmed	Facts, affected parties, containment, notifications made or pending, decisions required.	
Critical nonconformity	Board committee	Within the containment time limit (01 §12)	Description, containment, action plan, owner.	
Unscheduled Transform at G2 or scaling at G7	Full board	Before committing investment	Decision sheet (section 5.2).	
Acceptance of a Critical residual risk	Full board or board committee	Before G3 or G5	Decision sheet with alternatives and a time limit on the acceptance.	

14

Quality criteria

#	Check	Status (Met · Not met · Not applicable · Pending)
1	Figures, dashboard and register extract share the cut-off date and the data fingerprint.	

#	Check	Status (Met · Not met · Not applicable · Pending)
2	The pack complies with the twelve rules for presenting figures (60 §8).	
3	Transform decisions at G2 and G7 link to their *gate* record (criteria G2.12 and G7.09 of document 21).	
4	No Critical residual risk is presented without an acceptance sheet from the body (criterion G3.12).	
5	The checklist in section 12 is complete before submission.	
6	The pack serves as evidence for questions D1.09 and D7.06 of document 11 (quarterly review recorded in the minutes; validated proportion and *no data* visible).	

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Approval and verification

Function	SEVEN-G role	Name and position	Date	Signature or reference
Prepares	AI Office			
Validates the figures	Management control			
Verifies the evidence for the decisions	AI Auditor			
Reviews and authorises submission	AI Committee · chair of the AI Committee			
Submits	Board secretariat			

Segregation of duties: whoever prepares the pack does not validate its figures or verify the evidence for the decisions it requests; the board decides and nobody validates their own work (60 §2, principle 8).

16

Version control

Completed document

Version	Date	Author	Changes

Template

Version	Date	Changes
0.1	19-09-2026	First version. Extracts from document 60 the contents, the one-page summary, the decision sheet, the programme traffic light, the preparation calendar and the checklist, with the value summary in 40 §11.2 and variants for C2, C5 and extraordinary packs.