Audit and Risk Committee

of the

Directors of The Promise Scotland (SC693269)

on Tuesday 21 April 2026 at 13.30 - 16.00
at The Promise Scotland, South Charlotte Street, Edinburgh

Approved Minutes of Meeting

Attendees - Directors

Victoria Underwood (VU)	Committee Chair
Anna Matthews (AM)	Director
Jane O'Donnell (JOD)	Director

In attendance

Asima Hussain (AH)	Finance and Central Services Manager
Fraser McKinlay (FMK)	Director and Chief Executive
Morag Burnett (MB)	Head of Governance and Strategy

1. Welcome, apologies and purpose of meeting

The Chair outlined the purpose of the meeting: to undertake a deep-dive review of the strategic risk register.

2. Declarations of interests

No relevant interests were declared.

3. Minutes and Matters Arising

The minutes of meeting dated 28 October 2025 were approved at the Directors' meeting dated 25 November 2025. All matters arising are complete or on the agenda for this meeting. The Chair drew the Committee's attention to one outstanding item from the last Directors' meeting, impact reporting, and members agreed to consider this as part of their discussions around risk.

4. Strategic Risk Register

The Chief Executive provided a summary of the updated risk assessment, one altered risk score and several additional mitigations. Committee members reviewed the register and discussed the following risk categories:

Function

The committee discussed risk F01 and the relevance of the mitigations put in place. It was decided to leave the risk score at 12. The Committee asked for the risk to be moved further down the risk table. The Committee also asked that this risk be considered in the papers for the strategic scope session to be held Directors' June meeting.

The Committee discussed the impact of diversion of resources on unplanned work and agreed that this was covered as set out in risk F02. The Committee requested the wording of the overall risk be reviewed, particularly the word "adequate". There was a related discussion around the organisation's impact and assurance to Directors and stakeholders. In light of this, the team were asked to evolve the current quarterly reporting for the next Directors' meeting and produce a short paper clearly setting out the purpose and framework for reporting.

Engagement and Development
Risk ED04 was considered, with FMK updating the Committee on plans for Parliamentary and Government engagement after the election. The Committee considered that the detailed engagement plan would help mitigate the risks and asked that the narrative be updated. The risk score was left unchanged.

Governance
The Committee reviewed the information provided around the organisation's use of AI and requested that this be added as a new strategic risk in the Governance category. Committee members were assured by the existing AI policy and the mitigations being undertaken.

Finance
The committee discussed risk FIN01, particularly in the light of the passing of the Children (Care, Care Experience and Services Planning) (Scotland) Bill, and asked that the risk score be raised, to take account of the time-critical nature of the risk. It was agreed that the mitigations and controls should be reviewed in the light of the forthcoming new Government and should be coordinated with The Oversight Board and the Independent Strategic Advisor.

The committee was content with the lower score for risk FIN02 (net score reduced from 16 to 12, in recognition of the flat cash settlement for 2026/27 and the grant agreement being agreed in March 2026). It was agreed that the score would be reviewed again in the October meeting.

The Committee confirmed they were satisfied with the identified risks and agreed that the Risk Register, with the amendments above, be presented to the Board of Directors at the June meeting.

5. Any other business
No other business raised.