Scottish Charity Regulator (OSCR)

Inquiry report made under Section 33 of the Charities and Trustee Investment (Scotland) Act 2005

Centre for Contemporary Arts (SC020734)

In February 2026, OSCR opened an inquiry into the Centre for Contemporary Arts following concerns about the charity's financial governance during 2024 and 2025. The inquiry focused on the level of oversight and governance exercised by the charity's trustees during the period leading up to the charity's closure. The inquiry did not examine the charity trustees' decision to enter into insolvency proceedings.

As part of the inquiry, OSCR reviewed information provided by the charity to better understand its financial governance during the relevant period.

OSCR's inquiry found that the charity faced financial and governance challenges prior to entering insolvency. Financial information made available to the Board was not always sufficiently robust, and, as a result, opportunities for the Board to identify and address some financial risks at an earlier stage were not always available.

The inquiry also found that formal governance arrangements were not as robust as they could have been during the period under review. Although Trustee meetings were held frequently, formal records of board decisions were not consistently minuted, albeit extensive email records have been maintained. The inquiry identified a 7-week period from 8th Dec 2025 to 26th Jan 2026 where the board lacked quorum, although the evidence reviewed by OSCR did not indicate that any significant decisions were taken during that period beyond Board recruitment to restore quorum.

The inquiry found that the trustees remained actively engaged with the charity's affairs throughout the period under review. As concerns about the charity's financial position emerged, the trustees increased their oversight, sought professional advice, engaged with funders and explored a range of measures aimed at stabilising the charity's position. The evidence reviewed by OSCR showed that trustees were actively involved in discussions regarding financial risks, funding challenges and the future sustainability of the organisation.

The inquiry also recognised that many of the trustees were operating in exceptionally challenging circumstances. A number of trustees joined the board during a period of significant organisational and financial instability and were

required to respond to serious financial issues that emerged. The charity was also destabilised by wider organisational and external disruption, challenges in recruiting and retaining trustees, staff turnover and leadership vacancies. These factors placed considerable pressure on the organisation's governance and operational capacity.

Having considered all of the information available, OSCR concluded that there was a reasonable basis for some concern regarding weaknesses in the charity's financial reporting arrangements, formal record keeping and the overall resilience of the board's governance arrangements.

However, OSCR recognises that trustees took immediate action in response to issues as they became known and were operating within governance and financial management arrangements that had become increasingly strained during a prolonged period of organisational instability.

As the charity is in liquidation and no longer carrying out charitable activities, OSCR has concluded that the issues identified are best addressed through recommendations for any trustee who may act as a charity trustee in the future. No further regulatory action is required, and our inquiry has been closed.

The inquiry highlights the importance of charity trustees maintaining effective financial oversight, ensuring boards remain properly constituted, maintaining accurate records of key decisions, holding regular and minuted meetings, and taking prompt action when governance or financial risks emerge. OSCR expects all charity trustees to act with the care and diligence required by charity law and to ensure that they have sufficient information, skills and expertise to make informed decisions on behalf of their charity.

OSCR has closed its inquiry into the Centre for Contemporary Arts. The liquidation process, managed by a professionally qualified individual, remains ongoing and will involve decisions about how the charity's assets are realised in order to meet its liabilities.

OSCR

November 2026