

PART A — COVER SHEET

Complete this page for every paper. Part B (the paper itself) follows.

Field	Complete
Paper title	[Full descriptive title]
Author	[Trustee name / Staff name / Working group]
Date of paper	[DD/MM/YYYY]
Meeting date	[DD/MM/YYYY]
Paper reference	[YYYY-MM-N, e.g. 2026-05-3]
Purpose	☐ For Decision ☐ For Discussion ☐ For Noting
Confidential?	☐ Yes — confidential to trustees ☐ No — may be shared
Appendices	[List appendices, or 'None']
Related papers	[Reference any related prior Board papers, or 'None']

A1. Summary

In no more than 4–5 sentences: what is the issue, what is being asked of the Board, and what is the recommended outcome?

[Summary paragraph — write this last. State clearly what the Board is being asked to decide, discuss or note, and why it matters to CDT's charitable mission.]

A2. Charitable Purpose — Does this paper advance CDT's objects?

All CDT activity must be consistent with OSCR SC038596 charitable objects. Tick all that apply and add a brief note. At least one object must be engaged for any decision paper. If none apply, explain why the Board is being asked to consider this.

Object	Description	Does this paper advance it?	How / Notes
4.1(a)	Facing challenges of economic uncertainty, environmental degradation, and climate change	☐ Yes ☐ No ☐ N/A	[brief note]
4.1(b)	Easing personal distress from impoverishment of health, mobility, wealth, or opportunity	☐ Yes ☐ No ☐ N/A	[brief note]
4.1(c)	Realising ambitions for additional local services and facilities	☐ Yes ☐ No ☐ N/A	[brief note]
4.2(c)	Promoting resilience; building local capacity in skills, resources, and infrastructure	☐ Yes ☐ No ☐ N/A	[brief note]
4.2(d)	Overcoming social, emotional, or physical impoverishment or disadvantage	☐ Yes ☐ No ☐ N/A	[brief note]
4.2(e)	Promoting healthier lifestyles, social engagement, and personal development	☐ Yes ☐ No ☐ N/A	[brief note]

COMRIE DEVELOPMENT TRUST Board Paper		Paper ref: [YYYY-MM-N] Meeting: [DATE] Status: DRAFT / FINAL	
Object	Description	Does this paper advance it?	How / Notes
4.2(f)	Promoting citizenship, volunteering, and charitable activities	☐ Yes ☐ No ☐ N/A	[brief note]
4.2(g)	Stimulating delivery of economic, environmental, social, heritage, artistic, recreational, and sporting activities	☐ Yes ☐ No ☐ N/A	[brief note]
4.2(h)	Valuing ecosystem services; reversing or minimising carbon and polluting impacts	☐ Yes ☐ No ☐ N/A	[brief note]

Overall charitable purpose statement: [Author to complete: in one or two sentences, explain how this activity or decision advances CDT's charitable purposes and provides public benefit.]

A3. Community Action Plan — CAP 2025–2030 Relevance

Tick any CAP themes this paper relates to. If CDT has a named action in the CAP for this area, briefly describe it.

Theme	CAP Theme Title	Relevant?	CDT's Named Action (if any)
Theme 1	Active Travel	☐ Yes ☐ No	[if yes, briefly state CDT's role]
Theme 2	Housing and Planning	☐ Yes ☐ No	[if yes, briefly state CDT's role]
Theme 3	Transport, Roads & Parking	☐ Yes ☐ No	[if yes, briefly state CDT's role]
Theme 4	Children, Youth & Young Families	☐ Yes ☐ No	[if yes, briefly state CDT's role]
Theme 5	Local Community, Facilities & Services	☐ Yes ☐ No	[if yes, briefly state CDT's role]
None	This paper does not relate to a CAP theme	☐ Yes ☐ No	[if yes, briefly state CDT's role]

A4. Governance and Articles of Association Checklist

Complete before circulating the paper. These questions ensure the Board can demonstrate compliance with its Articles of Association.

Article	Question	Trustee Response
Art. 30	Does this require a Board decision (rather than delegation to an individual trustee or staff member)?	☐ Yes — decision sought below ☐ No — noting only ☐ Already delegated under SoD
Art. 41–43	Does any trustee have a conflict of interest in this item? (financial interest, personal benefit, connected person)	☐ Yes — [name declared / withdrew] ☐ No conflicts identified
Art. 47.1	Was this paper circulated with not less than 7 Clear Days' notice before the meeting?	☐ Yes — issued [date] ☐ No — waiver obtained in writing

Article	Question	Trustee Response
Art. 50	If a vote is required, record outcome below. If by consensus, state 'agreed by consensus'.	☐ Voted: [N for / N against / N abstain] ☐ Agreed by consensus
Art. 51	Does this paper relate to a working group or sub-committee? If so, confirm remit is Board-approved and Director lead is named.	☐ N/A ☐ Yes — group: [name] Director lead: [name] Remit: approved / pending

A5. Financial Implications

Complete for all papers with any financial consequence, however small.

Field	Details
Does this paper have financial implications?	☐ Yes ☐ No
Estimated cost / income	[£ amount, or 'None at this stage']
Funding source	[Grant / CDT reserves / income / externally funded]
Budget approved?	☐ Yes — within existing budget ☐ No — new budget authority required ☐ N/A
Impact on reserves	[Brief note, or 'None']
Future financial commitment?	[Describe any ongoing or future costs arising, or 'None']

A6. Recommendation / Decision Sought

State precisely what the Board is being asked to decide, approve, note or discuss. Use numbered points. This section becomes the basis for the DECISION: record in the minutes.

The Board is asked to: 1. [First decision / approval sought] 2. [Second decision, if applicable] 3. [Note / endorse, if applicable]

PART B — THE PAPER

Write the paper below. Use only the sections relevant to your paper — delete sections that do not apply. Operational or short papers may need only Sections 1–3 and 6. Strategic papers should complete all sections.

Guidance note: Keep papers concise. Trustees should be able to read the whole paper — including cover sheet — in under 10 minutes. Supporting detail belongs in appendices. Papers should not exceed 4 sides (Part B only) for operational items and 6 sides for strategic items unless absolutely necessary.

1. Purpose

One paragraph. State the purpose of the paper and what you are asking the Board to do.

[Purpose statement.]

2. Background and Context

Provide the minimum background the Board needs to make a decision. Avoid repeating information trustees already know. Cross-reference prior papers where relevant.

[Background — 2 to 4 paragraphs maximum for most papers.]

3. Proposal / Options

Describe what is being proposed and, where relevant, what alternatives were considered. For operational papers this may be a single option. For strategic papers, set out 2–3 options with a recommended option.

Option A (Recommended): [Title]

[Description of recommended option.]

Option B: [Title] [delete if not applicable]

[Description of alternative option.]

Option C: Do nothing / defer

[Brief note on consequence of inaction or deferral.]

4. Strategic and Charitable Purpose Fit

Explain in narrative form — not just ticking boxes — how this proposal advances CDT's charitable mission and strategic objectives. For income-generating or commercial items, this section is mandatory. Cross-reference the objects ticked in A2.

[Narrative explanation — do not simply repeat the objects table. Explain WHY this advances CDT's purposes and what public benefit it delivers to the Comrie community.]

5. Risks and Mitigations

Complete for all decision papers. Operational papers with no material risk may write 'No significant risks identified' and briefly explain why.

Risk	Likelihood (H/M/L)	Impact (H/M/L)	Mitigation	Residual Risk
[Describe risk]	[H/M/L]	[H/M/L]	[Describe mitigation]	[H/M/L]
[Describe risk]	[H/M/L]	[H/M/L]	[Describe mitigation]	[H/M/L]
[Describe risk]	[H/M/L]	[H/M/L]	[Describe mitigation]	[H/M/L]

6. Financial Detail [if required]

Provide detail supporting A5. Delete if A5 covers all financial information needed.

[Financial detail, budget breakdown, cash flow implications, etc.]

7. Implementation and Next Steps [if applicable]

For decision papers: what happens after approval? Who does what, by when? These steps will flow into the action log.

Action	Owner / Deadline
[Action 1]	[Name / Date]
[Action 2]	[Name / Date]
[Action 3]	[Name / Date]

8. Appendices [if applicable]

List and attach. Do not embed lengthy documents in the body of the paper — use appendices.

- Appendix A: [Title]
- Appendix B: [Title]

ANNEX — GUIDANCE NOTES FOR AUTHORS

Remove this annex before circulating the paper to the Board.

Who completes a board paper?

Any trustee, member of staff, or working group lead who wishes to bring a matter to the Board must use this template. Papers must be submitted to the Chair or Company Secretary at least 10 days before the meeting to allow circulation with 7 Clear Days' notice (Article 47.1).

What papers require the full template?

Paper type	Sections required
For Decision — strategic (e.g. new activity, significant expenditure, staffing)	All sections: Cover Sheet A1–A6 + Paper B1–B8
For Decision — operational (e.g. lease amendment, policy change, minor spend)	Cover Sheet A1–A6 + Paper B1–B3, B5, B6 (brief)
For Discussion — exploratory (e.g. feasibility, options appraisal)	Cover Sheet A1–A4, A6 (options) + Paper B1–B3, B4
For Noting — update or information only	Cover Sheet A1 (summary), A2 (objects), A4 (brief) — Part B as needed
Operational query (e.g. allotment rules, maintenance)	Cover Sheet A1–A2, A4 + Paper B1–B3, B5 (brief)

The most common gaps — what to avoid

- Not stating which charitable object the activity advances. Every decision paper must complete A2 and include a narrative in B4.
- Not stating the CAP relevance. Even a 'No' is acceptable — but it must be considered.
- Omitting the Articles checklist (A4). The conflicts of interest question (Art. 41–43) must be answered for every paper.

- Vague recommendations. The Board is asked to make decisions — 'The Board is asked to consider...' is not a decision. State precisely what approval is sought.
- Papers arriving too late for 7 Clear Days' notice. If a paper is submitted late, the Chair must decide whether to defer it or obtain a written waiver from all directors.
- Income-generating proposals without charitable purpose justification. Weddings, camping, commercial lettings, community shop — all need B4 completed in full.
- Working group papers without confirming Director lead and remit (Article 51). Every working group paper must answer the Article 51 question in A4.