THE SHEPPARD TRUST

EST. 1855

Governance arrangements

As at January 2026

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1 Introduction

1.1 This document sets out the governance arrangements for The Sheppard Trust, which is constituted as a charitable company limited by guarantee.

1.2 The directors of the company are also the trustees under charity law

1.3 Collectively the directors are known internally as the Board of Trustees or the Board. (Historically they were known as the Executive Committee and this name may still appear in some older documents.)

1.4 The governing document for the charity is the Articles of Association.

2 Standing orders

2.1 The Articles of association set out general provisions for the appointment of directors/trustees and conduct of meetings. These standing orders set out how these operate in practice by decision of the trustees. In the event that they conflict, the Articles take priority.

Trustee/ director appointments

2.2 The minimum number of trustees is six and the maximum is eleven.

2.3 At least four of the trustees should be female

2.4 Trustees are appointed by decision of the existing trustees and may be removed or disqualified according to the provisions in the Articles

2.5 Trustees are appointed for a three-year term and are then eligible for reappointment, normally up to a maximum of nine years. A trustee may only continue for more than nine years if all the trustees agree and the reasons are documented in the minutes.

2.6 Trustees must complete a fit and proper person declaration which will be stored by the chief executive.

Trustee meetings

2.7 The trustees must meet at least four times a year. Normally the trustees meet six times per year. The dates for meetings in a calendar year are normally agreed at the last meeting of the previous calendar year. Should these need to be changed or additional meetings organised, then fourteen days' notice will be given unless the trustees agree that this can be shortened.

2.8 The quorum for a Board meeting has been set at four trustees.

2.9 Meetings may be held in person, by video conference, a hybrid of the two, or any other method where all those present can hear each other and communicate contemporaneously.

2.10 The agenda for each meeting will be prepared by the Chief Executive under the guidance of the chair. Papers will normally be circulated electronically at least six days in advance but if this is not possible then trustees must be given sufficient time to read them before they are discussed. Where a paper is confidential this will be clearly marked on the paper.

2.11 There is a data handling protocol for Trustees which is at Appendix 1

Meeting procedures

2.12 The meeting will be chaired by the Chair or the Vice Chair or in their absence an agreed nominee.

2.13 Trustees will strive to reach a consensus on the matters to be decided in which case a proposer of a decision to be made, seconder and vote will not be necessary.

2.14 If an agreed decision on any issue cannot be reached the Chair shall put the matter to a vote and if there are equal votes for and against the Chair shall have a second casting vote.

2.15 The Chief Executive may attend meetings of the directors except when their remuneration or performance is being discussed.

2.16 The Chief Executive will appoint someone to take minutes of the meetings, subject to approval of the trustees at the next meeting.

2.17 A copy of the approved minutes will be kept as the official record of the meeting and stored securely in the Trust's electronic archives.

Committees

2.18 The Board may set up committees to undertake specific tasks. The Articles provide that the directors may delegate any of their powers to any committee consisting of two or more Directors. Other people who are not directors may also be appointed to committees. The terms of reference of the current committees are set out later in this document.

2.19 The Board has approved a schedule of delegated authorities which sets out responsibilities delegated to committees, to the Chair and to the Chief Executive.

3 Trustee role description

3.1 **Main Responsibility**

The trustees, acting collectively, have ultimate responsibility for making sure that the Sheppard Trust achieves its core purpose. They oversee the overall management and direction of the charity, ensure that it has a clear strategy and that it is solvent (now and on an ongoing basis), well run and delivering the charitable outcomes for which it has been set up.

3.2 Key Responsibilities

- To ensure that the Trust has a clear vision, mission and strategic direction and is focused on achieving these;
- To be responsible for the performance of the Trust and for its corporate behaviour;
- To ensure that the Trust complies with legal and regulatory requirements;
- To act as stewards of the Trust's assets, both tangible and intangible, taking all due care over their security, deployment and proper application.

3.3 **Duties**

- Support and provide advice on the Trust's purpose, vision, goals and activities
- Approve operational strategies and policies and monitor their implementation
- Oversee the Trust's financial plans and budgets and monitor and evaluate progress
- Ensure the effective and efficient administration of the organisation so that it achieves compliance with legal and regulatory requirements
- Ensure that key risks are being identified, monitored and controlled effectively.
- Review and approve the financial statements.
- Provide support and challenge to the chief executive in the exercise of their delegated authority and affairs.
- Keep abreast of changes in the Trust's operating environment.
- Contribute to regular reviews of the Trust's own governance. Attend Board meetings, adequately prepared to contribute to discussions.
- Use independent judgment, acting legally and in good faith to promote and protect the Trust's interests, to the exclusion of their own personal and/or any third party interests.
- Contribute to the broader promotion of the Trust's objects, aims and reputation by applying your skills, expertise, knowledge and contacts.

3.4 <u>Duty of Care</u>

Trustees must:

- use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the Trust is well run and efficient
- consider getting external professional advice on all matters where there may be material risk to the Charity, or where the trustees may be in breach of their duties.

3.5 **Time Commitment**

The Board of trustees currently meets six times a year, with meetings starting at 2 pm on Monday afternoons, however it reviews this each year to suit current Board members.

There are currently three committees:

- Finance and Investment Committee
- Project Control Group (under review)
- Appointments and Wellbeing Committee.

3.6 **Legal Liability**

The Sheppard Trust is a charitable company limited by guarantee, the guarantee being 'such amount as may be required not exceeding one pound'.

The Trust holds a management protection policy (trustee indemnity insurance).

3.7 Person specification

- Empathy with and commitment to the objects of the Sheppard Trust;
- An interest in and concern for the welfare of older people;
- Willingness to participate in both formal meetings and other activities of the Trust and to be available for ad-hoc advice to the Chief Executive;
- Good independent judgement and strategic vision;
- A personal commitment to diversity equity and inclusion;
- Commitment to Nolan's seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership;
- An ability to work effectively as part of a team and an understanding of the respective roles of the Chair, trustees and staff in a small charity;
- Qualified to act as a charity trustee. A "fit and proper person" declaration will be required.

In addition trustees will have specific knowledge and experience in at least one of the following areas or similar: housing management, housing development, charity law and governance, financial management, change management, risk management, human resources, communication and marketing, business or construction law, investment management, welfare and safeguarding of older people, fundraising, working with local authorities, property management.

4 Role description – Chair

The Chair leads the board, ensuring that it governs the charity effectively to meet its charitable objectives. The Chair supports the board to work together well and provide support and challenge for the Chief Executive.

In addition to the duties and responsibilities of all trustees, the chair will:

- Provide strategic leadership to the charity and the board. Lead the trustees in developing strategic plans.
- Help steer the Sheppard Trust through a period of significant change
- Plan and chair meetings of the board, ensuring that the board meets regularly to review activities, major risks and opportunities. Liaise with the Chief Executive over the drafting of agendas and supporting papers for board meetings to cover business efficiently and effectively in meetings.
- Lead the board in ensuring it fulfils its governance responsibilities
- Lead the board in reviewing its own performance
- Take the lead on recruitment and induction of trustees
- Act as the line manager for the Chief Executive, being available for consultation, advice and support. Develop a strong, effective and constructive working relationship which is open and supportive and respects the boundaries between the two roles.
- Set goals in partnership with the Chief Executive and hold them to account for achieving objectives. Carry out the Chief Executive's annual appraisal
- Act as an ambassador for the charity representing it at external meetings and events as appropriate.

The chair serves ex-officio on the subcommittees.

5 Role description – Vice Chair

The role of the Vice Chair is to provide support to the Chair and to the board to fulfil their responsibilities, and to make the workload of the Chair more manageable.
In addition to the duties and responsibilities of all trustees, the Vice Chair will:

- Develop a close working relationship with the Chair
- Act as a sounding board for the Chair, providing support, informal feedback, honest advice and a fresh perspective
- Support the Chair in making sure the board functions effectively
- Take on responsibilities delegated by the Chair
- Chair meetings and carry out other responsibilities of the Chair in their absence.

6 Role description – Lead trustee for safeguarding

All the trustees of the charity carry collective responsibility for safeguarding. It is useful for one trustee to take the lead to support, advise and guide the Board on safeguarding matters but they should not be the only person who understands safeguarding amongst the trustees.
The lead trustee for safeguarding will be a volunteer from within the Board who has skills, experience and confidence in the area of safeguarding or who is willing to undertake the necessary training to develop these.

It is good practice to ensure that the role and responsibilities of the lead trustee are described in writing, agreed by the Board and reviewed regularly.

It is important to distinguish between the strategic, advisory and governance roles of a lead trustee, and the day-to-day operational designated lead for safeguarding, who in our case is the Chief Executive.

Responsibilities

Strategic

- Consider the organisation's strategic plans and make sure they reflect safeguarding.
- Work with the Chief Executive (designated safeguarding lead) to review whether the things the organisation has put in place are creating a safer culture and keeping people safe.
- Check the organisation's risk register reflects safeguarding risks properly and plan sensible measures to take.
- Make sure there is space on the agenda for safeguarding reports and help trustees understand and challenge those reports.

Creating the right culture

- Champion safeguarding throughout the organisation.
- Attend relevant safeguarding training events.
- Support the trustees in developing their individual and collective understanding of safeguarding.
- Attend meetings, activities, projects to engage with staff, volunteers and beneficiaries to understand safeguarding on the ground.
- Work with the chair and designated safeguarding lead in order to manage all serious safeguarding cases.
- Make sure you have ways of gathering the views of staff and residents in relation to safeguarding and sharing these with the board.

Effective policy and practice

- Make sure there is an annual review of safeguarding policies and procedures and that this is reported to trustees.
- Understand the monitoring your charity does to see whether policies and procedures are effective.
- Learn from case reviews locally and nationally, to improve your organisation's policies, procedures and practices.

- Oversee safeguarding allegations against staff or volunteers, together with the designated safeguarding lead.
- Act as the deputy designated safeguarding lead in the absence of the Chief Executive.
- Be a point of contact for staff or residents if someone wishes to complain about a lack of action in relation to safeguarding concerns.

Role description – Hon. Treasurer

The Honorary Treasurer takes particular responsibility for the financial affairs of the Trust, in particular for:

- Chairing the Finance Committee and ensuring it carries out the duties set out in its terms of reference, including ensuring effective financial procedures are in place and proper accounting records are kept
- Working with trustees, staff and the outsourced accountants to (together with the Finance Committee) monitor income and expenditure, prepare financial reports and help set and manage budgets
- Provide guidance to the Board on financial matters as needed to support decision making.

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7 Committee terms of reference

Finance Committee

Purpose: The Finance Committee oversees all financial aspects of the Charity's activities so as to ensure its short and long term viability. It also acts as an audit committee, and as an investment committee, as the charity is considered too small to merit establishment of separate committees for these functions.

1 Membership and meetings

1.1 The Committee will comprise the Chair of the Board and the Hon Treasurer, and further trustees from time to time appointed by the Board (normally two).

1.2 The Trust's Chief Executive will attend meetings of the Finance Committee and the outsourced accountants (JS2) will be invited to attend.

1.3 The Committee will meet as it considers necessary to conduct its business but usually at least four times per year

1.4 The quorum is two trustees present.

1.5 The Committee should report its decisions to the Board at or before the next Board meeting (normally by way of minutes).

2 General financial responsibilities

2.1 To ensure that the Trust operates within relevant legislation, financial guidelines set out by regulatory bodies, and best practice.

2.2 To advise the Board on financial policies and targets (such as reserves), and to ensure appropriate reporting against targets.

2.3 To review the adequacy of financial controls and procedures at least annually, and to recommend improvements.

2.4 To approve any changes to the bank mandates

2.5 To advise the Board on financial implications and risks arising from Board decisions

2.6 To review longer term forecasts of capital and revenue needs, in the context of financial trends within the Trust and externally.

2.7 To scrutinize detailed budgets for the forthcoming year and make recommendations to the Board.

2.8 To review the management accounts and cashflow and monitor performance against budgets. To assess the implications for the Trust's overall financial position, and to provide feedback to the Board as appropriate.

2.9 To approve urgent unbudgeted expenditure and to report this to the Board

2.10 To agree and report to the Board appropriate changes to remuneration for staff to be included in the budgets, and to agree any other arrangements for staff remuneration.

2.11 To advise the Board on changes to Weekly Maintenance Charges to be included in the budgets.

2.12 To monitor value for money within the Sheppard Trust and make recommendations for reviews.

3 Investments

3.1 To develop and regularly review the Trust's investment policy for approval by the Board, including asset allocation.

3.2 To appoint and monitor the performance of investment advisers and to maintain an overview of their mandates.
3.3 To ensure the agreed investment policy is adhered to and to monitor investment performance.
3.4 To approve, within the terms of the Trust's investment policy and any delegated authority limits laid down by the Board, decisions regarding investments or the transfer of sums between accounts.
3.5 To approve the list of individuals authorised to instruct the investment managers.

4 Audit

4.1 To determine the frequency of tendering for external audit services.
4.2 To oversee the process for selecting and appointing the external auditor and to make appropriate recommendations to the Board.
4.3 To recommend audit fees to the Board and to approve any fees in respect of non-audit services provided by the external auditor.
4.4 To discuss with the auditor before the audit starts the nature and scope of the audit.
4.5 To ensure, on behalf of the Board, that it meets its obligation to disclose all relevant information to the auditor.
4.6 To review and agree the annual audited financial statements before submission to the Board, and to agree any changes in accounting policies, major areas of judgement, significant adjustments arising from the audit, and presentation of the accounts from a non-financial perspective.
4.7 To discuss with the auditor matters arising from the audit and consider the auditor's audit findings letter and management's draft response prior to submission to the Board.

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Appointments and Wellbeing Committee

Purpose: The Appointments and Wellbeing Committee (AWC) has delegated responsibility from the Board to appoint beneficiaries of the charity and allocate accommodation. It also promotes and supports the wellbeing of the residents.

1 Membership and meetings

1.1 The Committee will comprise two or three trustees appointed by the Board, plus the Chair ex-officio.

1.2 The Trust's Chief Executive will attend meetings, and other staff as appropriate

1.3 The Committee will meet as it considers necessary to conduct its business but usually at least three times per year.

1.4 The quorum is two trustees present.

1.5 The Committee should report its decisions to the Board at or before the next Board meeting (normally by way of minutes).

2 Appointments

2.1 To oversee the process for appointing new beneficiaries from advertising to moving in, and to maintain the waiting list

2.2 To review the appointments policy from time to time and ensure that procedures are in place to apply it fairly and consistently

2.3 To interview applicants for a place on the waiting list and to decide their priority on the list

2.4 To appoint applicants as beneficiaries of the Trust when vacancies occur, informing the Board.

2.5 To consider any issues which could lead to setting aside an appointment, to receive reports as set out in the breach of licence policy, to approve the issuing of formal warnings and to advise the Board if the matter escalates to a resolution to set aside.

3 Wellbeing

3.1 To consider the impact on resident wellbeing of decisions made and strategies adopted by the Board, and to make any recommendations for actions as a result.

3.2 To receive the results of resident surveys and feedback and to approve action plans for improvement

3.3 Whilst the Board as a whole is responsible for safeguarding, the Appointments and Wellbeing Committee will pay particular attention to safeguarding issues and one of the members of the committee will act as the safeguarding lead trustee.

3.4 To receive a regular report from the Chief Executive and other staff as appropriate and to make recommendations on actions to be taken to improve resident wellbeing. To consider the impact of any staffing issues on resident wellbeing.

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Project Control Group

Purpose: The Project Control Group (PCG) has been established in order to oversee the Trust's development plans and to advise the Board. It works closely with, and has some overlap with, the directors of ST Property Company Ltd, the charity's trading subsidiary, which has been appointed to carry out development works on behalf of the charity.

1 Membership and meetings

1.1 The PCG will comprise two or three trustees appointed by the Board, plus the Chair ex-officio

1.2 The PCG will meet as often as is necessary to conduct its business

1.3 The Trust's Chief Executive will attend the meetings. Advisers and consultants will be invited as appropriate.

1.4 The PCG will normally meet jointly with the board of ST Property Company Ltd unless business is to be discussed concerning the relationship or agreements between the Trust and the Company.

1.5 The quorum is two trustees present.

1.6 The Committee should report its decisions to the Board at or before the next Board meeting (normally by way of minutes).

2 Project control

The PCG will oversee and scrutinise all matters in connection with the Trust's development plans and report issues arising to the Board.

The PCG will advise the Board on decisions to be taken, on risks arising and on actions to monitor and mitigate those risks. The PCG will also provide advice and support to the Chief Executive on the day to day operational management of the development work.

The Board will delegate other tasks to the PCG as appropriate during the life of the project. However the Board remains the decision making body in respect of the project.

(As at January 2026 the main task of the PCG is to receive and scrutinise reports from the project managers, employers agents and cost consultants. The Board is considering returning these functions to itself in the last few months of the project.)

8 Trustees and their backgrounds

Linda Davis (Chair)
Linda spent her whole career in the voluntary sector, for charities in the family social care, disabilities sector and housing for elderly people in care homes, extra care and supported accommodation but specialising primarily in developing and managing property portfolios. Her last job was as Managing Director of Retail Trust a charity which provides homes for older people retired from the retail trade including care homes, sheltered housing and extra care provision being delivered from 5 estates around the UK. Linda was responsible for project managing new build and over her career managed over 25 projects, including refurbishments and new builds.
Linda served on main Boards and amongst her duties included developing diversity and equality programmes and reporting yearly to the Housing Corporation.
Linda also serves on a charity raising funds for various social care projects throughout the world and also on a property management committee.

Christina Jordan (Vice Chair)
Christina is an experienced senior manager with broad experience in high profile organisations across business, housing, charity and grant-making. She also is a board member with more than 10 years experience and Vice Chair of Sheppard Trust. The majority of her career has been in the housing sector with considerable charity governance responsibilities.

As Operations Director at the Bankers Benevolent Fund, she was responsible for
strategy development and change implementation and grew the organisation threefold in 3 years. She was responsible for improving and managing Governance, Risk, Finance, HR and IT.

She has been responsible for the delivery of affordable housing programmes at Peabody Trust and when Assistant Director Programme Delivery at Wandle Housing Association she was responsible for a £350m programme of affordable housing across a number of boroughs with diverse communities.

At the Housing Corporation, (now Homes England) she was Investment Manager for South West London and London-wide lead for Supported Housing.

She also has experience as Quality Manager at Refuge the domestic violence charity. She managed the delivery of 45 grant contract programmes to defined success criteria. This ensured provision of high quality housing and support with safeguarding a key metric to a diverse range of clients. This included black and minority ethnic specific schemes designed to meet their particular circumstances.

Keith Perry (Hon Treasurer)
FCA (ICAEW)

Keith has over 40 years experience in the infrastructure, property and finance sectors working at Regional Board level for several major companies both in the UK and overseas (USA) and has a background in both architecture (degree from Cambridge) and finance (Chartered Accountant with PWC)
Keith has advised (whilst at Arcadis) and led, whilst at major blue chip international companies (such as P&O, Lend Lease and Helical Bar plc) a wide range of major developments, property funds and investment projects such as at Greenwich Peninsula, Bluewater & Ebbsfleet, Qatar22 World Cup Legacy and was involved, while at P&O, in International Resorts and many of the early UK PFI projects and overseas BOTs.
As CEO of Lend Lease in Europe Keith developed their Residential large scale community business and was CEO and CFO of the regulated UK Fund Management business (£500m+)
At Arcadis Keith set up a fund to source transact and manage UK ground rents for a major UK life company and has advised consulting side on many 'Green Book' Business Case assessments for public and private sector clients.
For regional government Keith has written business cases and leads the commercial strategy for new ventures with emphasis on viability and public value. Current main clients include East West Rail, Yorkshire Mass Transit and Northstowe a new community of 7000+ homes.
Keith is a visiting lecturer at University College London.

Martyn Carter
FRICS, FCABE
Martyn's experience as a qualified chartered surveyor includes maintenance & repair of education buildings, a civilian fire officer dealing with requirements for fire protection of means of escape in case of fire, building contracts for extension, refurbishment and general maintenance, negotiations with landlords, tenants and adjoining owners, and property acquisition and development.
He moved to a London based property company in 1998 handling residential development and refurbishment including a very successful scheme of apartments in Wandsworth.
In 1999, Martyn was recruited by Elizabeth Finn Care in the role of Director of Property Services to oversee the charity's 600 bed portfolio of high-quality care homes for older people, which offer both nursing and residential care. This included high value building contracts to extend and refurbish the properties. He also had responsibility for the in-house maintenance teams and gained the NEBOSH National Diploma in Occupational Health & Safety. This wide-ranging role necessitated regular interaction with care staff and residents, gaining an insight to the various issues affecting the design of accommodation for older people.

Claire Watson
Claire's career has been in investment management. She is currently a portfolio director at Schroders with a portfolio of corporate and charity clients.

Neil White
Former partner and General Counsel, Taylor Wessing LLP, a top 20 City law firm. Main area of practice: property development and construction. As GC responsible for all regulatory and governance matters affecting the firm. Trustee of an FE College for young adults with learning difficulties, Chair of project committee responsible for development of a £20m college, Chair of Housing and Estates Committee, board member with responsibility for governance. Trustee of a veterans' charity with a portfolio of over 1,500 properties, Chair of Housing Committee and member of Finance and Risk Committee.
Agnes Woolrich

Agnes heads up the Product and Customer Solutions team for Mastercard in the UK and Ireland. As part of this role, Agnes leads the team to deliver value to customers, by bringing together relevant products and services from across Mastercard, as well as ensuring the robust and successful design and development of products and solutions. As part of this role, Agnes also looks after ESG strategy and its delivery for the division.

Prior to this role, Agnes led the Marketing and Communications team at Mastercard. Agnes started her career at Procter & Gamble, and then went on to spend 11 years at American Express in senior product and marketing roles where she worked in Card Issuing, Merchant Services and Bank Partnerships. Agnes holds a degree in Electrical Engineering and an MBA from INSEAD.

Melanie Saunders
Melanie is an HR professional who has extensive experience in professional services, company culture, organisation design, talent and people management in matching skills to organisational need. Her experience is in large global companies translating business strategy into action. She is currently Vice President, Employee Relations – EMEA, Mastercard.

9 Trustees and committee membership

	AWC	Finance / investment	PCG	Other
Linda Davis	**Ex officio**	**Ex officio**	**Ex officio**	**Chair** **Safeguarding trustee**
Martyn Carter			**X**	

Neil White			**X**	
Christina Jordan	**X**			**Vice Chair, Chair AWC**
Keith Perry		**X**	**X**	**Hon Treasurer Chair Finance**
Claire Watson		**X**		
Agnes Woolrich		**X**		
Melanie Saunders	**X**			

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Appendix 1 Data protection protocol – Trustees and committee members

In the course of the Sheppard Trust carrying out its charitable purposes, Trustees and committee members may need to be given access to personal data concerning applicants, residents, staff, donors and other trustees. In particular you may be given access to personal data in connection with:

- Contact details of other trustees and committee members
- Interviewing applicants for accommodation
- Reviewing the waiting list and deciding on accommodation offers
- Matters such as anti-social behaviour, complaints or whistleblowing which require trustee involvement in investigation or decision making
- Interviewing applicants for jobs at the Trust
- Staff performance, absence or disciplinary matters
- Resident matters such as arrears or licence breaches or serious welfare concerns
- Any other matters connected with the charitable purposes of the Trust

Some of this data may include special categories of personal data such as religious beliefs and medical information.

In accordance with our data protection and privacy policy, and data protection legislation, the Trust must ensure that staff and trustees only hold personal data that is necessary, and that data is accurate and not held for longer than necessary. The following protocol has been adopted accordingly. It applies to trustees and any other committee members.

Trustee data protection protocol

1 Trustees should be familiar with the data protection policy and aware of the need to keep personal data secure and to keep it only as long as necessary.

2 The Sheppard Trust advises trustees to have their home computers and laptops password protected with a strong password which is regularly changed. Trustees are also advised to ensure that their computer or laptop must have the password re-entered when the device goes into “sleep” mode.

3 Trustees should ensure that if they receive personal data in digital form (eg by email) they delete the email and/or documents once they have been actioned. If the data needs to be held for longer it will be held at the Trust’s offices.

4 Trustees should ensure that if they are holding personal data whether digital or hard copy, it is not able to be accessed by eg family members and visitors to their home. If discussing the Trust’s business by telephone or video conference where personal data is involved, this should be done from a private room.

5 Trustees must not share personal data, including contact details of other trustees, with third parties, unless they have the explicit consent of the person concerned.

6 Executive committee or subcommittee papers may contain personal data, for example the names and details of those being appointed as beneficiaries, trustees or staff. Papers for the Appointments and Wellbeing committee may contain more substantial personal data about applicants and residents including special categories of personal data. These papers will be marked appropriately and should be securely destroyed after the meeting by shredding them or by returning them to the Trust’s offices for shredding. Other papers may be retained as they do not contain personal data.