



OPEN

Board Meeting Summary Report Multiple Sclerosis Society Board of Trustees

Meeting date: 9 July 2025
MS Society, Carriage House, 8 City North Place, London, N4 3FU
and via video conference

Present

Trustees

Professor Sir Paul Curran	Chair of the MS Society
Emily Reves	Vice Chair
Nick Keveth	Treasurer
Dr Shewly Choudhury	Trustee
Jason Jaspal	Trustee
Bayan Mohajeri	Trustee
Chris Murray	Trustee
Stephen O'Keane	Trustee
David Silver	Trustee
Polly Williams	Trustee
Dr Stephanie Wright	Trustee

Council Chairs

Philippa Donnelly	Northern Ireland Council Chair
Susannah Robinson	Wales Council Chair
Matthew Ward	England Council Chair

Staff Attending

Nick Moberly	Chief Executive
Vicky Annis	Executive Director - Corporate Services
Gavin Atkins	Executive Director - Services & Support
Dr Sarah Rawlings	Executive Director - Research & External Affairs
Ed Tait	Executive Director - Engagement & Income Generation
Jo Anderson	Director for Scotland & Devolved Nations Representative

1. Opening Remarks

- 1.1. The Chair of the MS Society welcomed the Board and attendees to the meeting. The Board recognised the collective influence of our campaigns community, disabled people's organisations and other charities on the passage of the Government's welfare reform bill through Parliament, and the amendment secured to protect Personal Independence Payments (PIP).

2. Chief Executive's Report

- 2.1. The Chief Executive gave a report on progress that had been made on delivering impact for the MS community since the last Board meeting. The report included a summary of our financial performance in quarter 1 2025, and against key performance indicators for the delivery of core activities.

3. Strategy

- 3.1. The Board endorsed the proposed approach to integrating Equity, Equality, Diversity, and Inclusion (EEDI) into our new Organisational Strategy 2025-2029, to recognise and address the social, economic, cultural, geographical and systemic factors that mean MS affects everyone differently. The Board also reviewed the plan for communicating our new Strategy.
- 3.2. The Board also approved the Research Strategy 2025-29, as recommended by our Research Strategy Committee (RSC) made up of researchers, healthcare professionals and people affected by MS. The Research Strategy focuses on three priority areas – managing MS, stopping progression and preventing MS.

4. Transformation Programme

- 4.1. The Board received an update on progress towards the delivery of our Transformation Programme to reach more people, deepen engagement, diversify income streams, build a stronger team and working culture, and maximise our impact. The Transformation Programme comprises four projects: Sage (data), Mead (service transformation), Bowie (engagement and income generation), and Penguin (employee engagement).

5. National Councils Review

- 5.1. The Board received a report on discussions held with Council Chairs about the strengths and weaknesses of our current approach to hearing the voice of the MS community via councils. The Board approved the proposal to develop mechanisms to hear and act upon the community voice that align with the hub and spoke model being developed through Project Mead (service transformation). Pending the full implementation of the community hub model, will continue to operate under the existing model, with Council Chairs attending the Board and providing a joint report with the Country Directors.
- 5.2. The Board approved the proposal to ensure UK-wide representation in governance and strategic decisions for the Charity by creating three Devolved Nation Trustee roles (Northern Ireland, Scotland and Wales) on the Board, with recruitment taking place in 2026.

6. Councils Report

- 6.1. The Board received the Councils Report. Concern had been raised about the number of neurologists due to retire in the next 10 years in Wales, and the NHS team in North Wales had not responded to our offer to run newly diagnosed days, impacting our ability to reach those communities. In Northern Ireland, public consultation had been launched on the Department of Health review to identify the optimal service configuration for neurology services, with the Northern Ireland Council collecting the community voice, and the MS Society leading the response from neurology charities. Concerns were raised about the increase in gaps between disease

modifying treatment reviews and MRI scans in the West Midlands, and the challenges faced by MS communities in the Scottish Highlands, where travelling to a neurology appointment may involve a 5-hour round trip.

7. Committee Reports

- 7.1. The Board received a report on the Strategic Implementation & Finance Committee (SIFC) meeting of 17 June 2025. SIFC had considered Project Bowie (engagement and income generation) and the wider Transformation Programme in depth. SIFC had also reviewed the 2025 Q1 Performance Report, critical role cover, and the Project Penguin (employee engagement) Internal Audit Report.
- 7.2. The Board received a report on the Audit & Risk Committee (ARC) meeting of 18 June 2025. ARC had reviewed and recommended the updated Health & Safety Policy to the Board for approval. ARC had also considered progress against the internal audit plan, completed its annual review of the assurance map, and undertaken a deep dive into service delivery risk and compliance.
- 7.3. The Board received a report on the Nominations & Remuneration Committee (NRC) meeting of 20 June 2025. NRC had reviewed and recommended the National Councils Review Community Voice and Devolved Nations Trustees workstream proposals to the Board for approval. NRC had also received an update on Board recruitment and elections and completed a review of Trustee training.

8. Governance Matters

- 8.1. The Board reviewed the Scheme of Delegation Report, which was a standing item to ensure the Board had oversight of decisions delegated to sub-groups of the Board and taken between Board meetings.
- 8.2. The Board approved the updated Health & Safety Policy.

9. Strategic Deep Dive - Organisational Culture

- 9.1. The Board undertook a deep dive into the recent report commissioned to inform the Project Penguin (employee engagement) Culture workstream. The purpose of this workstream is to build a culture that establishes how we work together, how we interact with the MS community, volunteers and partners to foster a sense of loyalty and trust so that we have higher productivity levels, improved morale and a more positive work environment.