



OPEN

Board Meeting Summary Report Multiple Sclerosis Society Board of Trustees

Meeting date: 30 September 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
Leah Mates	Trustee
Bayan Mohajeri	Trustee
Chris Murray	Trustee
David Silver	Trustee
Polly Williams	Trustee
Dr Stephanie Wright	Trustee

Council Chairs

Philippa Donnelly	Northern Ireland Council Chair
Mary Douglas	Scotland Council Chair
Susannah Robinson	Wales Council Chair
John Stainton	England Council Vice 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
Shelley Elgin	Director for Wales & Devolved Nations Representative

1. Opening Remarks

1.1. The Chair of the MS Society welcomed the Board and attendees to the meeting.

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 2 2025, and against key performance indicators for the delivery of core activities.

3. Business Plan & Budget 2026

- 3.1. The Board considered the draft Business Plan and Budget 2026, which focused on the needs of the MS community, our priorities for meeting these needs, risks that would need to be mitigated, and the potentially available resources.
- 3.2. It was noted that the final Business Plan & Budget 2026 would be approved at the December Board meeting, after scrutiny by the Strategic Implementation & Finance Committee.

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).
- 4.2. The Board approved investment in Project Bowie for the design and implementation of the operating model that will underpin the new Engagement Strategy.

5. Stop MS Appeal

- 5.1. Our 10-year Stop MS Appeal is due to finish at the end of 2025 and is on course to meet its target of raising £100 million for MS research. The Board discussed the research achievements that had been made possible by the Appeal, and plans to maintain the momentum, relationships and schedule of key events after it finishes.

6. Councils Report

- 6.1. The Board received a report on each Council's activities from the Council Chairs and Vice Chair, and reports from the Country Directors on work within each nation in the areas of policy, public affairs and campaigns; community development and support; volunteers and volunteer groups; and making our community voice heard through communications and media.
- 6.2. The Council Chairs welcomed plans to appoint Devolved Nation Trustees in Northern Ireland, Scotland and Wales to strengthen representation of the devolved nations in the governance of the MS Society.

7. Committee Reports

- 7.1. The Board received a report on the Strategic Implementation & Finance Committee (SIFC) meeting of 9 September 2025. SIFC had reviewed the 2025 Q2 Performance Report, the Management Accounts to 30 July 2025, and the current financial position. SIFC had considered progress against each area of the Transformation Programme, had received the quarterly Investment Report, and also undertaken a

deep dive into restricted funds and the way in which these are managed by the MS Society.

7.2. The Board received a report on the Audit & Risk Committee (ARC) meeting of 9 September 2025. ARC had reviewed and recommended the Board's Risk Appetite Statements, and the updated Working with Pharmaceutical & Medical Devices Industry Policy to the Board for approval. ARC had also considered progress against the internal audit plan, completed its annual review of MS Society insurance cover, and undertaken a deep dive into Local Group risks and controls.

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 completed its annual review of its Risk Appetite Statements, which set out the level and type of risk that the Board is willing to take in order to meet our strategic objectives, and approved the updated Working with Pharmaceutical & Medical Devices Industry Policy.

9. Strategic Deep Dive – Deepening Engagement

9.1. The Board undertook a deep dive into deepening engagement, covering how Project Bowie and the new Engagement Strategy will enable the MS Society to mobilise our channels, activities and content strategy to grow our reach, impact, income and sustainability.