



OPEN

Board Meeting Summary Report Multiple Sclerosis Society Board of Trustees

Meeting date: 11 December 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

Mary Douglas	Scotland Council Chair
Susannah Robinson	Wales 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
Shelley Elgin	Director of Wales & Nations Lead Director

1. Opening Remarks

- 1.1. The Chair of the MS Society welcomed the Board and attendees to the meeting. Thanks were given to David Silver (Trustee) and Matthew Ward (England Council Chair) who would retire from their roles at the end of the year.

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 3 2025, and against key performance indicators for the delivery of core activities.

3. Business Plan & Budget 2026-28

- 3.1. The Board approved the Business Plan & Budget for 2026-28, which had been considered at the Board's previous meeting, and scrutinised by the Strategic Implementation & Finance Committee. The Plan focuses on the needs of the MS community, our priorities for meeting these needs, risks that will need to be mitigated, and the potentially available resources.

4. Community Voice Update

- 4.1. The Board considered the proposed approach to retiring National Councils arising from the review of how the organisation hears Community Voice. It was agreed that Council Chairs would be involved in the development of the new, co-produced community engagement structure, and that subject to progress of this work, the Councils would be retired in July 2026.

5. Councils Report

- 5.1. The Board received 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.
- 5.2. The Board also received reports from the Wales and Scotland Council Chairs. The Wales Council Chair reported on concerns that had been raised about the care of people with MS in hospital, and the huge strains on community care, carers, and unpaid carers. The Scotland Council Chair noted that Council members had supported the launch of MS Society Scotland's Manifesto for the Scottish Elections in May 2026 and the current campaign pushing for recommendations from the Independent Review into Adult Disability Payment (ADP) to be accepted and implemented by Scottish Government.

6. Committee Reports

- 6.1. The Board received a report on the Nominations & Remuneration Committee (NRC) meeting of 11 November 2025. NRC had reviewed the draft amendments to the Articles of Association required to change the reappointment terms for Trustees, create Appointed Trustees for Northern Ireland, Scotland, and Wales, and to remove National Council Chairs from the Membership of the Charitable Company. NRC had recommended the reappointments of Emily Reves, Polly Williams, and Chris Murray to further Trustee terms. The Board appointed Drew Richardson-Walsh as an Independent NRC Member on the recommendation of the Committee. The Committee annual performance review had been completed, and the Board approved the 2026 NRC Work Plan.
- 6.2. The Board received a report on the Strategic Implementation & Finance Committee (SIFC) meeting of 18 November 2025. SIFC had reviewed the 2025 Q3 Performance Report, the Management Accounts to 30 September 2025, and the current financial position. SIFC had considered progress against each area of the Transformation Programme and had received the quarterly Investment Report. The Committee annual performance review had been completed, and the Board approved the 2026 SIFC Work Plan.
- 6.3. The Board received a report on the Audit & Risk Committee (ARC) meeting of 20 November 2025. ARC had received the 2026 external audit plan and the Board

agreed to move approval of the Annual Report & Accounts from April to July, to accommodate the transfer of financial data to our new data management system. ARC had considered progress against the internal audit plan and undertaken a deep dive into Cyber Security risk. ARC had approved the updated Financial Crime Policy. The Committee annual performance review had been completed, and the Board approved the 2026 ARC Work Plan.

7. Governance Matters

- 7.1. The Annual Review of Board Effectiveness was completed. The Board considered the work it had undertaken during 2025 and reviewed the results of the self-assessment survey completed by the Trustees.
- 7.2. The Board reviewed the Scheme of Delegation Report, which is a standing item to ensure the Board has oversight of decisions delegated to sub-groups of the Board and taken between Board meetings.
- 7.3. The Board approved the updated Safeguarding Policies for England & Wales, Scotland, and Northern Ireland, and the updated Risk Management Policy, which had been recommended by the Audit & Risk Committee.

8. Strategic Deep Dive - Live Well

- 8.1. The Board undertook a deep dive into our Live Well delivery strategy, which will build strong communities and a rich set of relevant and inclusive support services, so people with MS, and their families, friends and carers are connected and empowered to live well. The Board discussed the services and support we currently offer, such as our MS Helpline, Living Well virtual programme, digital services, local groups, and community projects. The Board received an overview of MS Help, our new way of finding and accessing our services to help people understand and manage MS, which would launch in April 2026.