

Board Meeting Summary Report

Multiple Sclerosis Society Board of Trustees

Meeting date: 8 July 2026

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
Nick Keveth	Treasurer
Bayan Mohajeri	Trustee
Chris Murray	Trustee
Dr Fiona Reddington	Trustee
Jason Jaspal	Trustee
Jon Paul Lynch	Trustee
Leah Mates	Trustee
Polly Williams	Trustee
Dr Shewly Choudhury	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 of Corporate Services
Gavin Atkins	Executive Director of Services & Support
Dr Sarah Rawlings	Executive Director of Research & External Affairs

1. Opening Remarks

- 1.1. The Chair of the MS Society welcomed the Board and attendees to the meeting. It was confirmed that at a General Meeting that morning, the Members had appointed Andrew Parsons as Treasurer, and Caroline Millar, Rhys Jenkins, and Dr Victoria Appleton as Appointed Trustees, each to serve a three-year term, effective 14 July 2026.

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 2026, and against key performance indicators for the delivery of core activities.

3. MS Society Annual Report & Accounts 2025

- 3.1. The Board was asked to approve the MS Society Annual Report & Accounts for 2025, which had been scrutinised by the Audit & Risk Committee and our auditors, HaysMac. The Board received assurance that the MS Society remains a going concern and gave approval.
- 3.2. The Board noted that the MSS (Trading) Ltd Annual Report & Accounts for 2025 had been approved by the Directors at a meeting earlier that day.

4. Project Bowie Phase 2b Case for Investment

- 4.1. The Board approved Phase 2b of Project Bowie, our engagement and income generation transformation project. This phase will implement the new Engagement Operating Model developed by Phase 2a, to deliver our engagement and income generation ambitions.

5. Nations Report

- 5.1. The Board received reports from the Chairs of the National Councils and 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. In Wales, a comprehensive mapping exercise had been commissioned and funded by Merck to better understand MS service resources and workforce across Wales's seven health boards. This had highlighted that only 16% of people with MS in north Wales take a Disease Modifying Treatment, compared to 70% in south Wales. An event had been held at Stormont to showcase the work and achievements of the MS Society in Northern Ireland over the past 70 years, and it was also reported that the MS Resource Centre in Belfast had received more visitors during the first five months of 2026 than in the whole of 2025. The variable standards of care across Scotland were highlighted.

6. Community Voice

- 6.1. The Board received a report on progress to strengthen our community voice work. The appointment of Trustees in Northern Ireland, Scotland, and Wales would strengthen the Board's understanding of political, health and social care systems in the devolved nations. The pilot online Community Voice forum had taken place, with excellent feedback received from both the people affected by MS who took part and the Trustees who heard their views. The forum had focused on how AI is showing up in everyday life for people affected by MS and had informed discussions at the Board's Strategy Day. This approach would be developed further through 2027.
- 6.2. The Board approved the formal retirement of the National Councils and gave thanks to the Council Members and Chairs, present and past, for their commitment and support.

7. Committee Reports

- 7.1. The Board received a report on the Audit & Risk Committee (ARC) meeting of 16 June 2026. ARC had received a report from Grant Thornton (Internal Auditor) on progress of the 2026 Internal Audit and outstanding audit recommendations. They had reviewed the Assurance Map and the schedule of risk deep dives that would be

undertaken to provide the Committee with opportunities to consider key areas of risk. They had approved the updated Payment Card Policy. HaysMac (External Auditor) had presented the Audit Findings Report and the Committee had agreed to recommend the MS Society Annual Report & Accounts 2026 for approval.

- 7.2. The Board received a report on the Nominations & Remuneration Committee (NRC) meeting of 17 June 2026. NRC had considered the progress of the community voice work and had recommended the retirement of National Councils. They had reviewed Treasurer and Trustee recruitment and recommended the candidates for appointment. They had received an update on development of the CEO & Executive Pay Policy and had considered the Gender Pay Gap Report. They had reviewed Board performance against the Charity Governance Code and had recommended the elements of the MS Society Annual Report that relate to board effectiveness and pay and benefits disclosures.
- 7.3. The Board received a report on the Strategic Implementation & Finance Committee (SIFC) meetings of 22 June 2026. SIFC had considered the 2026 Q1 Performance Report, the 2025 Year End Management Accounts and the quarterly Investment Report. They had received an update on the Transformation Programme and face-to-face fundraising and retail pilots. They had approved a request to extend Project Penguin, our culture transformation project, through to the end of 2026. They had reviewed the Strategic Risk Register and had considered cover arrangements for the Executive Group and other critical roles.

8. Governance Matters

- 8.1. The Board approved the Reserves Policy, which had been reviewed and updated on our standard schedule. The Board also approved the Ex Gratia Payments Policy, which had been updated to reflect changes now implemented under the Charities Act 2022.
- 8.2. 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.

9. Strategic Deep Dive - Working Well

- 9.1. The Board undertook a deep dive into Working Well, which comprises three delivery strategies – Digital, Data & Technology; Effective Working; and People (Staff & Volunteers). Discussion took place about the identified priorities for 2027, how resources are focused, and potential risks and opportunities were highlighted.