



CHAIR OF THE BOARD

Candidate Information Pack

September 2026

Provider of NHS services



A welcome from our CEO



Thank you for your interest in becoming the next Chair of Mastercall Healthcare.

This is a particularly exciting and significant time to join our organisation. In 2026, Mastercall celebrates 30 years of providing outstanding healthcare to patients and communities across Greater Manchester and the North West. From our beginnings as a GP co-operative in Stockport in 1996, we have grown into an award-winning, innovative and highly respected social enterprise, while remaining true to the values and sense of purpose on which Mastercall was founded.

For three decades, our success has been built on one overriding principle; people matter. Our patients, our colleagues, our members, our partners and the communities we serve are at the heart of everything we do. We are immensely proud of the thousands of people who, over the last 30 years, have contributed to making Mastercall the organisation it is today.

As a social enterprise, our success is measured not simply by financial performance or organisational growth, but by the difference we make. We reinvest in our services, our workforce, innovation and our communities, continually seeking new ways to improve patient outcomes, reduce pressure on the wider NHS and create lasting social value.

As we celebrate this important anniversary, our focus is firmly on the future. Our 30+30 pledge represents our commitment to honouring the achievements and values of our first 30 years while building an organisation that is ambitious, sustainable and relevant for the next 30. At a time of significant transformation across health and care, we see enormous opportunity for Mastercall to use its agility, innovation, partnerships and expertise in urgent and out-of-hospital care to help shape the future NHS.

Central to that ambition is our Belong, Grow, Thrive culture. We want Mastercall to be an organisation where people feel that they belong, are supported and encouraged to grow, and are given every opportunity to thrive. This is more than a workforce commitment; it reflects the kind of organisation we aspire to be and the leadership culture we expect throughout Mastercall.

Our next Chair will therefore, inherit an organisation with a proud history, strong foundations and considerable ambition. They will lead a high-performing Board that both supports and constructively challenges the Executive Leadership Team, remains accountable to our Members through our Council of Members, and keeps quality, patient safety, people and social purpose at the centre of its decisions.

We are looking for an exceptional individual who will understand and protect what makes Mastercall special, while having the vision, independence and courage to help us evolve. Someone who shares our values, champions our people and patients, strengthens our partnerships and brings the strategic leadership required to help Mastercall navigate an increasingly complex NHS landscape.

Thirty years ago, Mastercall began with a simple ambition to provide outstanding care for our communities. Thirty years later, that purpose remains as strong as ever. Our next Chair will have the privilege and responsibility of helping us write the next chapter of that story.

If our values resonate with you and you are excited by the opportunity to help shape Mastercall's next 30 years, I very much hope you will consider joining us.

Michaela Buck / CEO, Mastercall Healthcare

The opportunity at a Glance

Purposeful stewardship • Inclusive leadership • Better care

An opportunity to lead the Board of a successful, member-led social enterprise as Mastercall begins its next 30 years.

Role	Chair of the Board
Accountable to	The Board and Mastercall's members , through the Council of Members
Term	Three years , with the possibility of two further terms, subject to satisfactory review and the governing documents
Commitment	Approximately one day per week on average , flexed across the year, plus additional availability at times of significant change or urgent Board business
Location	Mastercall HQ, Stockport - Hybrid, with regular attendance at Mastercall HQ in Stockport and engagement across Greater Manchester and the North West
Remuneration	£30,000 - £35,000 per annum (depending on experience)

What we are looking for

The strongest candidates will bring three dimensions together:

Governance leadership. The discipline to keep the Board focused on purpose, strategy, assurance and accountability, while drawing out the best contribution from every director.

Healthcare and system judgement. The credibility to understand regulated NHS-funded care, patient safety, commissioning and partnership dynamics, and to see opportunity without losing sight of risk.

Human and social purpose. A genuine connection to member-led social enterprise, inclusive culture and social value, with leadership behaviour consistent with Belong, Grow, Thrive.

Outstanding care, beyond the walls

Mastercall Healthcare is an award-winning social enterprise delivering NHS services primarily across Stockport and Trafford and more widely across the North West. Founded in 1996 as Stockport Doctors Co-operative, we have developed into a diverse out-of-hospital healthcare provider while retaining a strong sense of community and member ownership.

Mastercall Healthcare is an award winning social enterprise organisation providing NHS services accredited by the Social Enterprise Mark.

With 30 years' experience as an innovative, highly performing, award-winning Social Enterprise organisation, we are passionate about providing the very best patient care at the very best place for the patient.

Our standing CQC rated Mastercall Outstanding for Caring and Good overall following inspection, with no change following the January 2023 review. We are accredited by Social Enterprise UK and are committed to high-quality care, innovation, responsible stewardship and measurable social impact.

Our Social Value ethos commits us to ensuring the very best use of the public purse, maximising the return on investment of our commissioners and supporting the NHS deliver affordable, effective, safe patient centred services.

As a social enterprise organisation, we re-invest any surplus to:

- Further improve the services we deliver
- Provide training and promote personal development opportunities to our dedicated workforce
- Ensure our premises, facilities and medical/diagnostic equipment are modern, well maintained and fit for purpose
- Invest in innovative technology to improve performance, productivity and ensure we are at the 'cutting edge' of digitally supported healthcare services, enhancing patient experience and outcomes
- 4% of our profit to social value initiatives

Our Organisational Development Enabler Strategy will support Mastercall's ambition of being the local 'employer of choice'. We will ensure that our staff are respected, supported and developed to achieve their optimum potential which, in turn, will ensure our standing as a high quality, safe provider of innovative urgent and primary care services and provide them with a great place to work.

Our business plan aims to ensure that Mastercall is at the leading edge of service re-design and delivery which, we will achieve through collaborative working with all stakeholders and system partners.

We will proactively promote, improve and develop our unique proposition, build strong collaborative relationships, lead the way in digital technology and grow our reputation and brand of being a high quality, safe and agile 24/7 healthcare provider.

We will support the NHS to deliver their strategy for ageing well/living well and preventing hospital admissions wherever possible by providing place-based care in the heart of our communities aligned to the emerging roadmap of the new Integrated Care System agenda (ultimately associated directly with the NHS Long Term Plan and wider NHS commissioning reform).

In summary, Mastercall has a clear vision, mission and purpose underpinned by a set of core values. We will continue to provide, expand and develop our core service offering and will embrace new opportunities that fits with and aligns to our corporate ethos. Ultimately, we are committed to always doing the right thing for the NHS, the communities we serve, our patients and our people. They remain at the heart of everything we do.

Vision, Mission, Purpose & Values

OUR VISION Enhancing lives because we CARE

The care we deliver will be:-

- Provided by healthcare professional experts
- Underpinned by innovative digital and disruptive technology
- Focused on the best possible outcomes for patients

OUR MISSION EMPOWERING patients to live and age well

We are passionate about:-

- Supporting patients to take responsibility for living their best life
- Using innovation to solve problems that can save lives
- Providing meaningful futures for our workforce
- Expanding our range of services to support patients and the NHS
- Being an organisational leader in the use of innovation and digital technology
- Ensuring financial stability to support innovation and growth

OUR PURPOSE Providing OUTSTANDING Healthcare

We are committed to:-

- Encouraging a culture of collaboration
- Inspiring our workforce to be innovative and dynamic
- Improving patient care and health outcomes
- Relieving pressures on the NHS and social care

Our Values



INNOVATE
Improving and growth



TEAMWORK
Collaboration to succeed



INSPIRE
One step further



DIGNITY
Caring with respect



EMPOWER
For people
and communities



KINDNESS
To self and to others

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Strategic Objectives



Social Value

To Mastercall, social value is about what added benefit we can offer our communities over and above our contractual obligations; therefore we aim to be recognised as a socially mature organisation by demonstrating excellent social value to the communities we serve against the social value framework known as The National TOMS Framework.



Organisational Development

- Achieve Employer of Choice status investing in the recruitment & retention of the best talent
- Achieve CQC Outstanding and Well Led status ensuring leadership and governance processes assure the highest-quality care for patients
- Achieve Operational Excellence status maximising operational and process efficiency



Innovation / Evolution

- To be an innovative exemplar of out of hospital healthcare to ensure maximum stakeholder return and best patient outcomes.
- Be first to market for technological enabled clinical service solutions and patient flow services to improve ICS delivery and safety position and expand revenue and/or profitability



Commissioning Outlook

- Be recognized as 'Provider of Choice' for NHS services.
- Increase, influence, recognition and share of the wider healthcare market
- Develop/improve an ability to tailor services to meet the disparate health inequality needs



Financial Performance

- Improve and maintain financial stability.
- Embed a focused and affordable investment program.
- Embed a culture of ensuring value for money and best use of the NHS £.
- To have access to the provision of instantaneous information to support intelligent decision making.

Belong, Grow, Thrive

Belong, Grow, Thrive is Mastercall's people and culture framework. Its order matters. A genuine sense of belonging and connection creates the foundation for people to grow; belonging and growth together create the conditions in which people and the organisation can thrive.



Belong

Embedding Engagement, Inclusion, and Voice
Creating a diverse, inclusive and respectful workplace



Grow

Building Capability and Leadership
Unlocking potential through development



Thrive

Driving Excellence and Innovation
Supporting wellbeing and recognising excellence



The Chair will be expected to make this real in Board culture and Board decisions: drawing out different perspectives, connecting workforce insight to strategy, supporting leadership development and asking whether organisational choices strengthen belonging, enable growth and create sustainable conditions to thrive.

Member-led, Board-governed, executive-led

Mastercall has no external shareholders. Its members include employees and self-employed GP contractors. The Board is accountable to members through the Council of Members, while retaining its collective legal responsibility as the company's governing body. This gives the Chair a distinctive stewardship role: maintaining a strong, transparent relationship between members, their representative body and the Board without confusing consultation, accountability and formal decision rights.

Members	The organisation's ownership and community voice.
Council of Members	Represents members, provides challenge and insight, and holds the Board to account through Mastercall's agreed governance arrangements.
Board of Directors	A unitary Board of executive and non-executive directors, collectively responsible for purpose, strategy, governance, assurance and organisational performance.
Board committees	Provide deeper scrutiny and assurance under delegated terms of reference and report to the Board.
Executive Leadership Team	Led by the Chief Executive; responsible for leading the organisation and delivering the strategy, plans and decisions agreed by the Board.

How we expect the Board to work

Our developing Board and Executive Leadership Team Charters emphasise leadership as a collective practice. They support active listening, curiosity, psychological safety, clear decision-making and respectful challenge. The Chair is the principal guardian of these conditions at Board level, ensuring that debate is neither performative nor overly comfortable and that decisions are understood, recorded and supported.

A strong organisation with important choices ahead

Mastercall is seeking a Chair not to maintain the status quo, but to help a successful, growing social enterprise navigate its next phase. The role is to strengthen governance, guide strategic choices and support sustainable growth while staying true to Mastercall's member-led ethos.

Key priorities include:

- Stewarding the future while honouring Mastercall's heritage and values.
- Navigating NHS change and evolving commissioning landscapes with strategic insight.
- Balancing purpose, growth and resilience through clear, disciplined decision-making.
- Maintaining quality and safety as services and organisational complexity grow.
- Supporting responsible use of technology, including data, automation and AI.
- Embedding Belong, Grow, Thrive in leadership, culture and workforce experience.
- Strengthening Board effectiveness through robust governance, assurance and succession planning.
- Extending influence and social impact as a trusted NHS and social enterprise partner.



Role Profile

Purpose

The Chair provides inspirational, inclusive and values-based leadership to the Board of Mastercall Healthcare, fostering an open and high-performing culture in which constructive challenge, diversity of thought and collective responsibility support sound, timely decision-making.

Working in partnership with the Chief Executive, they will ensure the Board fulfils its legal, fiduciary and governance responsibilities; sets a clear long-term direction; oversees quality, organisational and commercial performance; and holds the Chief Executive and Executive Leadership Team to account for delivery.

Through influence rather than executive authority, the Chair will maintain a clear distinction between governance and management while developing relationships characterised by trust, candour, appropriate support and rigorous challenge.

As a guardian of Mastercall's patient purpose, social enterprise ethos and member-led identity, they will champion innovation, collaboration and social value while ensuring outstanding care, patient safety, financial sustainability and responsible stewardship. In doing so, the Chair will help Mastercall remain ambitious, agile and resilient, and strengthen its contribution to the future of neighbourhood health and urgent primary care.

A key part of this stewardship will be understanding and helping to shape Mastercall's role within the Greater Manchester Urgent Primary Care Alliance (GMUPCA), balancing the opportunities of deeper integration and delivery at scale with clear accountability for Mastercall's purpose, interests, identity and long-term sustainability.

Key Relationships

INTERNAL	EXTERNAL
- Chief Executive/Deputy Chief Executive and Executive Leadership Team - Non-Executive Directors - Committee Chairs and members - Council of Members - Mastercall Employees	- GM Urgent Primary Care Alliance Partners - Urgent Health UK / Social Enterprise UK - Integrated Care Boards - NHS Organisations - Primary Care Providers - Local Authorities - Regulators - Political Stakeholders (where appropriate) - Local community interest groups / voluntary and charity sectors - Stockport Economic Alliance

Key Accountabilities

1. Board leadership and culture

- Lead a unitary Board in which executive and non-executive directors share collective responsibility while contributing from distinct roles.
- Set a focused, forward-looking Board agenda with the Chief Executive and governance lead, ensuring sufficient time for strategy, quality, people, finance, risk, health and safety and social value and organisational learning.
- Chair meetings so that debate is purposeful, evidence-led and inclusive; invite different perspectives, surface difficult issues early and bring matters to clear, timely decisions.

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- Model and protect the expectations of the Board and ELT Charters, including active listening, psychological safety, respectful challenge, curiosity, clarity of decision rights and collective commitment once a decision is made.
- Promote a high-support, high-challenge culture in which honesty is welcomed, quieter voices are heard and Board behaviour is consistent with Mastercall's values and Belong, Grow, Thrive framework.

2. Strategy, stewardship and performance

- Lead the Board in setting and periodically reviewing Mastercall's long-term direction, ensuring ambition is grounded in patient need, public value, organisational capability and financial sustainability.
- Keep the Board focused on outcomes: safe and effective care, patient and workforce experience, equity, growth, innovation, operational resilience, social value and responsible use of NHS resources.
- Ensure the Board receives timely, accurate and intelligible information; test assumptions, triangulate assurance and maintain attention on the organisation's most material opportunities and risks.
- Hold the Chief Executive to account for execution of agreed strategy, business plans and objectives without becoming involved in day-to-day management.
- Support proportionate, well-governed innovation, including digital and AI-enabled healthcare, balancing pace and opportunity with clinical safety, ethics, cyber security, information governance and measurable benefit.

3. Governance, assurance and accountability

- Ensure the Board operates in accordance with the Companies Act 2006, Mastercall's governing documents, regulatory and contractual obligations, the Board Charter and recognised principles of good governance and public life.
- Oversee an effective Board and committee architecture with clear delegated authority, reporting and assurance; ensure committees are properly constituted, chaired and evaluated.
- Ensure appropriate oversight of clinical quality and patient safety, safeguarding, finance, audit, risk, workforce, equality, health and safety, information governance, cyber resilience and business continuity.
- Lead regular reviews of Board and committee effectiveness, oversee actions arising and ensure individual director contribution is reviewed constructively.
- Maintain a transparent and respectful accountability relationship with members through the Council of Members, ensuring the Board listens, explains its decisions and responds appropriately while retaining its own legal responsibilities.

4. Chief Executive relationship and senior leadership

- Establish a regular, open and appropriately challenging working relationship with the Chief Executive, providing a confidential sounding board while preserving independent judgement.
- Lead the Chief Executive's objective-setting, appraisal, development and remuneration processes on behalf of the Board and through the appropriate committee arrangements.
- Ensure robust succession and contingency planning for the Chief Executive, Board and other critical leadership roles, supporting orderly transitions and long-term leadership capacity.
- Develop an effective relationship with the Deputy Chief Executive, meeting periodically to maintain insight into strategic transformation, operational resilience and Mastercall's contribution to GMUPCA. This relationship will complement, and not replace, the Chair's primary accountability relationship with the Chief Executive, while supporting leadership continuity, succession planning and the Deputy Chief Executive's continued development.
- Support a healthy relationship between the Board and Executive Leadership Team, ensuring executives experience rigorous accountability alongside clarity, respect and proportionate support.
- Intervene appropriately where relationships, conduct, performance or governance put Board effectiveness or the organisation at risk.

5. Board composition, capability and succession

- Keep Board composition, skills, diversity, independence and tenure under review so the Board reflects the breadth of Mastercall's work and the communities it serves.

- Lead the appointment, induction, development, appraisal and, where necessary, removal processes for non-executive directors, working with the Nominations Committee and Council of Members as required.
- Allocate committee and lead responsibilities thoughtfully and ensure all directors have access to the information, development and organisational exposure needed to contribute well.
- Build the Board as a team while protecting the independence, professional curiosity and constructive challenge of each director.

6. Members, partnerships and external influence

- Act as a trusted ambassador for Mastercall's purpose, reputation and social value ethos, alongside the Chief Executive and other agreed representatives.
- Build credible relationships with NHS commissioners and providers, Greater Manchester system partners, Urgent Health UK, Social Enterprise UK, community partners and other key stakeholders.
- Develop a strong understanding of the GMUPCA and provide appropriate Board leadership and oversight of Mastercall's role within it. This includes supporting effective relationships with Alliance partners, understanding the strategic, commercial and governance interdependencies involved, and ensuring that collaborative opportunities, shared commitments and associated risks are considered in Mastercall's best interests and through the appropriate decision-making and assurance arrangements.
- Help Mastercall navigate NHS reform, commissioning change, collaboration, alliances and responsible growth while protecting the organisation's independence, values and long-term interests.
- Listen to patients, colleagues, members and communities and ensure their insight informs Board understanding without displacing formal executive engagement or governance routes.
- Represent Mastercall with integrity and political awareness, recognising when to lead publicly and when to enable others.

7. Values, people and social impact

- Champion a patient-centred culture in which safety, dignity, kindness and integrity are never traded for performance or growth.
- Ensure Belong, Grow, Thrive is visible in Board decisions: people must first experience belonging and inclusion, be enabled to grow, and have the conditions to thrive.
- Promote equity, diversity and inclusion in Board practice, organisational culture and service outcomes, including attention to health inequalities and under-represented voices.
- Ensure that social value is treated as a core expression of Mastercall's purpose, with clear choices, investment, measures and accountability rather than as an adjunct to commercial performance.
- Model Mastercall's values: Innovate; Inspire; Teamwork; Dignity; Empower; and Kindness.



Key Responsibilities

- Act at all times in the best interests of Mastercall Healthcare, exercising independent judgement, reasonable care, skill and diligence and managing conflicts of interest transparently.
- Maintain confidentiality and comply with relevant organisational policies, mandatory training and fit-and-proper-person requirements appropriate to the office.
- Attend and prepare fully for Board, committee, Council of Members and annual member meetings; remain reasonably available between scheduled meetings.
- Participate in induction, appraisal, Board development and continuing professional development, maintaining sufficient knowledge of healthcare, regulation and the organisation to discharge the role.
- Promote freedom to speak up and ensure serious concerns can be raised, heard and acted upon through appropriate channels.



Person Specification

Criterion	What we need	Additional value
Board leadership and governance	Substantial experience as a Chair, Non-Executive Director or senior executive working closely with a Board in a complex, regulated or publicly accountable organisation.	Experience leading a Board through a significant transition, partnership, growth phase or change in governance.
Strategic judgement	A strong record of making sense of complexity, framing the questions that matter and helping groups reach clear, evidence-based decisions with a long-term view.	Experience of innovation, digital transformation, AI, data or new models of service delivery.
Strategic alliances and system leadership	Experience of leading through significant partnerships, alliances, joint ventures or other integrated delivery arrangements, with the ability to navigate shared governance, commercial interdependencies, organisational sovereignty and competing stakeholder interests.	Experience of NHS system working, collaborative commissioning or services delivered through a multi-provider alliance.
Governance and assurance	Strong understanding of directors' duties, risk, assurance, financial stewardship and the distinction between governance and executive management.	Relevant governance development or qualification, for example through the Institute of Directors, NHS Leadership Academy or equivalent.
Healthcare and public service context	Credibility in, and the ability to rapidly understand, NHS-funded healthcare, patient safety, regulation, commissioning and public accountability.	Senior experience in urgent, primary, community or out-of-hospital care, or another health and care social enterprise.
Social enterprise and members	A genuine commitment to mission-led enterprise, social value and accountability to members and communities alongside commercial and financial discipline.	Experience of mutual, co-operative, employee-owned, charity, CIC or other member-led governance.
People and culture	Evidence of creating inclusive, psychologically safe, high-performing Board or leadership cultures, combining constructive challenge with appropriate support.	Experience leading organisational culture, workforce or equality improvement at Board level.
Chief Executive relationship	Ability to support, challenge, appraise and hold a Chief Executive to account while maintaining independence, boundaries and trust.	Experience of CEO appointment, succession or transition.
External influence	Strong ambassadorial, partnership and influencing skills, with the judgement to operate credibly across organisational and system boundaries.	Established networks across Greater Manchester, the NHS, social enterprise or community sectors.
Financial and commercial acumen	Sufficient financial and commercial literacy to scrutinise performance, investment, risk, contracts and sustainability in an organisation of Mastercall's scale.	Experience of public procurement, NHS contracts, alliances, growth or diversification.
Personal leadership	Integrity, courage, humility, curiosity, resilience, sound judgement and political awareness; a calm and considered presence under pressure.	Lived experience or perspectives that would broaden the Board's understanding of the communities and workforce it serves.
Commitment and independence	Capacity to meet the time commitment, prepare thoroughly, remain available when needed and satisfy independence, conflicts and fit-and-proper-person requirements.	Proximity to, or strong connection with, Greater Manchester and the North West.

Eligibility and Independence

- The appointment is subject to satisfactory references, identity and right-to-work checks, declarations of interests and any role-appropriate regulatory or fit-and-proper-person checks.
- Candidates must disclose any interests, relationships or commitments that could create an actual or perceived conflict. The Nominations Committee will assess whether these can be appropriately managed. The Chair must be capable of exercising independent judgement and must not undertake responsibilities that compromise the non-executive nature of the role.
- The appointment is subject to satisfactory references, identity and right-to-work checks, declarations of interests and any role-appropriate regulatory or fit-and-proper-person checks.
- Candidates must disclose any interests, relationships or commitments that could create an actual or perceived conflict. The Nominations Committee will assess whether these can be appropriately managed
- The Chair must be capable of exercising independent judgement and must not undertake responsibilities that compromise the non-executive nature of the role.
- Mastercall is committed to equality, diversity and inclusion. We welcome applications from people of all backgrounds and particularly encourage applications from groups currently under-represented in NHS and Board leadership.
- Must be able to commit to the required responsibilities including; Board meetings, Committee meetings, Strategy events, Council of Members meetings, Annual General Meeting, Chief Executive appraisal, Stakeholder engagement, External representation. Additional time may occasionally be required.

Bring Your Whole Perspective

Mastercall wants a Board with the breadth of thought, background and lived experience needed to understand its patients, workforce, members and communities. We welcome applications from people whose voices remain under-represented in Board leadership, including people from Black, Asian and other minoritised ethnic backgrounds, disabled people and candidates with varied social, professional and educational routes.

Appointment will be based on the contribution required from the next Chair and the published criteria. Reasonable adjustments will be made throughout the process. Candidates are encouraged to tell the recruitment contact what would enable them to participate at their best.

How to Apply / Links for Further Information

How to Apply

Closing date: 28th Sept 2026

Panel interviews: W/C 19th Oct

Psychometric assessment issued: W/C 26th Oct

Psychometric assessment debrief: W/C 2nd Nov

Stakeholder interviews: W/C 16th Nov

- A full CV, including current and previous Board appointments;
- A supporting statement of no more than three pages explaining your motivation and how you meet the person specification; and
- A completed declaration covering conflicts of interest, eligibility and diversity monitoring (the latter will be separated from selection).

Please email your application to:

MAHE.mastercall-recruitment@nhs.net or apply via NHS jobs.

If you have any questions or queries about the role ahead of making an application then please email:

Vikki Farrington

Workforce Planning and Development Manager

victoria.farrington@nhs.net

Further Reading



Website

www.mastercall.org.uk

Mastercall Healthcare: About Us: <https://mastercall.org.uk/about-us/>

Mastercall Healthcare: Vision, Purpose and Mission: <https://mastercall.org.uk/our-vision-purpose-mission/>

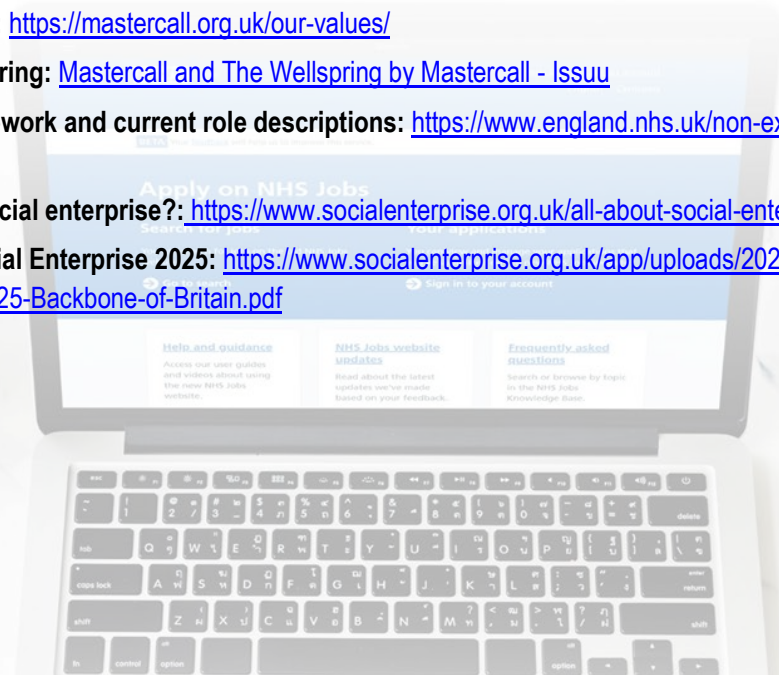
Mastercall Healthcare: Our Values: <https://mastercall.org.uk/our-values/>

Mastercall's Work with The Wellspring: [Mastercall and The Wellspring by Mastercall - Issuu](#)

NHS England provider Chair framework and current role descriptions: <https://www.england.nhs.uk/non-executive-opportunities/>

Social Enterprise UK: What is a social enterprise?: <https://www.socialenterprise.org.uk/all-about-social-enterprise/>

Social Enterprise UK, State of Social Enterprise 2025: <https://www.socialenterprise.org.uk/app/uploads/2025/12/The-State-of-Social-Enterprise-Report-2025-Backbone-of-Britain.pdf>





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