



Finance, Legal or Commercial

NON-EXECUTIVE DIRECTOR Candidate Information Pack

September 2026

Provider of NHS services



A welcome from our CEO



Thank you for your interest in becoming a Non-Executive Director 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 Non-Executive Directors play a vital role in the stewardship and future success of Mastercall. As a member of our Board, you will bring independent judgement, constructive challenge and support to the Executive Leadership Team, contribute to the development of strategy and provide assurance that the organisation remains well governed, sustainable and focused on delivering safe, high-quality care. You will also help ensure that we remain accountable to our Members through our Council of Members and that people, patients and social purpose remain central to our decisions.

We are looking for an exceptional individual who shares our values and will bring fresh perspective, insight and experience to our Board. Someone who is curious, thoughtful and courageous; who can both support and appropriately challenge; who understands the importance of collective Board responsibility; and who will contribute positively to our partnerships, culture and strategic ambitions as we 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. Joining our Board as a Non-Executive Director offers the opportunity to help protect what makes Mastercall special while playing a meaningful part in shaping the next chapter of our story.

If our values resonate with you and you are excited by the opportunity to contribute your experience, independence and perspective to Mastercall's future, I very much hope you will consider joining us

Michaela Buck | CEO, Mastercall Healthcare

The opportunity at a Glance

Role	Non-Executive Director
Accountable to	Mastercall Board, Chair and 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-two days per month 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	£15,844 per annum (depending on experience)

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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Web: www.mastercall.org.uk / Follow Us

Registered No. 05224356. Registered office: International House, Pepper Road, Hazel Grove, SK7 5BW

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



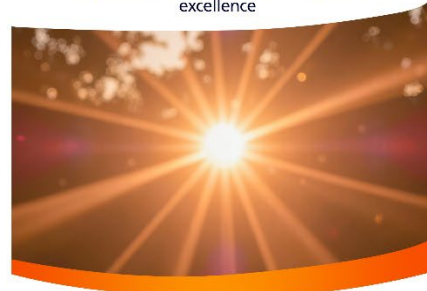
Grow

Building Capability and Leadership
Unlocking potential through development



Thrive

Driving Excellence and Innovation
Supporting wellbeing and recognising excellence



As a Non-Executive Director, you will help ensure that *Belong, Grow, Thrive* is reflected in Board deliberations and organisational decisions. By bringing an independent perspective, drawing on workforce insight and providing constructive challenge, you will support decisions that strengthen belonging, enable growth and create the conditions for long-term organisational and individual success.

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.

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.

Role Profile

Purpose

As statutory directors and equal members of Mastercall's unitary Board, Non-Executive Directors share collective responsibility for the organisation's purpose, long-term direction, governance, performance and sustainable success.

Bringing independent judgement, relevant expertise and an external perspective, they contribute to strategy, scrutinise organisational and commercial performance, test the quality of assurance and hold the Chief Executive and Executive Leadership Team to account for delivery. Non-Executive Directors provide constructive challenge and appropriate support while maintaining a clear distinction between governance and executive management.

Each Non-Executive Director will help foster an inclusive, open and high-performing Board culture in which curiosity, respectful challenge, diversity of thought and collective responsibility support sound and timely decision-making.

As guardians of Mastercall's patient purpose, member-led identity and social enterprise ethos, they will ensure that quality, patient safety, social value, workforce experience and financial sustainability remain central to Board decisions. Through their contribution and behaviour, they will champion Mastercall's values and help embed Belong, Grow, Thrive across Board leadership and organisational decision-making.

Key Relationships

INTERNAL	EXTERNAL
- Chief Executive/Deputy Chief Executive and Executive Leadership Team - Chair and Non-Executive Directors - Council of Members - Committee Chairs and members - Mastercall Employees	- Greater Manchester Urgent Primary Care Alliance (GMUPCA) 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

Key Accountabilities

1. Statutory and fiduciary responsibilities

- Fulfil the general duties of a director under the Companies Act 2006 and act in accordance with Mastercall's Articles, governing documents and agreed governance framework.
- Act in good faith to promote Mastercall's sustainable success in support of its patient purpose and social enterprise mission, having regard to members, colleagues, communities, relationships, reputation and environmental and social impact.

- Exercise independent judgement and reasonable care, skill and diligence, maintaining the highest standards of integrity, probity and accountability.
- Identify, declare and appropriately manage actual, potential or perceived conflicts of interest.
- Share collective responsibility for Board decisions and support their effective implementation once appropriately debated and agreed.

2. Strategy, performance and commercial stewardship

- Contribute independent judgement and relevant expertise to the development and review of Mastercall's vision, strategy, business plans and long-term priorities.
- Scrutinise organisational, clinical, operational, commercial, financial and workforce performance, holding the Chief Executive and Executive Leadership Team to account for delivery against agreed objectives.
- Test strategic proposals, investment decisions and opportunities for growth or collaboration, ensuring that assumptions, risks, benefits, capacity and alignment with Mastercall's purpose are properly understood.
- Ensure that Mastercall remains financially sustainable and makes responsible use of NHS and organisational resources while generating meaningful social value.

3. Quality, safety risk and assurance

- Seek assurance that Mastercall provides safe, effective, compassionate and patient-centred care and that the voices and experiences of patients inform Board understanding and decisions.
- Ensure that appropriate systems of governance, internal control, risk management, safeguarding, information governance, cyber security, workforce assurance and regulatory compliance are in place and operating effectively.
- Examine Board information critically, test the strength and source of assurance and seek further evidence where necessary.
- Contribute actively to the work of Board committees and provide clear, proportionate assurance to the Board on matters within their remit.
- Remain alert to emerging risks, changes in the external environment and matters that may affect Mastercall's quality, reputation or sustainability.

4. Board culture, people, values and Belong, Grow, Thrive

- Behave in accordance with the Board Charter and Mastercall's values, contributing to a psychologically safe, high-support and high-challenge Board culture.
- Listen actively, remain open to different perspectives, invite constructive disagreement and help ensure that all Board members can contribute fully.
- Champion Belong, Grow, Thrive as Mastercall's people and culture framework, recognising that belonging and inclusion create the foundation for people to grow and ultimately thrive.
- Scrutinise workforce culture, leadership capability, equality, wellbeing, engagement, succession and organisational capacity as integral elements of performance and sustainability.
- Promote equality, diversity and inclusion in Board composition, leadership practice, workforce experience and patient outcomes, with particular attention to voices and communities that may be under-represented.
- Participate fully in induction, appraisal, Board development and continuing professional development.
- Model Mastercall's values: Innovate; Inspire; Teamwork; Dignity; Empower; and Kindness.

Champion a patient-centred culture in which safety, dignity, kindness and integrity are never traded for performance or growth.

5. Members, social value and stakeholder accountability

- Maintain a strong understanding of Mastercall's member-led model and contribute to an open, respectful and accountable relationship with the Council of Members.
- Listen to member, colleague, patient and community perspectives and ensure that relevant insight informs Board debate while respecting formal governance and decision-making responsibilities.
- Champion Mastercall's social enterprise ethos and seek assurance that social value is deliberately planned, appropriately resourced, measured and reported.
- Act as an ambassador for Mastercall when requested, promoting its purpose, values and contribution while respecting agreed roles for external representation.

6. GMUPCA and system partnerships

- Develop a strong understanding of Mastercall's role within the Greater Manchester Urgent Primary Care Alliance and the strategic, commercial and governance interdependencies arising from the relationship.
- Scrutinise significant Alliance commitments, opportunities and risks, ensuring that collaborative working supports patient benefit, delivery at scale and system resilience while protecting Mastercall's purpose, responsibilities and long-term interests.
- Support effective relationships with Alliance members, NHS commissioners, providers and wider system partners while maintaining independent judgement on matters requiring a Mastercall Board decision. Contribute to informed consideration of partnerships, alliances and integrated delivery arrangements, including clarity of accountability, decision rights, risk, benefit and organisational sovereignty.

General Responsibilities & Expectations

- 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.
- 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. Performance and contribution will be reviewed annually by the Chair, supported by continuing professional development and periodic evaluation of the effectiveness of the Board and its committees.
- Promote freedom to speak up and ensure serious concerns can be raised, heard and acted upon through appropriate channels.
- Non-Executive Directors must maintain confidentiality, comply with relevant Board and organisational policies, complete mandatory training appropriate to the role and uphold Mastercall's requirements relating to safeguarding, information governance, health and safety, equality and freedom to speak up.
- Maintain sufficient knowledge of Mastercall, its services and the wider health and care environment to discharge their duties effectively. This will include appropriate engagement with patients, colleagues, members, services and partner organisations.
- Appointment is subject to satisfactory eligibility, independence, conflict-of-interest, reference and fit-and-proper-person checks applicable to the role.
- Non-Executive Directors should be prepared to Chair Board sub-committees where appropriate (e.g. Remuneration Committee etc)

Person Specification

Criterion	What we need	Additional value
Board and senior leadership experience	Experience of operating at senior or Board level within a complex, regulated, publicly accountable or mission-led organisation. A clear understanding of the contribution of a Non-Executive Director within a unitary Board and the distinction between governance and executive management.	Previous experience as a Non-Executive Director, Trustee or Board adviser, or experience working regularly with a Board and its committees.
Governance and fiduciary responsibility	A strong understanding of directors' duties, collective Board responsibility, governance, risk, assurance and organisational accountability. The ability to exercise independent judgement and act in the best interests of Mastercall while having regard to its patients, members, workforce, communities and wider stakeholders.	Relevant governance development or qualification through the Institute of Directors, NHS Leadership Academy or equivalent. Experience of regulated healthcare, public service, social enterprise, mutual or member-led governance.
Strategic judgement	The ability to think strategically, make sense of complexity, test assumptions and maintain a long-term perspective. Able to contribute to the development of strategy while balancing opportunity, risk, organisational capacity and sustainability..	Experience of organisational transformation, responsible growth, service redesign, mergers, acquisitions, alliances, joint ventures or other significant strategic change.
Independent challenge and collective decision-making	Evidence of providing constructive and proportionate challenge while listening carefully, remaining open to different perspectives and working collaboratively. Able to support collective decisions once matters have been properly debated and agreed.	Experience of helping a Board or senior leadership team improve the quality of debate, decision-making, relationships or organisational performance.
Quality, patient safety and public service	A genuine commitment to outstanding, compassionate and patient-centred healthcare. Able to scrutinise quality, patient safety, safeguarding, experience and regulatory assurance and to keep patient outcomes central to Board decisions.	Senior clinical, operational or governance experience within urgent, primary, community or out-of-hospital care, or another safety-critical or regulated service.
NHS and healthcare environment	The ability to develop and maintain a sound understanding of NHS-funded healthcare, regulation, commissioning, system working and the pressures affecting patients, services and the workforce.	Direct experience of the NHS, integrated care, healthcare commissioning, provider services, health inequalities or working with NHS and community partners.
Commercial and financial stewardship	Sufficient commercial and financial literacy to scrutinise performance, budgets, investment decisions, contracts, risk and long-term sustainability. Able to balance commercial discipline with patient benefit, public value and Mastercall's social purpose.	Professional or senior experience in finance, audit, risk, commercial development, procurement, contracting, business growth or organisational turnaround.
Strategic alliances and system leadership	The ability to understand and scrutinise significant partnerships and integrated delivery arrangements, including shared governance, commercial interdependencies, decision rights, organisational sovereignty and competing stakeholder interests.	Experience of NHS system leadership, collaborative commissioning, multi-provider alliances, joint ventures or services delivered through arrangements comparable to GMUPCA.
Digital, data and responsible innovation	An appreciation of how data, technology, automation and AI can improve care, productivity and decision-making, alongside an understanding of the associated clinical, ethical, cyber, information governance and workforce risks.	Senior experience of digital transformation, data and analytics, cyber security, health technology, AI governance or digitally enabled service delivery.

People, culture and Belong, Grow, Thrive	Evidence of inclusive and values-led leadership and an understanding of the relationship between workforce experience, leadership behaviour, organisational capability and performance. A commitment to Belong, Grow, Thrive, recognising that belonging creates the foundation for people to grow and ultimately thrive.	Board or senior-level experience of organisational culture, workforce strategy, leadership development, equality, employee engagement, succession, wellbeing or organisational development.
Equality, diversity and inclusion	A commitment to creating inclusive organisations and Board cultures in which difference is valued, challenge is safe and under-represented voices are heard. Able to consider equality, health inequalities and lived experience when scrutinising organisational decisions and outcomes.	Lived experience, community insight or professional perspectives that would broaden the Board's understanding of Mastercall's patients, workforce, members or communities.
Social enterprise, members and social value	A genuine commitment to Mastercall's social enterprise ethos, member-led identity and responsibility to generate meaningful social value alongside strong organisational performance. Able to understand the Board's accountability relationship with members through the Council of Members.	Experience of a social enterprise, mutual, co-operative, employee-owned organisation, charity, community interest company or another purpose-led and member-accountable organisation.
External relationships and influence	Strong communication, listening and interpersonal skills, with the ability to build credible relationships across organisational and professional boundaries. Able to represent Mastercall appropriately while maintaining collective Board positions and agreed lines of accountability.	Established networks or experience across Greater Manchester, the NHS, social enterprise, local government, community organisations or the wider health and care sector.
Information, risk and assurance	Able to interpret complex qualitative and quantitative information, identify gaps or inconsistencies, distinguish evidence from assertion and test whether the assurance presented to the Board is sufficiently reliable.	Experience of audit, risk management, clinical governance, regulatory assurance, data analysis, cyber security or information governance.
Personal leadership	Integrity, courage, humility, curiosity, resilience and sound judgement. An open and considered leadership style, with the confidence to raise difficult matters and the emotional intelligence to do so constructively.	Experience of leading or governing through uncertainty, organisational pressure, significant change or complex stakeholder relationships.
Commitment, independence and development	Capacity to meet the required time commitment, prepare thoroughly, attend Board and committee meetings and remain reasonably available between meetings. Willingness to participate in induction, appraisal, Board development, service visits and mandatory training. Able to satisfy independence, conflict-of-interest, eligibility and fit-and-proper-person requirements.	Proximity to, or a strong connection with, Greater Manchester and the North West. Relevant continuing professional development or a commitment to undertake Board-specific development.

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
- 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.

How to Apply / Links for Further Information

How to Apply

Closing date: 28th Sept 2026

Panel interviews: W/C 26th Oct

Psychometric assessment issued: W/C 2nd Nov

Psychometric assessment debriefs: W/C 9th Nov

Stakeholder interviews: W/C 23rd Nov

- A full CV, including current and previous senior or Board appointments
- A supporting statement of no more than three pages explaining your motivation and how you meet the person specification
- 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/>

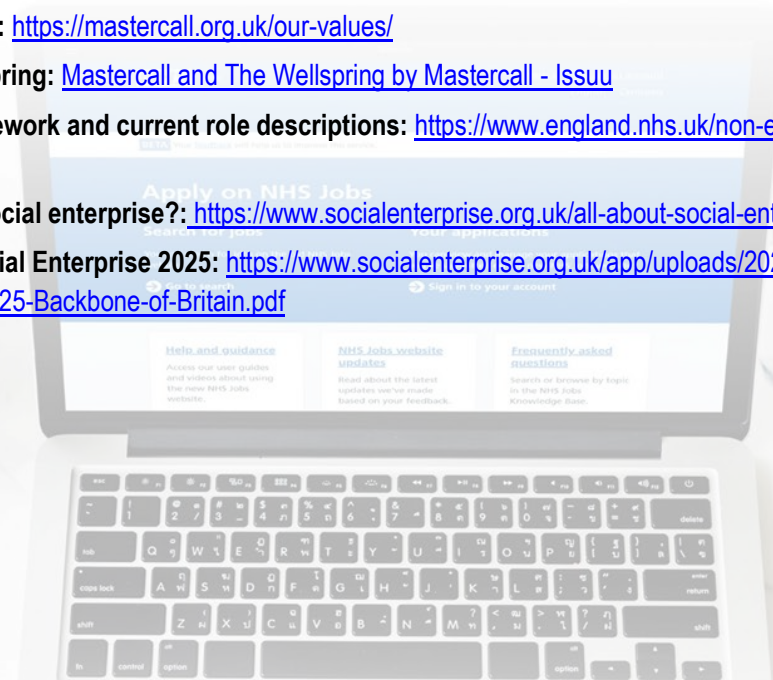
Mastercall Healthcare: Our Values: <https://mastercall.org.uk/our-values/>

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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