
NELSON HOU
Community Health
Working together to keep
CEPTION
Taurus Healthcare Services
Working together to keep you well
Annual Report 25/26

To support our drive for excellence in General Practice, we utilise standards set by the Care Quality Commission (CQC) as part of our Quality Framework for monitoring clinical services and our organisational leadership and culture.



Are we effective?

People and communities have the best possible outcomes because their needs are assessed. Their care, support and treatment reflects these needs and any protected equality characteristics.

Are we responsive?

People and communities are always at the centre of how care is planned and delivered. The health and care needs of people and communities are understood and they are actively involved in planning care that meets these needs.

Are we well led?

There is an inclusive and positive culture of continuous learning and improvement. This is based on meeting the needs of people who use services and wider communities, and all leaders and staff share this.

Are we safe?

Safety is a priority for everyone and leaders embed a culture of openness and collaboration. People are always safe and protected from bullying, harassment, avoidable harm, neglect, abuse and discrimination

Are we caring?

People are always treated with kindness, empathy and compassion. They understand that they matter and that their experience of how they are treated and supported matters.

Throughout this report we have used this colour coding system to highlight examples of how we work and where this aligns to CQC standard questions.





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Herefordshire General Practice Collaborative

What a year this has been for general practice in Herefordshire.

This year has been one of reflection, renewal and, most importantly, clarity of purpose. As an organisation, we have taken the opportunity to strengthen the foundations on which we stand, redefining our role, reaffirming our mandate from practices, and creating a clearer and more sustainable model for the future of general practice across our county.

Taurus Healthcare was originally established to support the resilience of general practice: to provide a collective voice for practices and to hold and deliver services where this was not possible through individual practices alone.

> ***"The future of healthcare depends on strong local partnerships. Together, we are creating a system where patients, practices and communities can thrive"***

As the NHS has evolved, financial pressures have intensified, and commissioning arrangements have become increasingly complex, the distinction between representing general practice and delivering services on its behalf became less clear. Through a process led by our Local Medical Committee, and with the support and engagement of practices, we now have a clearer purpose, a stronger mandate, a more defined way of working, and greater recognition across the system of the invaluable role that general practice plays in improving the health and wellbeing of our population.

Today, in 2026, we have established the Herefordshire General Practice Collaborative: a single partnership bringing together practices, Primary Care Networks, the Local Medical Committee and our at-scale provider, Taurus Healthcare. Through our Strategic Collaborative Board, there is now one place for the system to engage with general practice and one place where decisions can be made with a simple guiding principle: practice first. Our purpose is equally simple—to enable every part of general practice in Herefordshire to thrive.

I am passionate about the role of general practice and the difference it makes every day to the lives of our patients. In a rural county like Herefordshire, local practices are far more than healthcare providers; they are trusted relationships, continuity, advocacy and care close to home. They are at the heart of their communities. Yet we also know that working together allows us to achieve more—improving access, strengthening resilience and delivering services at scale when this benefits patients.

This balance between strong local practices and stronger collective action is reflected in the ambitions set out in the NHS 10 Year Plan. The future of healthcare depends on more care being delivered closer to home, better integration between services, stronger neighbourhood partnerships and a renewed focus on prevention, access and continuity. General practice sits at the centre of that future, and Herefordshire is well placed to lead the way.

Taurus Healthcare plays a vital role in making that vision a reality.

Over the last year it has continued to deliver high-quality services for our population, supported patients when they needed us most, and demonstrated the value of collaborative working.

The consistently positive feedback from patients is a testament to the professionalism, compassion and commitment of the Taurus workforce, who should be immensely proud of everything they have achieved.

This annual report celebrates those achievements. It recognises the dedication of colleagues across Taurus Healthcare and highlights the impact they have made for patients, practices and our wider health and care system.

As an essential part of the NHS ecosystem in Herefordshire, Taurus has a strong track record of delivering change, improving services and responding to the needs of our communities.

As we look ahead, I am excited about what comes next. We have stronger relationships, clearer governance, a shared purpose and an ambitious vision for the future. Together, through our collaborative, we will continue to champion general practice, strengthen care for our population and ensure that the people of Herefordshire receive the high-quality, compassionate care they deserve.



Dr Lauren Parry
Chief Executive
Herefordshire General Practice Collaborative





Introduction

This annual report presents the performance, impact and development of Taurus Healthcare during 2025/26 within the context of the Herefordshire General Practice Collaborative, highlighting our contribution to strengthening general practice and delivering high-quality, compassionate care for the population of Herefordshire over the 2025/26 reporting period. It reflects our role as a provider organisation working alongside practices, Primary Care Networks and system partners, and sets out how we have supported access, continuity and improved outcomes for patients and communities.

The year has been one of continued transformation and delivery. The establishment and maturity of the Herefordshire General Practice Collaborative has provided a clearer strategic framework for general practice, strengthening governance, shared decision-making, and system alignment. Within this, Taurus Healthcare has continued to evolve its services, including the successful mobilisation of the Urgent Access Primary Care (UAPC) model, expansion of the Adult ADHD assessment and review pathway, development of the lung health screening programme in partnership with Wye Valley NHS Trust, and continued investment in community-based and preventative services. These developments reflect our ongoing commitment to delivering more care closer to home, improving access and strengthening integration across services.

Alongside these achievements, the year has been shaped by ongoing system pressures. Financial performance has remained tightly managed in a challenging environment characterised by rising costs, increasing service demand and continued workforce pressures, alongside a modest consolidated surplus. Workforce capacity, recruitment and retention, and the complexity of delivering services across a dispersed rural population have remained key considerations. We have also continued to strengthen our digital resilience and governance following the 2024 cyber security incident, ensuring the continuity and safety of services while enhancing future system robustness. In addition, the organisation has continued to respond to wider sustainability responsibilities, including changes in its environmental footprint linked to service growth and estate use.

Looking ahead, our priorities are focused on building a more integrated, sustainable and resilient model of care in line with the direction of the NHS 10 Year Plan. This includes further strengthening integrated, neighbourhood-based working, expanding access to urgent and community care (including the continued development of 24/7 pathways), improving support for our workforce, continued digital and estate transformation and deepening collaboration across general practice and system partners. We will continue to invest in our workforce, digital capability and organisational resilience, ensuring we remain well placed to support practices and deliver high-quality care for the people and communities of Herefordshire.



Nisha Sankey
Managing Director
Taurus Healthcare

OUR VALUES

Accountability
Respect & Compassion
Collaboration

Our year in numbers

Highlights 1st June 2025 to 31st May 2026

40,035
Patients supported
People who received an appointment or consultation during the year

207,818
Consultations delivered
Providing care and support across our services

74,105
Appointments provided
Across primary care and community services

14,033
Patients seen out of hours
Accessing care when they needed it most

300
ADHD Assessments completed
Patients with a diagnostic assessment for ADHD

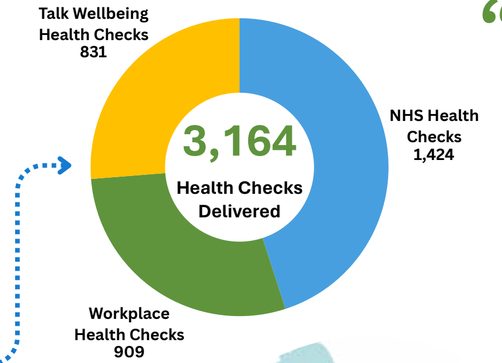
5,951
Patients seen through GP Hub Services
Accessing care and advice via the GP Hub appointments

534
People supported through community outreach
Through outreach workers and activity locations across our communities

3,164
Health Checks Delivered
Patients with either an NHS, Workplace or Talk Wellbeing Health Check

In 2025/26, Taurus Healthcare supported **40,035** patients, delivering **74,105** appointments and **207,818** consultations. Compared with the previous year, activity levels reduced by around one fifth, while demand for Out of Hours services remained consistent.

The organisation also strengthened its offer through the delivery of **ADHD assessments** and **GP Hub appointments**, alongside more than **3,100 health checks** to support prevention and early intervention.



Our Community Footprint

534 outreach engagements recorded across Village Halls, Food Banks, Community Cafes, Local events & Fairs as well as plenty of Health and Wellbeing activities.

To name a few of the places we have visited:

- Kington Show
- Ross Regatta
- St Martins Food Share
- Headway House
- Pudleston Flower Festival
- Nelson House
- Rural Expo
- Leominster Food Bank



"The GP I saw was so lovely. She really took her time to go through everything and make sure nothing was missed. I felt listened to and my concerns and pain levels were taken seriously. Thank you"



Our Impact in Communities

At Taurus Healthcare, we believe that improving health starts with understanding the communities we serve. Our work extends far beyond clinical appointments. By working alongside practices, local organisations and community partners, we help people access support earlier, improve wellbeing and stay connected to the services they need.

Throughout the year, our teams have delivered care and support in village halls, community venues, schools, food banks, local events and people's homes. These opportunities help us reach people who may not otherwise access healthcare, bringing advice, prevention and support closer to where people live and work. Through health checks, outreach activity, and community engagement, we are helping people take positive steps to improve their health and wellbeing before problems become more serious.

For many people, the greatest impact is not simply receiving a healthcare intervention, but feeling listened to, supported, and connected. Whether helping someone return to work, supporting a person living with a long-term condition, providing urgent care at home or identifying health concerns earlier through screening and prevention programmes, our services aim to make a meaningful difference to people's lives.

As a county with large rural communities, we recognise that access to healthcare can sometimes be challenging. Working closely with general practice and system partners, we continue to develop services that reduce barriers to care, improve health outcomes, and ensure support is available as close to home as possible. This commitment reflects our shared ambition to help people live healthier, more independent lives, and ensure communities across Herefordshire can thrive.



Our Green Impact

Direct greenhouse gas emissions that occur from sources owned or controlled by a company, such as emissions from the combustion of fuels in on-site boilers, furnaces, or vehicles.

Scope 1 emissions reduced by 19% during the reporting period. This was largely attributable to fleet decarbonisation initiatives, including the replacement of diesel vehicles with hybrid alternatives. Despite increased natural gas and petrol consumption, the reduction in diesel use resulted in a net decrease in direct greenhouse gas emissions.

19% REDUCTION

Indirect greenhouse gas emissions that result from the generation of purchased electricity, steam or other forms of energy consumed by a company.

Scope 2 emissions reduced by 46.4% during the reporting period, primarily due to a reduction in the organisation's estate footprint and the associated closure or consolidation of sites. As a result, overall electricity consumption decreased, leading to a significant reduction in indirect greenhouse gas emissions from purchased electricity. This demonstrates the carbon benefits of estate rationalisation and more efficient use of occupied buildings.

46.4% REDUCTION

All other indirect greenhouse gas emissions that occur in an organisation's value chain, including emissions from upstream and downstream activities

Scope 3 emissions increased by 26.6% compared with the baseline year. The increase was largely associated with the expansion of clinical services, which resulted in higher water consumption, increased business travel, and greater volumes of general, clinical, recycling, and food waste. The inclusion of food waste data not previously reported also contributed to the increase. While staffing levels reduced slightly, the growth in service activity led to an overall rise in indirect emissions across the organisation's value chain.

26.6% INCREASE

Emissions Summary

Overall, the organisation achieved a 3.4% reduction in greenhouse gas emissions compared with the 2023-24 baseline year. This reduction was driven by significant decreases in both Scope 1 and Scope 2 emissions, although these were partially offset by an increase in Scope 3 emissions associated with expanded clinical activity.

Staff education
Sustainability awareness promoted through noticeboard resources, the Green Choices, Brighter Future campaign (launching March 2026), and an e-learning programme covering energy efficiency, carbon management, and individual responsibilities for reducing emissions.

Future planning
Subject to available funding, Nelson House will explore energy optimisation opportunities including a new Building Management System (BMS), LED and sensor lighting upgrades, dual-flush water-saving systems, solar PV panels, and electric vehicle charging infrastructure to further reduce carbon emissions and improve resource efficiency.

A Day in the Life of Taurus Healthcare

How we support people across Herefordshire - every hour of the day and night

12AM

A child develops a fever in the middle of the night

A Out of Hours GP provides a home visit, assessment and reassurance

2AM

A patient at end of life is experiencing pain

Overnight Nursing support provides dignity, compassion and timely care



4AM

Several people are feeling unwell

NHS 111 books calls with the Urgent Access Primary Care team



8AM

Herefordshire practices open their doors

General Practice begins the day, delivering thousands of appointments across the County

9AM

A GP supports practices all day

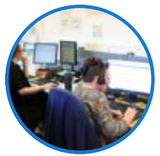
The Community Referral Hub team at Nelson House offers clinical advice and support 24/7



10AM

A lady is worried about her blood pressure

Our Outreach team provides a health check at a local school fete.



11AM

A young man is struggling to get back to work

WorkWell health coaches support his recovery, confidence and return to work

12PM

A patient receives an ADHD assessment

A specialist clinical team provides timely, focused support



1PM

A patient attends A&E with a primary care need

They are redirected to the same day urgent access hub to see a GP



2PM

A potential outbreak is identified in the community

The infectious disease team visit the local area to take swabs and protect local community

6PM

A new mum needs a blood test

She attends her local Enhanced Access Hub after work



8PM

A patient falls while getting into bed

The Falls Response Service provides rapid support and helps recovery at home

10PM

A lady has a blocked catheter late at night

Overnight Nursing provides timely care at home





Five stories that defined our year



Winning and Mobilising the UAPC Service

Winning and mobilising the Urgent Access Primary Care (UAPC) service was a defining achievement of the year, strengthening urgent care for patients across Herefordshire. Building on Taurus' trusted GP out of hours service, UAPC delivers a joined-up 24/7 urgent primary care model, providing timely assessment and treatment while maintaining continuity through links back to patients' own practices.

The service brings together NHS 111 referrals, professional advice, face-to-face appointments, home visiting and shared digital records, supported by strong connections with community nursing, care homes, palliative care, mental health and emergency services. This creates clearer pathways, safer handovers and more care closer to home.

UAPC also demonstrates the value of partnership working. By aligning primary care with community and wider system services, it reduces fragmentation, improves patient flow and supports neighbourhood health development. It is a practical example of Working Together to Keep You Well through accountable, collaborative and compassionate care.



Adult ADHD assessment and review service

The introduction of the Adult ADHD Assessment and Review Service has improved access to support for neurodivergent adults across Herefordshire.

Developed as a primary care-led, system-approved model, it provides assessment, diagnosis, review and ongoing management closer to home, reducing reliance on distant specialist services. Patients benefit from earlier access to assessment, clearer communication, better continuity through shared primary care records, and a more consistent pathway from referral to follow-up. The service also strengthens shared care arrangements through clear governance, agreed protocols and specialist support for practices.

This achievement reflects the dedication of our ADHD clinicians, administrative teams, clinical leaders and support staff, who have created a professional, compassionate and patient-centred service. Their expertise has reduced variation and supported earlier diagnosis, treatment and review. Over the coming year, we will build on this success by expanding ADHD, autism and wider neurodiversity services to provide more timely, person-centred care.



Integrated Health

Taurus Healthcare provides GP support to Herefordshire's single point of access for urgent community-based care through the Community Referal Hub (CRH). Bringing together senior clinical decision-making, care navigation and system coordination, CRH ensures patients receive the right care, in the right place, at the right time.

Over the past year, the service has expanded its role, enabling real-time clinical discussions with patients, carers, paramedics and healthcare professionals. This helps coordinate rapid access to services including Urgent Community Response, district nursing, virtual wards and neighbourhood therapies, while supporting patient flow and earlier discharge from hospital.

Aligned with the NHS 10 Year Plan, CRH demonstrates integrated, community-based care in action. Looking ahead, the service will expand from a 12-hour model to a 24/7 service, increasing access to senior clinical advice and coordinated support while strengthening links with Herefordshire's 19 general practices to deliver better outcomes closer to home.



The Lung Health Screening Programme

The introduction of the Lung Health Screening Programme has been one of the most important developments of the year for local people across Herefordshire. By inviting those at higher risk for a lung health check, the programme supports earlier detection of lung cancer, when treatment is more likely to be successful, while also providing advice on smoking cessation and wider health and wellbeing.

Delivered in partnership with Wye Valley NHS Trust, the programme combines specialist diagnostics with the trusted reach of primary care, making participation easier and ensuring people can access the right support quickly. It is a strong example of neighbourhood health in practice, bringing together prevention, early intervention and joined-up care across organisational boundaries.

Most importantly, it gives local people a better chance of earlier diagnosis, earlier treatment and improved long-term outcomes, demonstrating how integrated care can make a real difference to people's lives.



Innovating for Better Care

Innovation at Taurus Healthcare is about finding better ways to support patients, strengthen general practice and meet the changing needs of our communities.

Over the past year, we have enhanced digital resilience and governance following the 2024 cyber security incident, using the experience to strengthen systems and business continuity while maintaining uninterrupted patient care.

Our Business Intelligence Team has expanded its role, providing data-driven insights that support service improvement, contract mobilisation and informed decision-making. We have also invested in our clinical estate, expanding facilities at Nelson House with additional consulting and assessment rooms, including four designed to better support neurodiverse individuals.

Most importantly, innovation is driven by our people, who continue to improve services through collaboration, feedback and new ways of working. By combining clinical expertise, digital capability and strong partnerships, Taurus remains committed to delivering sustainable, forward-thinking services that improve outcomes for the people of Herefordshire.

The Taurus Team

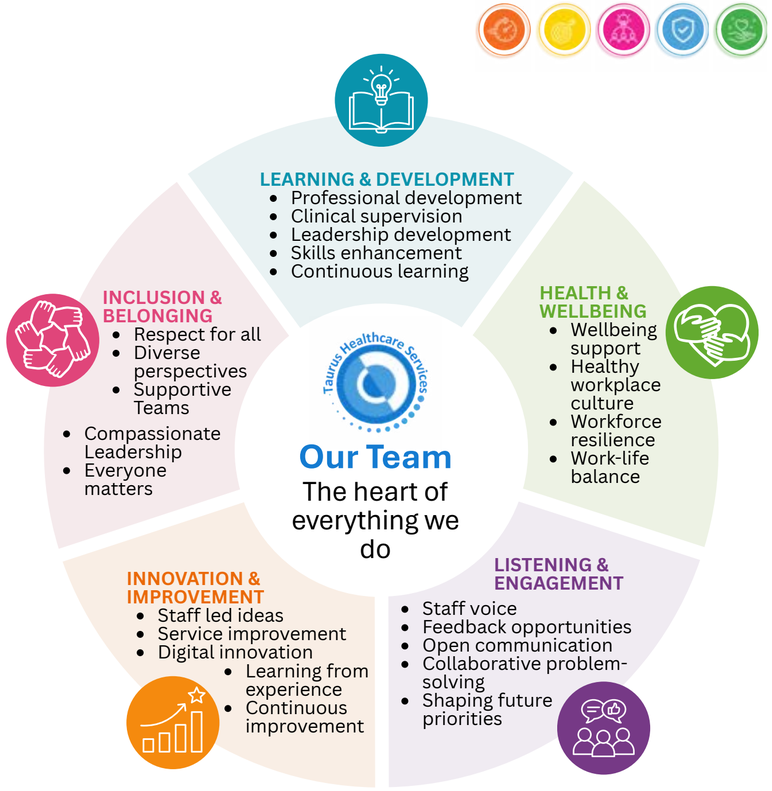
Behind every service we deliver are people who care deeply about the communities they serve.

At Taurus Healthcare, our colleagues bring together a wide range of skills, experiences and perspectives, but what unites us is a shared commitment to improving the health and wellbeing of local people. Whether supporting patients directly, enabling services behind the scenes or helping shape future developments, every role contributes to making a difference.

We believe that great care starts with a positive workplace culture. We are committed to creating an environment where people feel welcomed, valued and supported, where ideas are encouraged, and where learning and improvement are part of everyday practice.

Over the past year, colleagues from across the organisation have helped shape services, contributed to new ways of working, and supported one another through change. This collaborative approach helps us continue to innovate, deliver high-quality care, and respond to the evolving needs of patients, practices, and communities.

Most importantly, Taurus is a place where people work together. We celebrate individual contributions, but we know our greatest achievements come when we combine our expertise, support one another and remain focused on our shared purpose: Working Together to Keep You Well



The Taurus Team Spotlight
Nursing Leadership and Urgent Access Primary Care

As Associate Director of Nursing and Clinical Services, my role is to support high-quality patient care, strengthen clinical governance and help develop a workforce that is confident, capable and ready to meet the changing needs of our communities. I joined Taurus Healthcare in 2026, bringing experience in urgent and out of hours care and a passion for developing services that are safe, responsive and person-centred.

A significant focus during the year has been supporting the mobilisation of the Urgent Access Primary Care (UAPC) service. Working alongside clinical and operational colleagues, we have established new ways of working, strengthened pathways and created a service model that helps patients access the right care, from the right clinician, at the right time.

Alongside service development, we have continued to invest in our workforce. Expanding Advanced Clinical practitioner roles, supporting multidisciplinary teams and creating opportunities for learning and development are helping us build a resilient service that can respond to both current and future demand.

What has impressed me most since joining Taurus is the commitment of colleagues across the organisation. There is a strong culture of collaboration, continuous learning and shared responsibility for improving patient care. People are willing to support one another, embrace change and contribute ideas that help services evolve.

By listening to staff, using data and learning from patient experience, we continue to improve how services are delivered. This reflects the values that underpin Taurus Healthcare: compassion, collaboration, accountability and respect.

Rebecca Tanswell
Associate Director of Nursing & Clinical Services



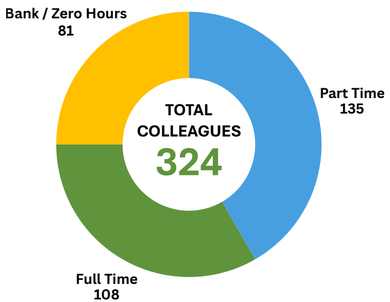
"What makes Taurus special is not just the work we do, but the way we do it. We support one another, learn together and share a common commitment to improving care for local people."

The Taurus Team

Supporting our communities through our people

WORKFORCE PROFILE

Our workforce model combines full-time, part-time and bank colleagues to provide the flexibility needed to respond to changing patient demand. This balanced approach helps us maintain service resilience, support colleague wellbeing and ensure patients receive the right care, at the right time.



GENDER PROFILE

Female -	258	80%
Male -	49	15%
Prefer not to say / Not declared -	16	5%

RECRUITMENT AND RETENTION

During 2025/26

91
Starters

113*
Leavers

3
Apprenticeships Supported

4
Hosted GP Trainees

*Includes a number of colleagues who left a secondary role but remained employed in a substantive post.

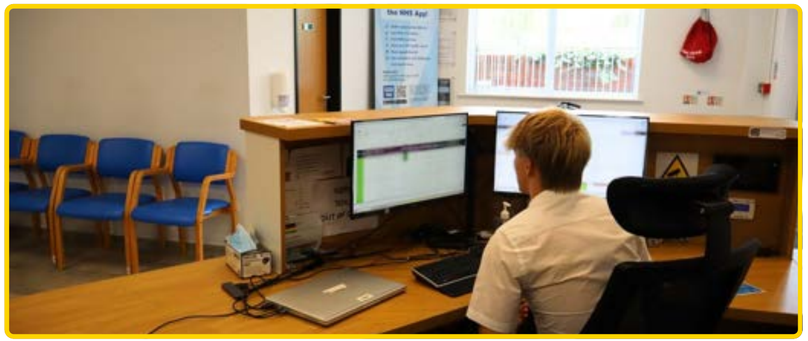
KEY WORKFORCE METRICS

3 years, 4 months
Average length of service

1,077 years
Combined length of service

16.4%
Voluntary staff turnover (last 12 months)

Colleagues at Taurus Healthcare have an average length of service of 3 years and 4 months, contributing more than 1,077 years of combined experience across the organisation. This experience supports the delivery of high-quality, responsive care for patients and helps maintain stability across our services.



We listen
We encourage colleagues to share ideas, identify opportunities for improvement and influence the future of our services

We learn
Continuous professional development and shared learning help us grow our skills and deliver the best possible care.

We work together
Collaboration across services, professions and teams helps us solve problems and support patients effectively.

We care
We strive to create an environment where colleagues feel respected, supported and valued.

We innovate
Colleagues are encouraged to contribute ideas and help shape new ways of delivering care.

The Taurus Team

We continued to invest in colleague wellbeing, engagement and recognition, supporting our commitment to ensuring Taurus remains a positive and rewarding place to work.

Our Pulse Survey highlighted positive staff experiences, with more than 75% of colleagues reporting a healthy work-life balance, and more than half recommending Taurus as a great place to work. Colleagues described Taurus as a flexible, supportive and rewarding organisation and told us they remain committed because of the meaningful impact they have on patients and communities, the flexibility of working arrangements, and the strong relationships within their teams.

During the year, we celebrated 3 colleagues reaching 10 years' service and enhanced our annual leave and reckonable service arrangements, reinforcing our commitment to recognising and retaining valued colleagues.

CONNECT

In early 2026, we refreshed our CONNECT Engagement Programme, creating new opportunities for colleagues to share feedback, engage with leaders and colleagues across services, contribute to organisational change and help shape future priorities. Feedback from colleagues continues to inform improvements to the employee experience and supports our ability to deliver high-quality care across Herefordshire.





Financial Report 2025/26

In line with our aim to deliver a small surplus from our contracted services each year, enabling us to support our federative and strategic leadership functions, a summary of our financial position is shown below:



		2025/26			2026/27 Budget		
£m	**2024/25**	**Taurus**	**PCA**	**Total**	**Taurus**	**PCA**	**Total**
Income for services provided	20.9	21.1	0.4	21.5	21.9	0.3	22.2
Cost of delivering, federative, strategic and contracted services	21.1	21.04	0.39	21.4	21.8	0.3	22.1
Funds retained for future developments	-0.2	0.055	0.005	0.06	0.05	0.0	0.05

NB: includes £140k Intercompany transaction adjustment

Financial Report 2025/26

At Taurus Healthcare, strong financial management is about much more than balancing the books. It enables us to continue delivering high-quality services, support general practice across Herefordshire and invest in opportunities that improve outcomes for patients, practices and communities.
During 2025/26, we strengthened the financial foundations of the organisation while maintaining focus on service delivery. Through disciplined financial management, delivery of a significant efficiency programme, investment in a more sustainable estate and continued growth across a number of services, Taurus Healthcare moved from a deficit position in the previous year to a consolidated surplus.

Alongside improving financial performance, we took deliberate steps to strengthen organisational resilience, enhance governance arrangements and support the long-term sustainability of the organisation. These actions leave Taurus well positioned to support the future development of neighbourhood health services and integrated models of care.

Financial performance is monitored alongside service quality and operational delivery across our urgent care, community, support and neighbourhood health services. Regular review of activity, workforce deployment, contract performance and service contribution ensures that financial decisions remain closely aligned to patient care, access and quality.

External auditors, Thorne Widgery Accountancy Ltd have completed audit work and satisfied that Taurus accounts give a true and fair view.

Financial Highlights

Key achievements in 2025/26

- Consolidated surplus of approximately £60k, compared with a deficit of £233k in 2024/25
- Income increased by almost 4%, but expenditure was limited to less than 2% rise
- More than 90% of a £1.3 million efficiency programme delivered
- Director costs reduced by £158k (20.2%)
- GP locum expenditure reduced by £222k (13.3%)
- New and expanded services, including ADHD Assessments, Workforce Health Checks and WorkWell, generated additional income
- Primary Care Analytics returned to surplus
- UAPC contract secured for up to a further six years from July 2026
- Nelson House consolidation completed
- Governance and financial oversight strengthened

Together, these achievements improved financial resilience while supporting continued service delivery across the organisation.



Strengthening Financial Resilience

Several key initiatives contributed to the strengthened financial position achieved during 2025/26.

Delivering the Efficiency Programme

In response to increasing financial pressures across the health sector, the Board approved a savings programme valued at more than £1.3 million. The programme reviewed expenditure throughout the organisation and focused on reducing costs while protecting patient care and service quality.

More than 90% of the planned savings were delivered during the year, making a significant contribution to the improved financial outcome.

Investing for Long-Term Sustainability

Taurus Healthcare continued to invest in its long-term infrastructure and service capability. Cash balances reduced during the year as the organisation invested in estate consolidation and service development, while long-term borrowing increased to support the acquisition and development of Nelson House.

This reflects a deliberate strategic decision to invest in a fit-for-purpose estate, reduce reliance on multiple rented premises and create a sustainable base for future service delivery.

TThe Board continues to monitor cash flow, financing commitments, debt servicing requirements and governance compliance through regular financial reporting to ensure that investment decisions remain affordable and support long-term organisational resilience.

This consolidation has improved operational efficiency, enhanced collaboration between teams and created a modern, fit-for-purpose environment capable of supporting future service development. It also provides a more sustainable estate footprint and reduces reliance on rented accommodation.

Securing Long-Term Contract Stability

A significant achievement during the year was the successful retention of the Urgent Access Primary Care (UAPC) contract from July 2026.

Securing this contract provides greater certainty for patients, staff and commissioners, while reducing a key organisational risk. The contract remains a critical component of Taurus Healthcare's service portfolio and future financial sustainability.



Strengthening Governance and Financial Oversight

Good financial stewardship relies on effective governance. During 2025/26, several important changes were introduced to strengthen oversight, accountability and organisational decision-making:

- Enhanced the role of the Integrated Governance Committee through broader organisational representation.
- Expanded the Audit Committee into a monthly Finance and Audit Committee.
- Returned to monthly Board meetings.
- Increased Board oversight of Primary Care Analytics.
- Broadened Board membership to strengthen practice and Primary Care Network representation.

These developments have improved transparency, strengthened risk management and provided clearer oversight of organisational performance and financial stewardship.

Improving the Performance of Primary Care Analytics

Primary Care Analytics (PCA) delivered a significant improvement in performance during 2025/26, moving from a substantial deficit in the previous year to a small surplus of approximately £5k.

The Board continues to recognise the strategic value of PCA and its potential contribution to neighbourhood health, population health management and integrated care initiatives across Herefordshire

Financial Performance

The actions taken throughout the year translated into a significantly improved financial outcome. Income increased by almost 4%, driven by continued growth and diversification of services, including ADHD assessments, Workforce Health Checks and the WorkWell programme.

Expenditure increased by almost 2%, reflecting continued investment in service delivery, inflationary pressures and increases in employer National Insurance costs. Despite these pressures, expenditure growth was successfully contained below income growth.

A combination of efficiency measures, service growth and workforce optimisation contributed to the improved financial result. Director costs reduced by more than £158k (20.2%) during the year, while GP locum expenditure reduced by more than £222k (13.3%) through a greater reliance on salaried workforce models.

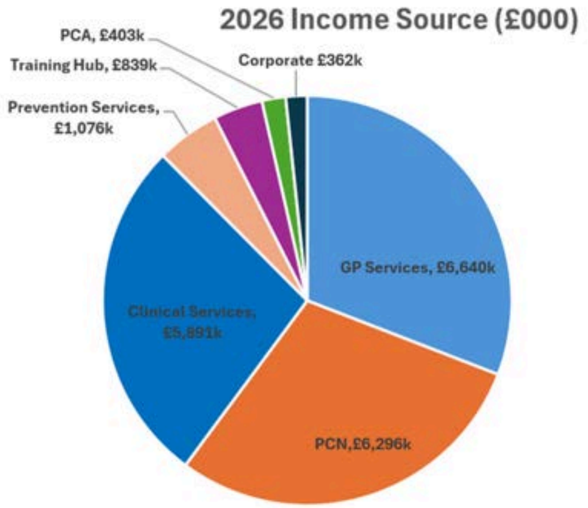
Taurus Healthcare achieved a surplus of approximately £55k during the year. Combined with the approximately £5k surplus delivered by Primary Care Analytics, the consolidated position for the group was a surplus of approximately £60k.

This represents a substantial improvement on the previous year and reflects both the success of the efficiency programme and the improving performance of PCA.



Delivering Services

Combined Taurus income for the year £21.507m A large percentage of this is received for delivering NHS contracts. The chart below shows the income source by service delivery category:



Principal Financial Risks and Mitigations

The principal financial risks facing the organisation include:

- Inflationary and workforce cost pressures
- Changes in commissioner funding arrangements
- Contract renewal and mobilisation risk
- Variations in service demand and activity levels
- Delivery of planned efficiencies
- Property financing commitments
- Dependence on a number of significant service contracts

Liquidity, borrowing and cash flow management remain important areas of oversight following the acquisition of Nelson House. The Board regularly reviews cash flow forecasts, debt servicing requirements, available financing facilities and covenant compliance to ensure that the organisation maintains appropriate financial flexibility while delivering its strategic objectives.

These risks are monitored through the corporate risk management framework, monthly management reporting, contract performance reviews and regular scrutiny by the Finance and Audit Committee and Board.



Looking Forward

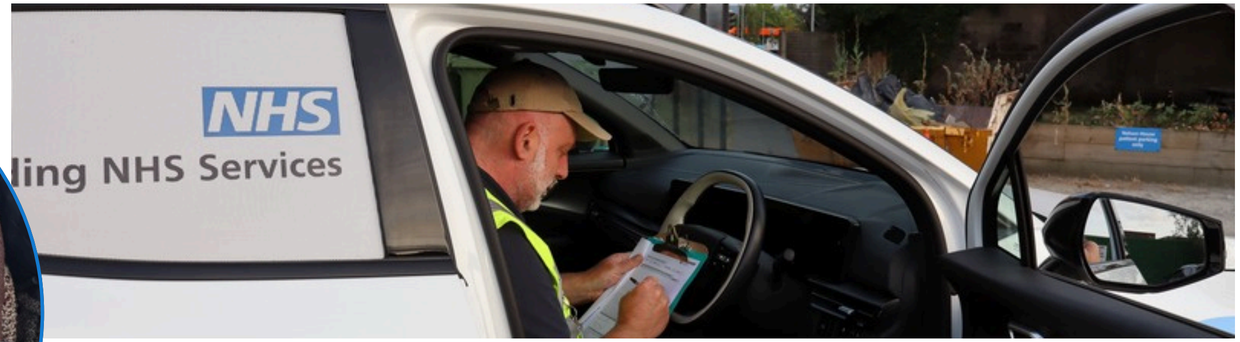
The progress made during 2025/26 provides Taurus Healthcare with a stronger platform for the future. While challenges across the NHS remain significant, the organisation enters 2026/27 with strengthened governance, a more sustainable operating model, greater contractual certainty and a clear strategic focus.

Our financial improvement reflects more than a year-end surplus. It demonstrates the actions taken to strengthen organisational resilience, improve efficiency, invest in long-term infrastructure and create capacity for future growth. These foundations position Taurus to continue supporting general practice across Herefordshire while responding to the opportunities presented by neighbourhood health and integrated models of care.

The Board continues to monitor reserves, cash flow, borrowing commitments and future investment requirements to ensure the organisation remains financially resilient and able to meet its obligations.

Through careful stewardship of resources and a continued focus on our purpose, Taurus Healthcare is well positioned to meet future challenges and continue delivering value for patients, practices and partners.

Ultimately, financial sustainability is not measured by the surplus we generate, but by our ability to continue supporting general practice, investing in innovation and delivering high-quality care for the people of Herefordshire.



Looking ahead

The NHS and local government are in a state of massive change, and no existing structure will escape the radical transformation driven by the 10-Year Plan and the plans for devolution. Whilst nobody relishes change, this time the stakes couldn't be higher: if socialised healthcare is to survive, free at the point of access, we need to transform to a more efficient, sustainable model. The challenge couldn't be greater, or more important. Herefordshire General Practice is very well placed to take advantage of the opportunities that this change brings. Our very model has been designed for this new world, and we have the teams and the leadership to rise to the occasion.

In Herefordshire General Practice, all three tiers - practice, neighbourhood and at scale - are very high quality, comparing favourably against all the national metrics. We must build on this solid base, while retaining the flexibility to transform out-of-hospital care in partnership with our local partners.

We are looking forward to the new contracting arrangements in Primary Care, with single and multiple Neighbourhood provider contracts currently out for consultation. I believe our strong, productive PCNs will evolve into effective neighbourhoods with the increasing resource this brings. Much of this resource will not come from existing primary care budgets, but will be moved as part of the 10-Year Plan's shift towards neighbourhood and preventative working.

A multi-neighbourhood provider contract will need to build on the effective close working we already have with our partners. In the near future, teams comprising many different employing bodies will work together seamlessly, driven by shared ambition and leadership. As a key partner, General Practice - with visibility of the whole system, trust built through continuity with our patients, and the ability to transform across all three tiers - will be crucial to the success of health and care locally.

The national drive for prevention and care out of hospital, alongside our great teams of teams, means we are well placed to develop and deploy new care pathways, transform outpatients (in partnership), and ultimately provide the care people want within the budget the system can afford.

None of this comes as a right. Years of development, and strong teams, mean we can make a huge difference - buckle up.



Nigel Fraser
Chairman

> ***“With visibility of the whole system and the trust built through continuity of care, General Practice is uniquely placed to drive transformation.”***





The HGP Collaborative Board

Herefordshire GP Collaborative brings together all GP practices, Primary Care Networks, the Local Medical Committee, and Taurus Healthcare to work collectively and improve patient care across the county.

Its aim is to help general practice thrive by supporting staff, strengthening sustainability, and ensuring General Practice has a strong voice in local health and care decisions.



Dr Nigel Fraser
Chairman



Dr Lauren Parry
HGP Collaborative Chief Executive



Dr Edward Conquest
Clinical Director
North & West PCN



Dr Isabel Lane
GMS Representative
North & West PCN



Nisha Sankey
Managing Director,
Taurus Healthcare



Ceri Chaplin
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Dr Rhys Hardwick
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Dr Jill Goodfellow
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Dr Sophie Whittall
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Jill Pritchard
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Dr Edwina Gallagher
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Dr Teshk Nakshbandi
GMS Representative
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Dr Louise Mottram
Clinical Director
East PCN



Dr George Watson
GMS Representative
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Graeme Walker
Non-Executive Director

Enabling General Practice in Herefordshire to thrive

Taurus Healthcare Services

Working together to keep you well



NHS

Providing NHS services

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