

Legal and Financial Due Diligence Report on Primary Medical Services & Delegated Responsibility

Executive Summary

1. Introduction

- 1.1. The CCGs successfully applied for Level 2 arrangements (joint commissioning with NHS England) and duly established a joint committee with NHS England for this purpose. Through South West London Collaborative Commissioning ("**SWL CC**"), Capsticks provided the CCGs with advice on all aspects of the application process and the subsequent creation of the joint committee with NHS England.
- 1.2. The CCGs, except for Croydon CCG, submitted an expression of interest for full delegated (Level 3) arrangements to take effect from 1 April 2016 (the "**Application for Delegation**") on 6 November 2015. If successful on any such application, the CCGs would assume sole day to day responsibility (albeit on a delegated basis) for the discharge of functions in relation to primary medical services that they currently exercise jointly with NHS England, and for the associated budget.
- 1.3. Accordingly, the CCGs have commissioned a high level financial and legal due diligence exercise on the GMS, PMS and APMS Contracts through which the primary medical services are provided for which they may assume delegated responsibility from NHS England. RSM (formerly known as Baker Tilly) have been appointed to deal with the former, and Capsticks have been asked to provide the latter, which together, forms this report ("**Report**"). NHS England has been involved in the design of and have approved the scope of the financial and legal due diligence exercise. NHS England have also seen and commented on this Report and where possible, these comments have been incorporated into this Report and/or the NHS England Statements for Reliance at Annex 4.
- 1.4. This Report comprises the Legal Due Diligence Executive Summary and Financial Due Diligence Executive Summary for SWL. This Executive Summary is a summary of the

Sample Financial Due Diligence Report

Joanne M. Flood



Sample Financial Due Diligence Report:

Due Diligence Peter Howson, 2003 How can you be sure you are buying the company you think you are Are you sure it is as good as the seller says How can you be certain unexpected costs and obligations will not suddenly appear once you are the owner and responsible for them How best can you arm yourself for the negotiations Have you worked out precisely what you are going to do with it once it is yours How do you set the priorities for change to recoup the premium you have paid for it The answer to all these questions and many more lies with effective due diligence Due diligence is one of the most important but least well understood aspects of the acquisition process It is not as many believe a chore to be left to the accountants and lawyers To get the best from it due diligence has to be properly planned and professionally managed This book is a comprehensive manual on getting due diligence right It is a uniquely comprehensive guide covering all aspects of the process from financial legal and commercial due diligence right through to environmental and intellectual property due diligence There are also useful chapters on working with advisers and managing due diligence projects It also includes a number of checklists to help ensure that the right questions are asked *Congressional Oversight Panel November Oversight Report* United States. Congressional Oversight Panel, 2010 **SEC Docket** United States. Securities and Exchange Commission, 2007 *Examining the Consequences of Mortgage Irregularities for Financial Stability and Foreclosure Mitigation*, *Congressional Oversight Panel, Examining the Consequences of Mortgage Irregularities, ... November 16, 2010*, *, 2011 The HR Guide to European Mergers and Acquisitions James F. Klein, Robert-Charles Kahn, 2017-05-15 News of a merger or acquisition is a big event in the life of a company which stirs uncertainty anxiety and fear The changes redundancies and so on that often follow this news are a further source of turmoil for the employees of both companies involved There is no magic formula to avoid these effects completely However good planning communication and human resource practice can mitigate the worst of them keep everyone that matters on board and ensure that the new organization maintains your reputation for sensitive people management Get it wrong on the other hand and you may lose the very people you were most anxious to keep put the success of the process at risk and even face employment tribunals or other legal proceedings In addition imagine how these processes are complicated by any transnational elements James F Klein and Robert Charles Kahn provide a practical hands on guide to successfully integrating HR functions following any merger or acquisition within Europe The book guides you step by step providing the methodology tools sequence of events and necessary material It includes comparative tables tips and stories illustrating the differences specific issues and pitfalls that are particular to the different European countries 20 years of human resources experience across companies in continental Europe has gone into creating this blueprint to successfully implementing the people side of successful mergers and acquisitions *The Law of Cross-Border Business Transactions* Lutz-Christian wolff, 2017-12-15 Law of Cross Border Business Transactions aims at giving a structured introduction to the law and practice of investment deals e g greenfield

projects M lex mercatoria conflict of laws letters of intent position papers heads of agreement confidentiality and exclusivity agreements structure and contents of international contracts e contracts and smart contracts protection of intellectual property rights and technology transfer trade countertrade and trade financing insurance agency and distributorship greenfield investments and M competition law and merger control employment law corporate governance and corporate social responsibility international taxation and dispute settlement and cross border enforcement of awards This second edition updates the discussion of the different topics comprehensively It also expands many parts and adds sections in relation to new themes that have gained importance since the publication of the first edition In particular it addresses legal issues arising out of the digitalization of the global economy with a special focus on choice of law questions smart contracts e bills of lading and online dispute settlement It also draws attention to the impact of China s Belt and Road initiative Brexit and the America First foreign policy How this will help you Of special value is the author s precise guidance on drafting techniques and contract practice The clarity of the presentation the uncompromising consistency in terms of structure and a large body of references to primary and secondary sources presented in this edition ensure that legal professionals business managers and academics as well as other interested parties can gain easy access to comprehensive and detailed information across jurisdictions

Internal Control Strategies Julie Harrer, 2008-09-02 Praise for Internal Control Strategies A Mid to Small Business Guide Internal Control Strategies is an excellent field guide for the implementation and maintenance of efficient and effective internal control systems The book provides a practical approach to interpreting guidance from oversight agencies and integrating it with industry practice in a real world environment This handbook is an essential tool for managers and professionals going through the day to day struggle of managing auditor expectations and permitting business to proceed in the most efficient manner Michael Rodriguez former senior manager of finance Qualcomm Incorporated Internal Control Strategies is the clearest path forward for middle market SEC registrants and their independent registered public accounting firms as they streamline the SOX 404 compliance process in 2008 and beyond Stephen G Austin MBA CPA Managing Firm Partner Swenson Advisors LLP Regional PCAOB Accounting Firm Clearly written and practical Internal Control Strategies is a must read for every chief audit finance or compliance executive Jeff Miller Partner in Charge Business Risk Services Squar Milner Peterson Miranda Williamson LLP As a CFO of small to mid sized publicly traded and privately held companies one is usually faced with the challenge of developing and implementing the right levels of internal controls and compliance within the restrictions of limited financial and human resources Internal Control Strategies presents the relevant topics in a clear and concise manner allowing the reader to understand the internal control framework and specific underlying requirements quickly The author s vast experience with SOX compliance ensures a targeted and pragmatic approach for the successful implementation of internal controls Her recommendations are to the point and eliminate some of the guesswork we all have experienced while working towards SOX compliance Robert S Stefanovich Chief Financial Officer

Novalar Pharmaceuticals Inc The SEC requires all publicly traded companies to attest to the effectiveness of their internal controls Is your business ready Internal Control Strategies A Mid to Small Business Guide clearly explains the latest PCAOB SEC and COSO guidance providing you with an effective tool and reference guide for successful implementation of sections 302 and 404 of the Sarbanes Oxley Act Extremely knowledgeable and insightful author Julie Harrer brings practical clarity to this complex topic leading you step by step in addressing the challenges associated in bringing your business in compliance with SOX **GEF Annual Performance Report 2006** , **Wiley CIA Exam Review 2019, Part 1** S. Rao

Vallabhaneni,2018-12-18 WILEY CIAexcel EXAM REVIEW 2019 THE SELF STUDY SUPPORT YOU NEED TO PASS THE CIA EXAM Part 1 Internal Audit Basics Provides comprehensive coverage based on the exam syllabus along with multiple choice practice questions with answers and explanations Deals with mandatory guidance including international standards and code of ethics Addresses internal control and risk Covers related standards from the IIA s IPPF Covers internal audit engagements with audit tools and techniques Features a glossary of CIA Exam terms a good source for candidates preparing for and answering the exam questions Assists the CIA Exam candidate in successfully preparing for the exam Based on the CIA body of knowledge developed by The Institute of Internal Auditors IIA Wiley CIAexcel Exam Review 2019 learning system provides a student focused and learning oriented experience for CIA candidates Passing the CIA Exam on your first attempt is possible We d like to help Feature section examines the topics of Mandatory Guidance Internal Control and Risk and Conducting Internal Audit Engagements Wiley CIA Exam Review 2021, Part 1 S. Rao Vallabhaneni,2021-01-13 Get effective and efficient instruction on all CIA internal auditing exam competencies in 2021 Updated for 2021 the Wiley CIA Exam Review 2021 Part 1 Essentials of Internal Auditing offers readers a comprehensive overview of the internal auditing process as set out by the Institute of Internal Auditors The Exam Review covers the six domains tested by the Certified Internal Auditor exam including The foundations of internal auditing Independence and objectivity Proficiency and due professional care Quality assurance and improvement programs Governance risk management and control Fraud risks The Wiley CIA Exam Review 2021 Part 1 Essentials of Internal Auditing is a perfect resource for candidates preparing for the CIA exam It provides an accessible and efficient learning experience for students regardless of their current level of proficiency

Integrated Science in Digital Age Tatiana Antipova,2019-06-17 This book gathers selected papers presented at the 2019 International Conference on Integrated Science in Digital Age ICIS 2019 which was jointly supported by the Institute of Certified Specialists ICS Russia and Springer and held in Batumi Georgia on May 10 12 2019 The ICIS 2019 received roughly 50 contributions by authors hailing from six countries Following a peer review process the Scientific Committee a multidisciplinary group of 110 experts from 38 countries around the globe selected roughly 60% for publication The main topics covered include Artificial Intelligence Research Digital Business Educational Sciences Health Management Informatics Public Administration in the Digital Age and Social Problem solving *Dental Practice Transition* David G. Dunning,Brian M.

Lange,2016-09-06 Dental Practice Transition A Practical Guide to Management Second Edition helps readers navigate through options such as starting a practice associateships and buying an existing practice with helpful information on business systems marketing staffing and money management Unique comprehensive guide for the newly qualified dentist Covers key aspects of practice management and the transition into private practice Experienced editorial team provides a fresh balanced and in depth look at this vitally important subject New and expanded chapters on dental insurance patient communication personal finance associateships embezzlement and dental service organizations **Own Your Future** Bill Grunau,2009-03 Rarely do you come across a book that provides hands on practical advice in every chapter Bill s real life experiences as an entrepreneur CEO and business broker leave the reader with a blueprint for business acquisitions Ivory tower theory is not going to go a long way in an acquisition one needs to get down in the trenches as Bill explains chapter by chapter Karl Fava Principal Business Financial Consultants Bill s polished style of writing reflects a common sense approach to buyer and seller concerns through the acquisition and divestiture process A must read for first time buyers and sellers of privately held businesses Glenn Haddad Corporate Trainer and Business Intermediary I couldn t recommend a more salient primer for persons interested in purchasing a business Bill Grunau distills the complexities of the purchase and sale of businesses into a plain English and common sense format that will allow inexperienced buyers or sellers to confidently spot and navigate potential minefields in the transaction Undoubtedly the book can allow its reader to make better decisions ones that will lead to successful results profitability and peace of mind Thomas Lombardi Founding Partner Palmer Lombardi Donohue Law Firm Learn the ins and outs of buying privately held businesses and take the first step to accomplishing your dreams and becoming a success in Own Your Future William Grunau a corporate executive and entrepreneur with decades of experience explains how you too can become your own boss In this comprehensive guide on owning your own future you ll learn How to finance an acquisition with Small Business Administration financing How to use your 401K or IRA funds to buy a business without penalties or taxes How to write offers How to conduct due diligence How to develop a 100 day and first year plan How to develop an exit strategy And much more Unveil the mystery and secrets behind how deals are really done that only the insiders know With this book the process is demystified with step by step practical examples tools and tips that are easy to follow and apply Whether you are ready to search for the right business obtain financing or determine the value of what you want to buy Grunau carefully guides you every step of the way It s time to stop sitting on your hands it s time to Own Your Future **Foreign Direct Investment in China** Michael H. K. Ng,2013-05-29 Foreign direct investment has contributed significantly in transforming the Chinese economy over the past three decades China has become one of the most popular destinations for foreign direct investment For corporations and business executives who desire to participate in the expanding China market understanding correctly the driving forces and impacts of foreign direct investment in China as well as the ways to smartly execute investment transactions there has become the fundamental knowledge that they need to grasp

This book is a combination of the author's research and 15 year practical experience in managing investment transactions in China. This book uniquely offers both a theoretical overview of the phenomenon of FDI in China (chapters two to four) as well as the practical steps in executing investment transactions (chapters five to seven). The author also provides illustrative charts and tables, literature summaries, transaction templates based on case studies from his real life experience on the ground. This is so far the only book on FDI in China which covers both the theoretical perspectives as well as practical advices in investments. This book serves not only as a useful resource for students, teachers and policy makers who are interested in both theoretical and practical aspects of FDI in China, but also a valuable guidebook for business development executives, investment professionals and transaction lawyers who are involved in direct investment deals in China on a daily basis.

Handbook of Corporate Finance Bjørn Espen Eckbo, 2007-05-21. Judging by the sheer number of papers reviewed in this Handbook, the empirical analysis of firms' financing and investment decisions, empirical corporate finance has become a dominant field in financial economics. The growing interest in everything corporate is fueled by a healthy combination of fundamental theoretical developments and recent widespread access to large transactional data bases. A less scientific but nevertheless important source of inspiration is a growing awareness of the important social implications of corporate behavior and governance. This Handbook takes stock of the main empirical findings to date across an unprecedented spectrum of corporate finance issues ranging from econometric methodology to raising capital and capital structure choice and to managerial incentives and corporate investment behavior. The surveys are written by leading empirical researchers that remain active in their respective areas of interest. With few exceptions, the writing style makes the chapters accessible to industry practitioners. For doctoral students and seasoned academics, the surveys offer dense roadmaps into the empirical research landscape and provide suggestions for future work. The Handbooks in Finance series offers a broad group of outstanding volumes in various areas of finance. Each individual volume in the series should present an accurate self-contained survey of a sub-field of finance. The series is international in scope with contributions from field leaders the world over.

Handbook of Empirical Corporate Finance SET Bjørn Espen Eckbo, 2008-12-23. This two volume set summarizes recent research on corporate decision making. The first volume covers measurement and theoretical subjects as well as sources of capital including banks, public offerings and private investors. In the second volume, contributors focus on the ways corporations are structured and the practices through which they can be bought and sold. Thus its major subjects include dividends, capital structure, financial distress, takeovers, restructurings and managerial incentives. Takes stock of the main empirical findings to date across an unprecedented spectrum of corporate finance issues. Discusses everything from econometric methodology to raising capital and capital structure choice and to managerial incentives and corporate investment behavior. Contributors are leading empirical researchers that remain active in their respective areas of expertise. Writing style makes the chapters accessible to industry practitioners.

Practical Handbook for Professional Investigators

Rory J. McMahon CLI CFE, Randy Dickson, 2013-06-18 The third edition of this popular volume continues to supply an up to date nuts and bolts learning tool for students and an everyday reference for investigative professionals at all levels More relevant than ever this edition adds two new chapters on death and terrorism investigations and several new sections including insurance fraud fire and arson investigation indicators of online marital infidelity obtaining governmental reports service of subpoenas for witnesses in federal courts the Rules of Professional Conduct niche markets in the investigative industry and managing and marketing an investigative practice

Codification of Statements on Auditing Standards

2019 AICPA, 2019-07-03 This 2019 edition delivers the current Statements on Auditing Standards SASs and related interpretations in a codified format giving accountants the most up to date information they need to conduct successful audits and provide high quality services to their clients Issued directly from the AICPA this authoritative guidance is essential to fully understand the requirements associated with an audit This edition includes the following new standards SAS No 134 Auditor Reporting and Amendments Including Amendments Addressing Disclosures in the Audit of Financial Statements SAS No 135 Omnibus Statement on Auditing Standards 2019 SAS No 134 is a suite of auditor reporting standards that includes a new AU C section 701 Communicating Key Audit Matters in the Independent Auditor s Report and replaces AU C sections 700 705 and 706 SAS No 134 which also amends various other AU C sections addresses the auditor s responsibility to form an opinion on the financial statements and the form and content of the auditor s report issued because of an audit of financial statements It also addresses the auditor s responsibilities and the form and content of the auditor s report when the auditor concludes that a modification to the auditor s opinion on the financial statements is necessary and when additional communications are necessary in the auditor s report SAS No 135 is intended to more closely align ASB guidance with the PCAOB s standards by primarily amending AU C section 260 Communications With Those Charged With Governance AU C section 550 Related Parties and AU C section 240 Consideration of Fraud in a Financial Statement Audit This codification is fully indexed and arranged by subject The codified standards and related interpretations are vital to practitioners performing audits

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