

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

Mike Wright, Ken Robbie



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 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

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

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 *Wiley CIA 2022 Exam Review Part 1* S. Rao Vallabhaneni, 2021-10-19

Reduce test anxiety and efficiently prepare for the first part of the CIA 2022 exam The Wiley CIA 2022 Part 1 Exam Review Essentials of Internal Auditing offers students preparing for the Certified Internal Auditor 2022 exam comprehensive coverage of the essentials of internal auditing portion of the test Completely compliant with the standards set by the Institute of Internal Auditors this resource covers each of the six domains tested by the exam including Foundations of internal auditing Independence and objectivity Proficiency and due professional care Quality assurance and improvement programs Governance risk management and control Fraud risks This review provides an accessible and efficient learning experience for students regardless of their current level of comfort with the material **Wiley CIA Exam Review 2023, Part 1** S. Rao Vallabhaneni, 2022-11-15

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Internal Audit Engagements *Venture Capital* Mike Wright, Ken Robbie, 2022-03-23 The International Library of Management is a comprehensive core reference series comprised of the most significant and influential articles by the leading authorities in the management studies field The collections of essays is both international and interdisciplinary in scope and provides an entry point for investigating the myriad of study within the discipline **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 *Wiley CIA Exam Review 2020, Part 1* S. Rao Vallabhaneni, 2019-11-19 Get effective and efficient instruction on all CIA internal auditing exam competencies in 2020 Updated for 2020 the Wiley CIA Exam Review 2020 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 2020 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 **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 *Report and Recommendation of the President to the Board of Directors on a Proposed Loan and Technical Assistance Grant to the People's Republic of Bangladesh for the Agribusiness Development Project* J. Zhang, Asian Development Bank, 2005 **Wiley Practitioner's Guide to GAAS 2018** Joanne M. Flood, 2018-04-03 The clearest easiest to use guide to understanding all the clarified standards including the new attestation standards fully updated This comprehensive guide to understanding Generally Accepted Auditing Standards GAAS is not just about auditing

It addresses the toughest part of an accountant's job identifying interpreting and applying the many audit attest review compilation and preparation standards relevant to a particular engagement Wiley Practitioner's Guide to GAAS 2018 offers a clear and accessible distillation of the official language of GAAS Statements on Standards for Attestation Engagements SSAEs and Statements on Standards for Accounting and Review Services SSARSs as well as advice on exactly how to remain fully compliant with each Wiley Practitioner's Guide to GAAS 2018 is organized according to the logical arrangement of the clarified standards presenting each section individually and explaining how it is related to the engagement process Guidance is offered on the entire process in the form of practice notes checklists questionnaires and real world examples illustrating how the fundamental requirements of each section are applied Other key features include A brief identification of each auditing SSAE and SSARS section with effective dates and tips on how to apply it Highlights of new requirements in the clarified attestation standards Concise listing and descriptions of each section's specific mandates including definitions Easy to read capsule summary of interpretations plus selected technical alerts Helpful techniques for remaining compliant with each standard

An Operational Framework for Managing Fiscal Commitments from Public-Private Partnerships Riham Shendy, Helen Martin, Peter Mousley, 2013-03-01 The report sets an operational framework for the Government of Ghana for managing fiscal commitments that stem from Public Private Partnerships infrastructure projects

Ebook: Auditing & Assurance Services Timothy Louwers, Robert Ramsay, David Sinason, Jerry Strawser, Jay Thibodeau, 2014-10-16 Auditors are trained to investigate beyond appearances to determine the underlying facts in other words to look beneath the surface The recent financial crisis has made this skill even more crucial to the business community As a result of this recent crisis and of the financial statement accounting scandals that occurred at the turn of the century understanding the auditor's responsibility related to fraud maintaining a clear perspective probing for details and understanding the big picture are indispensable to effective auditing The author team of Louwers Ramsay Sinason Strawser and Thibodeau has dedicated years of experience in the auditing field to this new edition of Auditing Assurance Services supplying the necessary investigative tools for future auditors

Wiley CPA Examination Review 2007-2008, Outlines and Study Guides Patrick R. Delaney, Ray Whittington, 2007-06-11 Wiley CPA Exam review 34th Edition 2007 2008 Volume 1 Outlines and Study Guides Covers all four sections of the CPA examination point by point Stresses important topical areas to study for each part Helps establish a self study preparation program Divides exam into 45 manageable study units Provides an outline format supplemented by brief examples and illustrations Makes material easy to read understand and remember Includes timely up to the minute coverage for the computerized exam Explains step by step examples of the solutions approach Contains all current AICPA content requirements for all four sections of the exam Volume 2 Problems and Solutions Offers selected problems from all four examination sections Contains rationale for correct or incorrect multiple choice answers Covers the new simulation style problems offering more than 75 practice questions Details a solutions approach to each problem Updates unofficial answers

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