

# *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

**Michael Brown**



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**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 **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

**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

**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

**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

*Global Construction Data* Stephen Gruneberg, 2019-08-12 Global construction data is vital for contractors governments international organisations policy makers academic researchers and statisticians As the global population of the world expands the sustainability of the built environment raises the political agenda and the need to manage infrastructure and buildings in both urban and rural contexts becomes ever more pressing How much more can the built environment grow and how can it be managed sustainably This edited volume addresses how we can find a possible way through the inconsistencies between national construction data sets to devise a consistent approach to national construction data to further the global sustainability agenda and inform policy making This search begins in Part I which looks at the methods and definitions used in construction statistics in different countries Part II considers examples of different types of construction data from the cost of materials measuring work on high rise buildings and existing stock In Part III the authors consider construction data internationally beginning with the problem of comparing data in different countries using exchange rates and purchasing power parities PPPs comparing innovation processes in different countries and looking at the provision of building design internationally In Part IV the international theme is continued by comparing accounting practices and company performance in different countries and concludes with an international comparison of construction industries This book raises awareness of the significance of the construction industry globally and the importance of data to measure it It informs the discussion of

the best ways of handling the consequences of policies affecting the built environment and the effect of the built environment on the rest of the economy and society It is essential reading for international economists construction industry consultants policy makers construction statisticians and academics Wiley Practitioner's Guide to GAAS 2023 Joanne M.

Flood,2023-04-04 The most comprehensive and up to date guide to critical auditing standards practices and procedures for 2023 The American Institute of Certified Public Accountants AICPA sets the Generally Accepted Auditing Standards or GAAS under which U S audits are conducted Auditors must comply with and understand every aspect of GAAS to comply with AICPA standards As a result it is crucial for CPAs to be up to date on all applicable guidelines rules and regulations Wiley Practitioner s Guide to GAAS 2023 delivers a thorough description and analysis of not only auditing standards SASs but also SSAEs SSARs and the Interpretations necessary to fully understand all the latest professional standards The 2023 Guide offers the most recent revisions to the standards including those on Audit evidence Auditing accounting estimates Use of pricing evidence Inquiries of predecessor auditors Quality management Materiality SAE direct examination engagements and Practitioner s review reports Practical direction on the steps necessary to help you comply with GAAS Comprehensive guidance on the entire auditing process from start to finish Explanations of all attestation and review compilation and preparation standards A glossary of relevant terminology for each subject It explains the standards clearly and accurately providing explicit information on how to conduct your engagements efficiently effectively and properly all in one resource In addition Wiley Practitioner s Guide to GAAS 2023 provides readers with A crucial resource for accountants and auditors who are looking for a comprehensive explanation of the information used daily Wiley Practitioner s Guide to GAAS 2023 is an invaluable resource written to save you time and simplify your compliance with professional standards **Harnessing AI,**

**Machine Learning, and IoT for Intelligent Business** Allam Hamdan,Udo Braendle,2024-11-01 This book is a comprehensive guide that explores the integration of artificial intelligence AI machine learning ML and the Internet of Things IoT in the realm of business management and finance The convergence of AI ML and IoT has revolutionized various industries and business management and finance are no exceptions This book addresses the growing need for understanding the practical implications of these technologies in the context of financial management It equips both academics and industry professionals with the knowledge and tools necessary to navigate the changing landscape and effectively harness these technologies to gain a competitive edge This book delves into the transformative potential of these technologies and provides valuable insights into their application in decision making risk management financial analysis and strategic planning It offers a holistic perspective on how organizations can leverage AI ML and IoT to drive innovation enhance operational efficiency and achieve sustainable growth in the digital age **Wall Street and the Financial Crisis: pt. 1-4. Anatomy of a**

**Financial Collapse, April 13, 2011. Report and Appendix ( 4 v.)** United States. Congress. Senate. Committee on Homeland Security and Governmental Affairs. Permanent Subcommittee on Investigations,2010 **Wiley CPA Exam**

**Review 2008** O. Ray Whittington, Patrick R. Delaney, 2007-12-04 Completely revised for the new computerized CPA Exam Published annually this comprehensive four volume study guide for the Certified Public Accountants CPA Exam arms readers with detailed outlines and study guidelines plus skill building problems and solutions that help them to identify focus and master the specific topics that need the most work Many of the practice questions are taken from previous exams and care is taken to ensure that they cover all the information candidates need to pass the CPA Exam Broken down into four volumes Regulation Auditing and Attestation Financial Accounting and Reporting and Business Environment and Concepts these top CPA Exam review study guides worldwide provide More than 2 700 practice questions Complete information on the new simulation questions A unique modular structure that divides content into self contained study modules AICPA content requirements and three times as many examples as other study guides

### **Financial Strategy for Higher Education**

Michael K. Townsley, PhD, 2014-09-30 Economic forces continue to reshape higher education and the leaders of colleges and universities are not getting the guidance they need to achieve their financial goals Michael K Townsley PhD a seasoned higher education executive shares proven principles strategies and techniques to manage the increasing pace of change in higher education in this field guide Based on case studies his own experiences and insights from other experts he provides strategic guidance on how to effectively manage finances allocate financial resources design sophisticated budget forecasts set tuition rates in competitive markets control operational costs and run online programs With clearly ordered lists logically sequenced plans for action and cogently presented summaries Financial Strategy for Higher Education offers a vital reference for anyone who managing the financial condition of colleges and universities during financial stress

**Wall Street and the Financial Crisis** Senate Subcommittee on Investigations, 2011-07-01 After a two year investigation by the Senate Permanent Subcommittee on Investigation their report Wall Street and the Financial Crisis Anatomy of a Financial Collapse was released in April 2011 This is the most damning official report to date on Wall Street s role in the financial crisis It describes the wheeling and dealing of bankers and others who benefited from the housing bubble while impoverishing the rest of America It also offers four very clear causes of the financial crisis and last but not least it names culprits High risk mortgage loans by commercial banks were the fuel that ignited the financial crisis describing the case study of Washington Mutual Bank the sixth largest commercial bank at the time of its failure in September 2008 Failures by regulators set the stage for mortgage loan losses that were a proximate cause of the financial crisis describing the case study of the Office of the Thrift Supervision which was closed in 2010 and whose operations folded into the Office of the Comptroller of the Currency Inaccurate AAA credit ratings by the two largest credit rating agencies constituted a key cause of the financial crisis describing Moody s and Standard Investment bank abuses The Investment banks that engineered sold traded and profited from mortgage related structured finance products were a major cause of the financial crisis describing case studies of Goldman Sachs and Deutsche Bank This report and its detailed case studies are a must read for policymakers

politicians justice officials bankers journalists academics and concerned citizens in order to understand what brought the economy to the brink of destruction The U S SENATE PERMANENT SUBCOMMITTEE ON INVESTIGATIONS PSI is a bipartisan team of senators that deals with Homeland Security and Governmental Affairs and is currently headed by Senator Carl Levin D MI and Senator Tom Coburn R OK Formerly known as the Committee on Government Operations PSI is the oldest subcommittee of the Senate Homeland Security Committee

**Corporate Finance and the Securities Laws** Charles J. Johnson (Jr.), Joseph McLaughlin, Eric S. Haueter, 2015-03-06 Corporate Finance and the Securities Laws has been winning over practitioners with its clear andquot how to do itandquot approach ever since its publication in 1990 This acclaimed guide is now completely updated in this Fifth Edition to help you meet the challenges of raising capital in today s increasingly regulated marketplace Written in plain English by two top experts in the field each with literally hundreds of successful deals under his belt Corporate Finance and the Securities Laws is the andquot go toandquot resource which explains the mechanics of corporate finance together with the statutes that govern each type of deal You ll receive expert corporate finance analysis procedural guidance and practical securities law pointers every step of the way to help you Structure all types of corporate finance deals from public private and offshore offerings to corporate debt restructurings commercial paper programs raising capital and asset based securities transactions Root out problems before corporate finance deals are put in motion with heads up input on securities law prohibited practices potential liabilities conflicts of interest due diligence concerns and other red flag issues Shepherd transactions through the corporate finance regulatory process with a clear understanding of applicable statutes and their implications in real life situations Know what to do when securities law problems crop up and find clear answers to the countless questions that develop in the course of a corporate finance deal Close deals raising capital in a timely manner and work shoulder to shoulder with clients to accomplish your corporate finance objectives

Wall Street and the Financial Crisis: Anatomy of a Financial Collapse, 2011 **Dental Practice Transition** David G. Dunning, Brian M. Lange, 2016-07-08 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



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