



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

**HEALTH SERVICE
EXECUTIVE
NATIONAL FINANCIAL
REGULATION
EFFICIENT DEPLOYMENT OF
RESOURCES
NFR-11**

NFR-11 Efficient Deployment of Resources

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11.1. Introduction

11.1.1. This regulation forms part of the National Financial Regulations (NFRs) of the Health Service Executive (HSE). The NFRs are an integral part of the overall system of Corporate Governance and Internal Control within the organisation.

11.2. Purpose

11.2.1. The purpose of this document is to set out the duties and responsibilities of staff in relation to the efficient use of resources within the HSE.

11.3. Scope

11.3.1. It applies to all resources used by and available to the organisation including human, financial, capital, intellectual and other resources.

11.3.2. It applies to the planning, development, delivery and management of all services provided by the HSE.

11.3.3. It applies to capital projects, procurement of goods and services, engagement of consultants and external service providers, construction procurement and the establishment of Public Private Partnerships.

11.4. Assistance / Further Information

11.4.1. Additional information regarding this regulation should be addressed to the Assistant Chief Financial Officer, Financial Specialists.

11.4.2. It is intended that this regulation will be regularly updated to reflect and incorporate new and additional legislative and other directives. Notifications will be issued on [HSE National Intranet - National Financial Regulations](#) and via email communications.

11.5. Effective Date

11.5.1. This regulation is effective immediately and supersedes all prior directives issued relating to deployment of resources. This regulation applies to all HSE employees.

11.6. Definition and Interpretation

11.6.1. There are many definitions of efficiency available to evaluate the performance of individuals and organisations. In terms of the HSE, it is useful to understand efficiency in terms of the requirement to deliver Value for Money (VfM).

11.6.2. VfM is commonly understood as the correct balance between economy, efficiency and effectiveness.

11.6.3. Economy relates to the cost of resources used to deliver services.

11.6.4. Efficiency relates to how these resources are applied to deliver services.

11.6.5. Effectiveness refers to the extent to which the services achieve the desired objectives.

11.6.6. In this context 'Efficiency' can be equated with productivity – or the optimal use of the resources available to the organisation.

11.7. Duties and Responsibilities

11.7.1. There is an explicit legislative requirement on the HSE to deliver value for money. This is set out in the Health Act 2004:

14.7... 'In performing its functions, the Executive shall have regard
14.7... to the need to secure the most beneficial, effective and efficient
14.7... use of resources.'

4.7.1..1.1. *Health Act 2004, Section 7 (5) (e)*

11.7.2. In addition, compliance with Department of Public Expenditure & Reform (DPER) Guidelines on Value for Money is a general condition of the Minister's sanction to incur public expenditure.

11.7.3. Consequently, there is a responsibility on management and staff within the HSE to ensure the efficient use of the resources available to them.

11.8. Reporting of Irregularities

11.8.1. Any member of staff who considers that there may have been an irregularity in the use of HSE resources must inform their line manager immediately. The manager to whom the matter has been reported must inform their Integrated Service Area (ISA)/Hospital Manager or Equivalent salary Grade, Assistant National Director of Finance and the HSE National Director of Internal Audit and National Director Human Resources for further action.

11.9. Audit

11.9.1. The external and internal auditors of the HSE have the right to unrestricted access to all vouchers, documents, books of account, and computer data and to any other information which they consider relevant to their enquiries and which is necessary to fulfil their responsibilities. Both internal and external auditors also have the right to direct access to any employee or person responsible with whom it is felt necessary to raise and discuss such matters.

11.9.2. Sample checks may take place at regular intervals in each financial year.

11.9.3. Every officer shall attend at such place and at such time as may be appointed by the Auditor and shall submit his/her books and accounts for examination and checking.

11.9.4. Where any irregularities are disclosed at the checking of the accounts of an officer, the Auditor shall report such irregularities to the Chief Financial Officer (CFO), who shall cause a full investigation to be made and shall take all necessary action.

11.10. Useful Guidance

11.10.1. A selective list of references and sources of guidance is provided for information:

Health Act 2004

www.oireachtas.ie/documents/bills28/acts/2004/a4204.pdf

Value for Money Guidance Manual

www.finance.gov.ie/documents/publications/guidelines/vfmGuidanceManual.pdf

Circular 13/13: The Public Spending Code: Expenditure Planning, Appraisal & Evaluation in the Irish Public Service - Standard Rules & Procedures; www.publicspendingcode.per.gov.ie

Guidelines for the Engagement of Consultants and other External Support by the Civil Service, Department of Finance (2006)

<http://www.finance.gov.ie/documents/publications/other/Guideconsult2006.pdf>

Public Procurement Guidelines: Competitive Process, National Public Procurement Policy Unit (NPPPU) – Department of Finance (January 2005)

<http://www.finance.gov.ie/documents/publications/other/pubprocguidejuly04.pdf>

Capital Works Management Framework – Guidance Note for Public Works Contracts,

http://www.finance.gov.ie/documents/publications/construction%20procurement%20reform/4.Guidance_NotesCapMandF.pdf

Guidelines for the Provision of Infrastructure and Capital Investments through Public Private Partnerships: Procedures for the Assessment, Approval, Audit and Procurement of Projects, Department of Finance (July 2006)

<http://www.ppp.gov.ie/key-documents/guidance/central-guidance/main-ppp-guidelines-%20amended.doc>

Office of the Comptroller and Audit General

<http://www.audgen.gov.ie>