

**REPLY BY THE MINISTER OF THE ENVIRONMENT DEPARTMENT  
TO QUESTIONS ASKED PURSUANT TO RULE 6 OF THE  
RULES OF PROCEDURE BY DEPUTY PETER GILLSON**

**Question**

*Please provide a statement in relation to the Policy Council detailing whether as a result of the new SAP system efficiency and management of processes have improved, stayed the same or reduced for each of the functional areas of: estates, finance, procurement, HR management of staff and HR recruitment of staff?*

**Answer**

The volume of estates, finance and procurement, transactions within the Environment department is relatively small with the vast majority of its services being provided through annual contracts. As such, and at such an early stage in the process, there would appear to have been little noticeable change in efficiency and management of processes. Some of the new sap processes are more cumbersome and time consuming to the dept but we expect that the impacts on the staff left in the department managing these processes should be outweighed by the savings and efficiencies for the transactional services moved out of the dept and now provided in the hub.

Where the SAP system has improved processes through automation and hence generated potential efficiency, that efficiency is not yet being properly realised due to the time taken to bed the system in and make it fully functioning. In the areas of HR management including recruitment the Department has noted that the system does place additional demands on managers and does slow down some processes. However, again the benefits that are expected in due course to result from the Business intelligence elements of the system should, to a degree, offset those additional demands currently being noted. The benefits may be more significant for larger Departments with increased volume.

**Question**

*Would you also explain the methodology used to measure any such change in efficiency?*

**Answer**

The Department is not operating any system of metrics on which the above statement is based. Being a small department with very few managers it is relatively easy to gain the perspective simply by talking to the staff involved.

**Question**

*As a result of non-payment or late payment of invoices have any suppliers: Refused to supply, or threatened to refuse to supply, or delayed the supply of goods or services? If so how many suppliers?*

**Answer**

The Department is aware of some suppliers receiving regular late payments in respect of contracted services and contacting the Department on a monthly basis to chase those payments. One contractor did threaten withdrawal of services and another temporarily closed the account. One contractor had not been paid for their monthly services since December but this was a training issue that has been resolved.

**Question**

*Have at any time since January 2013 any suppliers of goods and services to the Policy Council withdrawn credit facilities from the States of Guernsey so goods or services have to be bought on a "cash only" basis? If so, how many suppliers?*

**Answer**

No.

**Date of Receipt of the Question:** 12<sup>th</sup> June 2013

**Date of Reply:** 19<sup>th</sup> June 2013