



**Statens  
servicecenter**

National Government Service Centre

**Summing up**

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# 2020

**Our contribution to an efficient  
government administration**



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**I:029. Production:** National Government Service Centre, Why Communicate. **Photo:** Albin Bogren (p. 5), Anders Wiklund/TT (p. 15), Helene Genym (p. 18), Mostphotos. **Form:** Why Communicate. **Translation:** translated from swedish by Semantix. **Printing:** Ale Tryckteam, printed in a run of 50 copies, May 2021.  
**ISBN (print):** 978-91-88631-24-4  
**ISBN (PDF):** 978-91-88631-25-1



**The National Government Service Centre  
has two tasks.**

**We deliver administrative payroll, accounting  
and e-commerce services to other public  
authorities. We also offer personal assistance in  
service offices where we answer questions and  
help individuals and companies to use public  
digital services.**

**In both cases, the purpose is to make the  
government more accessible and efficient.**







”

I am proud and delighted  
that the agency's activities  
have become so important.

we had almost 160 customer agencies and 117 service offices. At the time, the operations had 130 employees. Today, the number of employees is approximately 1,400. We have turned a negative result into a positive one and today we are financially strong.

I am proud and delighted that the agency's activities have become so important. A fantastic development journey that would not have been possible without the great commitment and reliability of all competent employees.

16 February 2021

**Thomas Pålsson**  
Director-General









# 81

## **service offices now feature the Swedish Public Employment Service's customer service marketplace operations**

Throughout 2020, we have been working to introduce Swedish Public Employment Service's customer service marketplaces at the service offices. By the end of the year, customer service marketplaces had been introduced in a total of 81 service offices. The Swedish Public Employment Service and the National Government Service Centre have also agreed that we will take over responsibility for IT delivery in all service offices shared with the Swedish Public Employment Service.

## **Expert advice monitors external issues**

In 2020, the National Government Service Centre established an expert council attached to the Director-General to improve competence on how social, economic and technical external issues affect the government service offices.



## **Key investment to develop a cohesive basic service**

The National Government Service Centre will develop cohesive basic payroll, accounting and e-commerce services. This will improve the possibilities of achieving automated routines and processes and improve efficiency. In 2020, among other things, a number of smaller agencies have been transferred to this service, which is under development.

## **Strategic cooperation on local government services**

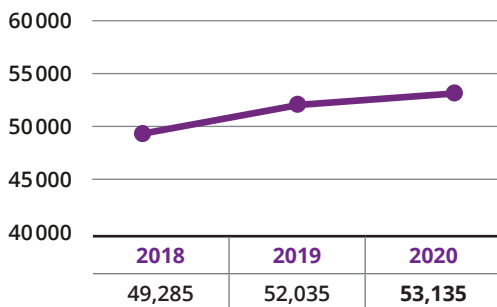
In January 2020, an agreement was reached with Örebro Municipality. The National Government Service Centre will open a joint service centre jointly with the municipality. We will provide a comprehensive and simplified personal and digital service for both state and municipal issues in common premises.

# Year in figures

## Improved key performance indicators despite fewer invoices

As a result of the work on further standardization and automation, the key figures have improved. The number of supplier invoices received by us for processing has decreased by more than 20 percent, mainly as a result of the pandemic. Since our employees have processed more supplier invoices on average per person compared to before, the key figure has still improved.

### Supplier invoices per annual worker



## Number of customer agencies increased

159 customer agencies, which together employ 115,000 people, had joined. This represents 47 percent of all civil servants. The target for 2022 is 56 percent of all civil servants. Customer agencies can purchase one or more services.

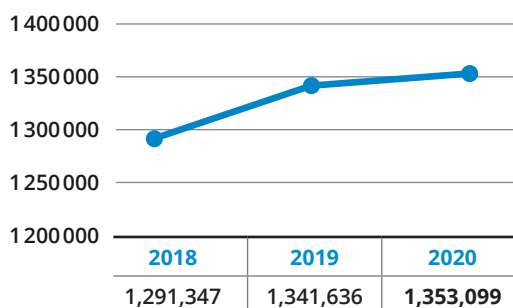
### Distribution of services purchased by customer agencies

Service	2018	2019	2020
Financial services	47	48	49
Consulting services	77	73	74
Payroll services	122	128	130

## We handled more salaries

In 2020, 1,353,099 salary specifications were processed. This is an increase of 11,463 salary specifications compared to 2019.

### Processed volumes in payroll services, number of salary specifications



## Customer service target 2020

Customer service has met the set targets in 2020.



95 percent of cases received must be answered within 4 hours.



85 percent of cases of a more investigative nature must be answered within 16 hours.

Total number of customer service cases in 2020:

# 330 000

We handled the payroll and/or financial administration of approximately

**160** agencies.

In total, we made over

**1.3 million**

salary payments to government employees at government agencies that purchase our payroll service.

The service offices received

**2.4 million**

visitors.

Our services to government agencies covered just over

**47 %**

of all government employees.

**53 out of 66**

agencies, whose financial statements we prepare received the highest rating in the National Financial Management Authority's EA rating.

Nearly

**420 000**

customer invoices were processed. Just over 400,000 were electronic.

We processed over

**600 000**

supplier invoices for the authorities that purchase our financial service.

We processed

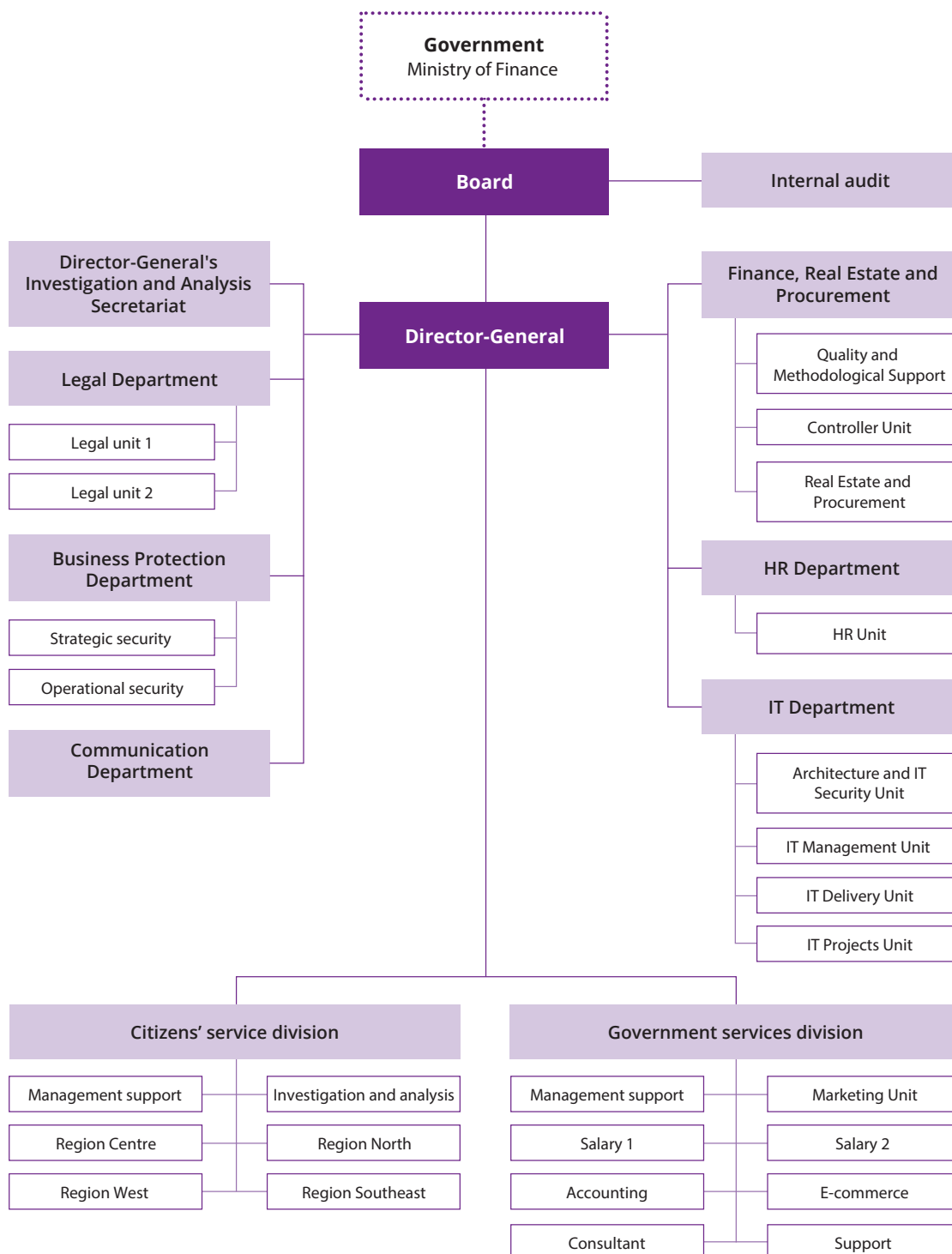
**2,7 million**

cases at the service offices.





## The Swedish National Government Service Centre organisation 2020



# It all started in 2012

2012

The National Government Service Centre started on 1 June 2012 as a government agency falling under the Ministry of Finance.

Our mission was to produce services in financial and payroll administration for agencies. At the start, we supported seven agencies and had 130 employees.

2017

We grew steadily every year and by 2017, 154 agencies had joined and we processed salaries for nearly 100,000 state employees.

2018

We were commissioned by the government to provide local government services at 113 service offices to citizens and businesses across the country.

2019

We took over responsibility for service office operations from the Swedish Social Insurance Agency and the Swedish Tax Agency.

2020

The Swedish Public Employment Service's customer service marketplace operations started to move into our service offices. 81 offices offered this service at the end of 2020. The remaining service offices will be able to offer the service in 2021.

## Our operations today

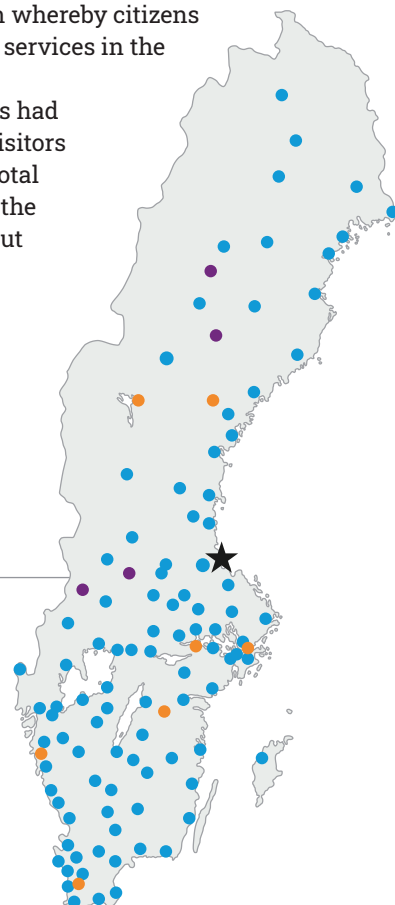
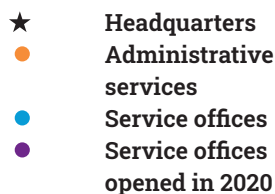
We manage administration for approximately 160 government agencies with a focus on administrative services and consulting support in finance, payroll and HR. By hiring us, the authorities can focus on their core business.

We also provide information and guidance in government services at our service offices. At the end of 2020, we had 117 service offices across the country. Here, both individuals and companies can get help in services from the Swedish Public Employment Service, the Social Insurance Agency, the Swedish Pensions Agency and the Swedish Tax Agency. Much of our work in the service offices consists of helping visitors use the agencies' e-services.

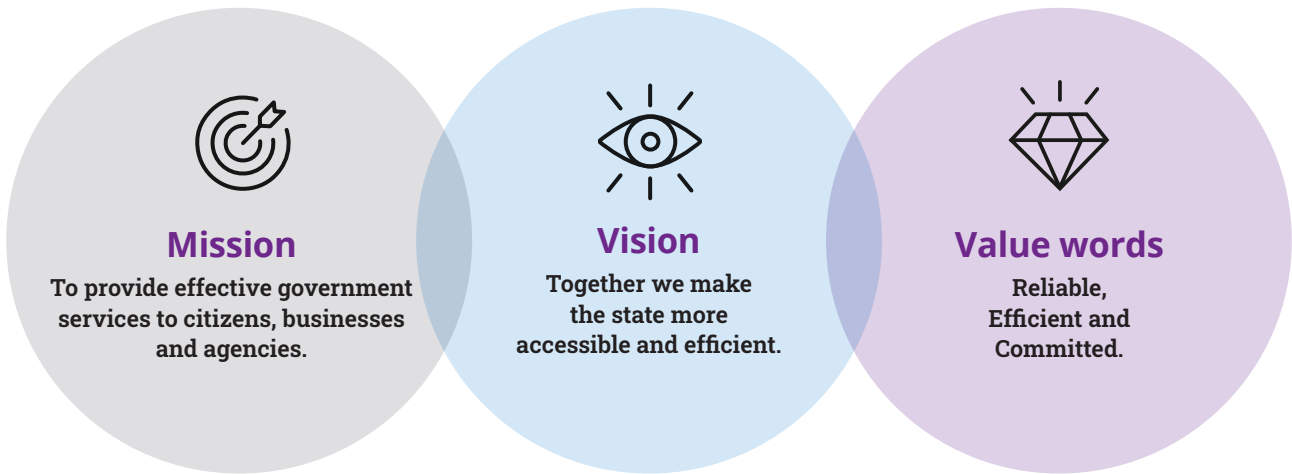
We have also broadened cooperation with the municipalities in the country. One example is the city of Malmö and our service office in Rosengård. Here we have started cooperation whereby citizens receive state and municipal services in the same place.

In 2020, our service offices had approximately 2.4 million visitors and in 2021 we will have a total of 120 service offices across the country. Today we have about 1,400 employees.

**117**  
service offices







# The government is our client

## Vision

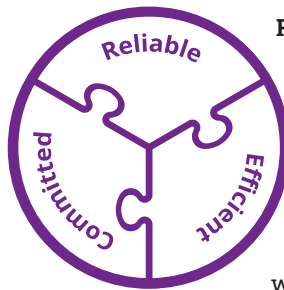
The vision of the National Government Service Centre is to create "An efficient and accessible public administration.". We work to achieve this by setting clear targets, metrics and carrying out activities that are followed up.

## Values

All government employees have a common core of values based on six principles, which are:

- Democracy
- Legality
- Objectivity and equal treatment
- Free formation of opinion
- Respect
- Efficiency and service.

In addition to the state values that apply to all government employees, the National Government Service Centre's managers and employees have developed three value words for the National Government Service Centre.



**Reliable.** People expect us to be reliable and keep our promises. Both agencies that purchase our administrative services and citizens who visit our service offices. We work to achieve this every day.

**Effective.** This value word describes what the National Government Service Centre wants to accomplish. Efficiency and smart work is part of our mission. In addition, the value word is included in the principle of efficiency and service is included in the core values of all civil servants.

**Committed.** Being committed is a prerequisite for us to be reliable and efficient. Without commitment to our business and to our customers, we will not develop in the desired direction.









# We making government more efficient

At the end of the year, we managed administration for 159 out of 220 government agencies that have the option of registering for our services. The more agencies who decide to join us, the greater the volume benefits and cost efficiency we can create together.

## A “one stop shop” for expertise and strength

By offering the country's largest combined expertise in government payroll administration and accounting, we can free up time and resources for our customer agencies so they can focus on their core assignments.

We offer payroll, accounting, e-commerce and HR services. Our customer service helps our customer agencies and their employees get answers to their questions.

## Reduced fees for customer authorities

In 2020, we continued our efforts to streamline administrative services. This has made it possible for the first time to reduce the fees of salary-related services from mid-year.

During the year, additional authorities joined the standardised basic payroll, accounting and e-commerce service. In addition to cost savings, standardisation provides significantly greater opportunities for us to create automated routines and consequently space for faster development.

Digitisation issues are important to us. An example of this is that we have managed to significantly increase the proportion of e-invoices. The work is based on an active dialogue with the customer agencies and their suppliers.

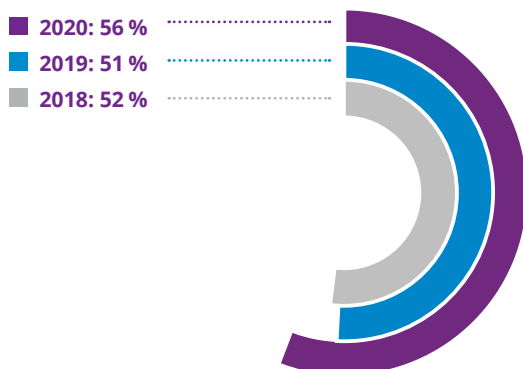
Furthermore, we processed almost 420,000 customer invoices in 2020. The majority of these, just over 400,000, are electronic, which is an increase of 34.7 per cent compared to the previous year.

Managed volumes	2018	2019	2020
Number of customer invoices (electronic)	238,607	299,356	403,366
Number of customer invoices (manual)	12,548	15,187	15,331

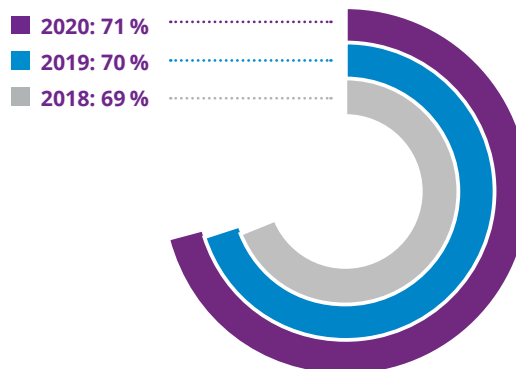
## Customer ratings improve

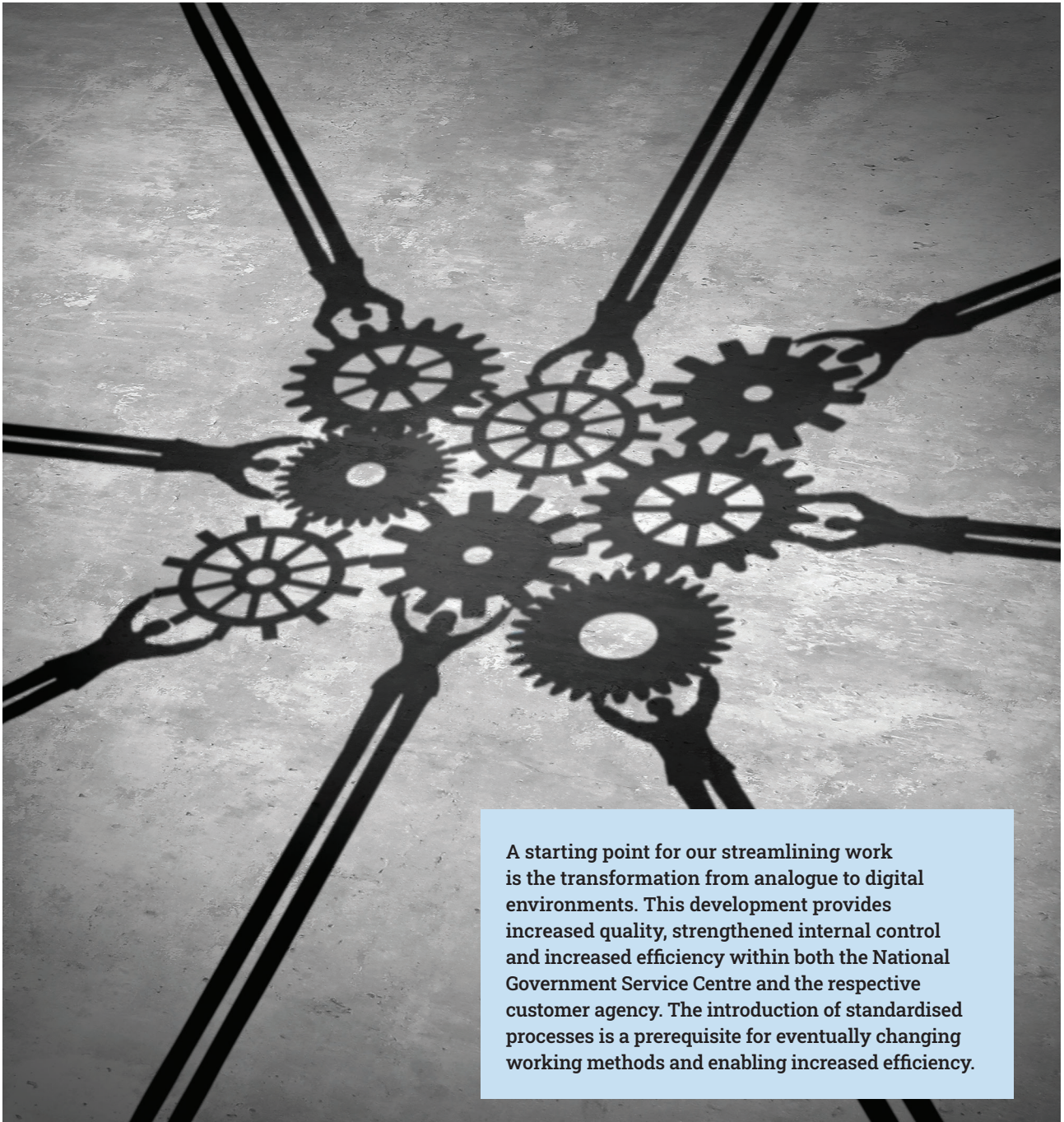
Every year we measure customer satisfaction among the agencies that are our customers. The Satisfied Customer Index (SCI) is an aggregated value between 1 and 100 that adds customers' responses from a number of question categories. The result of our latest customer survey shows improvements in all areas compared to previous years. The SCI value for the users of our services increased slightly and the customer satisfaction of our contact persons increased by five units compared to 2019.

**SCI for contact persons to agencies 2018-2020, %**



### SCI for government users 2018-2020, %





A starting point for our streamlining work is the transformation from analogue to digital environments. This development provides increased quality, strengthened internal control and increased efficiency within both the National Government Service Centre and the respective customer agency. The introduction of standardised processes is a prerequisite for eventually changing working methods and enabling increased efficiency.





# Specialists in government services

There is always a lot going on at the National Government Service Centre. We are a young agency that started in 2012 by offering financial and payroll administration services to other agencies and we have grown rapidly since the start.

Within administrative services, we offer the country's largest combined expertise in governmental payroll administration and accounting. We have payroll consultants, financial consultants, system administrators, project managers and IT architects. We also have experts in areas such as IT and information security, law, business protection, communication, supply of premises, procurement and HR.

Our employees at the service offices have broad professional competence and are well versed in the services of the authorities we work with.

Our mission is to create an efficient and accessible public administration. Our value words are reliable, efficient and committed. Important words that tell us who we are and want to be.

- Our **commitment** is evident in our entrepreneurial spirit, team spirit and customer focus.
- We are **reliable** by keeping our promises.
- Through smart working methods and common goals, we contribute to our **efficiency**.

## We measure to become a better employer

We regularly conduct employee surveys to identify what we can change so that we are constantly evolving as an employer. At the end of April 2020, an employee survey was conducted in which 90 percent of respondents responded. Motivational Employee Index (MMI) is developed by weighing up answers to questions regarding the work situation, how motivated the employee feels, how well the work situation meets the employee's expectations and how the employer is rated.

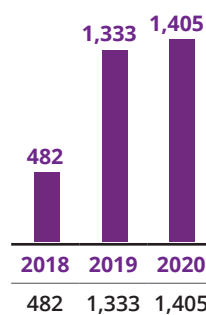
The result showed an MMI of 62 (on a scale of 100), which is a good rating and on par with other organisations. The goal for the year was an MMI of 63, which means that the organisation has largely reached the expected level.

## Number of employees increasing

The number of employees at the National Government Service Centre has continued to increase in 2020. The Agency continues to have a relatively high proportion of women. The proportion of women in 2020 remained higher in both divisions compared to the Agency's support and management activities.

Total number of employees

1 405



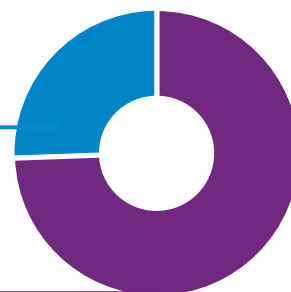
Men

26%



Women

74%



Number of employees by division and gender, 2020

Division	Women	Men	Total	Percentage of women
Citizens' service division	642	220	862	74.5%
Government services	335	75	410	81.7%
Support and management	69	64	133	51.7%
<b>Total:</b>	<b>1,046</b>	<b>359</b>	<b>1,405</b>	<b>74.4%</b>



## Together we create better solutions

The National Government Service Centre continuously interacts in different ways with the agencies who purchase our services. We do so to develop the design and content of the services so that we can maintain high quality and efficiency.

We work according to a collaboration model that describes the forms of cooperation with the agencies who are our customers. We divide our collaboration meetings into three levels: strategic, tactical and operational. Each level has specially appointed contact persons for both the National Government Service Centre and the affiliated agency.

An important part of the collaboration is that the

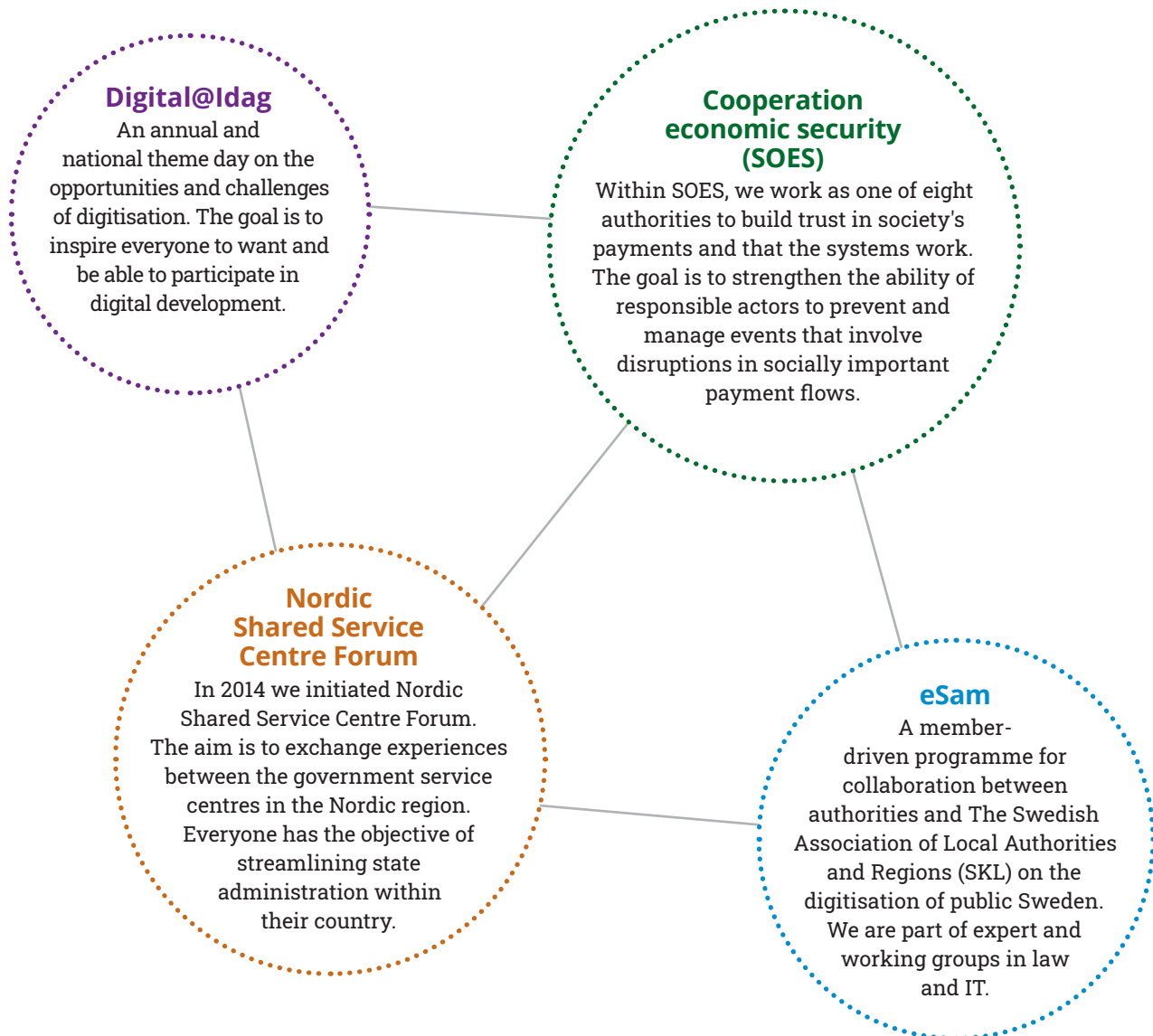
customer agencies become involved in the development of services at the National Government Service Centre. In 2020, five reference groups were started with customer agencies in different segments. The aim is to increase customer-driven development work.

There is also an agreed collaboration model between the National Government Service Centre and collaborating authorities regarding the service offices. The collaboration model plays an important role in enabling discussion, coordination and anchoring of issues related to service collaboration.



# Inclusive and streamlining collaboration forum

The National Government Service Centre participates in a number of forums that contribute in various ways to more efficient state administration and inclusive social development.





## Profit and loss account (SEK thousands)

Business revenues	2020	2019
Revenue from appropriations	642,036	326,293
Revenue from fees and other compensation	560,705	520,543
Revenue from grants	8,963	1,353
Financial income	14	688
<b>Total</b>	<b>1,211,718</b>	<b>848,877</b>

Costs of the business	2020	2019
Staff costs	-803,577	-556,145
Cost of premises	-108,185	-65,645
Other operating costs	-247,915	-192,864
Financial costs	-38	-53
Depreciation and amortization	-25,394	-22,844
<b>Total</b>	<b>-1,185,109</b>	<b>-837,552</b>

Operational outcomes	2020	2019
Operational outcomes	26,609	11,325

Capital change of the year	2020	2019
Capital change of the year	26,609	11,325

We hope that our summary of 2020  
has given you a good idea of why  
we exist and what we have done during  
the year to build an efficient government  
administration.

If you want to know more about us,  
please visit our website, [statenssc.se](https://statenssc.se)

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