

National Government Service Centre

Summing up

2020

Our contribution to an efficient government administration



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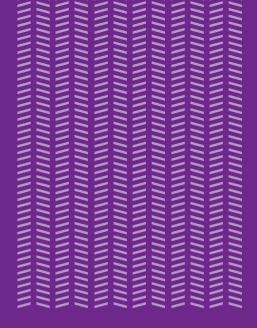
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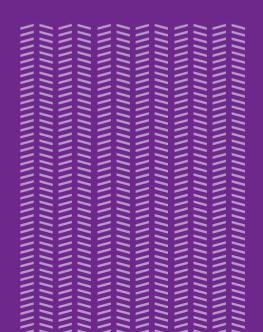
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The National Government Service Centre has two tasks.

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.



Increased government presence and service nationwide

The year 2020 was a successful and eventful year in the history of the National Government Service Centre. It was filled with exciting challenges and new assignments.

Our employees - in government services, in the service offices and in management and support functions - have done a fantastic job during the year, despite the unusual and difficult situation with the COVID-19 pandemic.

We started on a hefty uphill climb with a deficit of SEK 80 million when the agency started in 2012. For the fourth consecutive year, we can report a financial surplus in the operations. This amounted to SEK 26.6 million, which is SEK 18.6 million better than the profit requirement in the regulatory letter. We will use the surplus to repay our debt to the Treasury.

While reporting a financial surplus, we have been able to reduce the fees for some of our services to the customer authorities. We can also report a better result in the annual Customer Satisfaction Index measurement for our administrative services than in previous years. Our work makes a difference. By bringing together the government administration, we can streamline and save costs for the state.

In 2020, we opened more service offices and by the end of the year we had 117 with a total of about 800 service administrators. Throughout the year, we had approximately 2.4 million visitors. Our service offices are important in combating exclusion in Sweden. Many of the visitors to the service offices are subject to digital exclusion. Thanks to us, people get closer to government services, where we can help them into a linguistic and digital community.

When I took over in 2013, we had seven customer agencies. At the end of 2020,



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



A challenging and developing year

2020 has been an eventful year for the National Government Service Centre. The COVID-19 pandemic has presented particular challenges, but our operations have also undergone major changes and developed in several different ways.

High quality in deliveries and customer service despite the COVID-19 pandemic

During 2020, our operations have been characterized by the serious situation in society in connection with the spread of COVID-19. The service provided by the National Government Service Centre is considered to be a socially important activity. A priority task has therefore been to limit the impact of the COVID-19 pandemic on service office operations and secure delivery of our administrative services.

The circumstances have been difficult, but we have secured our deliveries to the agencies we support with administrative services. It is gratifying that we are also seeing an increase this year in our SCI (Satisfied Customer Index), where users of services and contact persons have been consulted.

We are also pleased that we were able to deliver high quality customer service in our service offices. This was evidenced by a customer survey conducted in October at 15 service offices around the country. The results showed, among other things, that:

94%
were satisfied with
the response received.

92%
received the help
they needed.

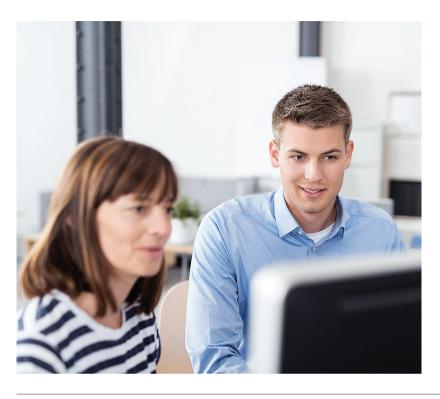
89%
received a response within
a reasonable period of time.



new service offices

In 2020, the National Government Service Centre opened new service offices in Storuman, Torsby, Vansbro and Åsele, as commissioned by the government. In June 2020, the four new offices were inaugurated. The inauguration took place digitally in view of the COVID-19 pandemic.

During the year, the National Service Centre also worked towards establishing new service offices in Stockholm, Gothenburg, Malmö and Ulricehamn, as commissioned by the government.



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

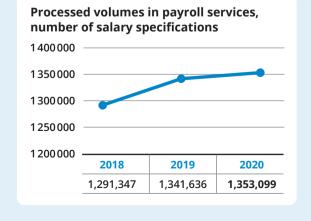
Improved key performance indicators despite fewer invoices

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.



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.



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

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 propagate received

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.

Get to know our business

The purpose of the National Government Service Centre is to contribute to an efficient and accessible public administration. We deliver administrative services in payroll, finance and HR to other agencies and provide information and guidance in government services to private individuals and companies.

By working together with other public agencies, we coordinate the overall administrative service needs and deliver services that create volumes advantages, leading to cost-effectiveness in the central government administration in Sweden.

In 2018, we received a new assignment from the government – to help individuals and companies use services of other agencies in physical service offices.

Today we provide advice on services from the Swedish Social Insurance Agency, the Swedish Pensions Agency,

the Swedish Public Employment Service and the Swedish Tax Agency. At the end of 2020, we had 117 service offices across the country.

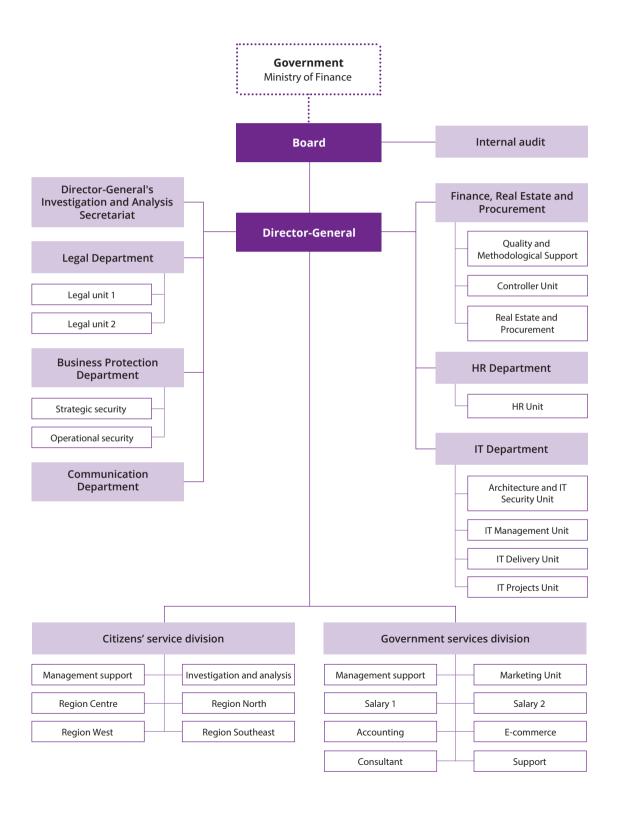
Our agency falls under the Ministry of Finance and our activities are governed by the government through the agency's instructions, regulatory letters and other special government decisions.

The National Government Service Centre enters into service agreements with agencies selected by the government and conducts operations at service offices. The National Government Service Centre may also enter into service agreements with other agencies.

The Authority must maintain a balance between cost-effectiveness, quality and service, thereby contributing to increased efficiency and reduction of administrative costs in civil service.



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 market-place 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.

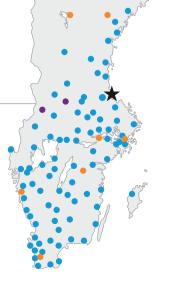
We also provide information and guidance in government services at our service offices. At the end of 2020, we had 117 service offices across the country. Here, both individuals and companies can get help in services from the Swedish Public Employment Service, the Social Insurance Agency, the Swedish 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

- Headquarters
 Administrative
 services
- Service offices
- Service offices opened in 2020





Mission

To provide effective government services to citizens, businesses and agencies.



Vision

Together we make the state more accessible and efficient.



Value words

Reliable, Efficient and Committed.

The government is our client

Committed

servants.

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

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 strengthen local government services

In 2020, we expanded our operations and at the end of the year we provided local government services at 117 service offices across the country.

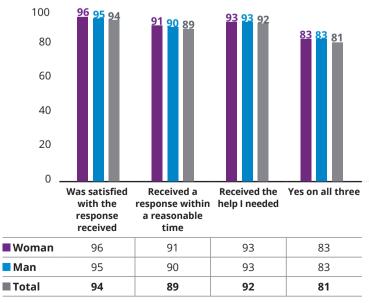
A great deal of social benefit is gained when citizens and entrepreneurs can receive guidance on services from several agencies in one place. During the year, visitors were able to get assistance in services from the Swedish Public Employment Service, the Swedish Social Insurance Agency, the Swedish Pensions Agency and the Swedish Tax Agency. An investigation carried out in 2020 proposed that more agencies are suitable to join in the long term.

People who want or need to meet with a service officer come to the service offices to get personal guidance. Many are people who, for various reasons, do not use digital channels to manage their cases through the agencies' e-services. This may be people who do not have sufficient language skills, do not have access to a computer or have difficulty understanding digital services.

The service offices received 2.4 million visitors in 2020. A total of 2.7 million cases were handled. The number of visits is about 25 percent lower than the previous year. The decrease in the number of visits to service offices may be explained by the ongoing COVID-19 pandemic, with people moving less outside of the home, and the fact that e-services have developed and become easier to use. 41 percent of all visitors are between 25 and 44 years old.

In 2020, we conducted customer surveys on two occasions. The questions asked concerned customer service, whether the visitor received the help they needed and whether the visitor received a response within a reasonable time. The results show that the agency has managed to maintain high ratings even with the restrictions that have come with the pandemic.

Customer satisfaction - broken down by gender, %



Source: SIFO customer survey autumn 2020

The service offices received 2.4 million visitors

A total of

2.7

million cases were processed



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.

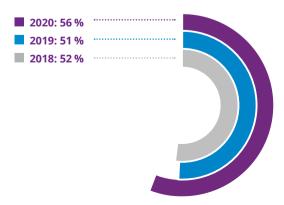
We offer payroll, accounting, e-commerce and HR services. Our customer service helps our customer agencies and their employees get answers to their questions.

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.

SCI for contact persons to agencies 2018-2020, %



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.

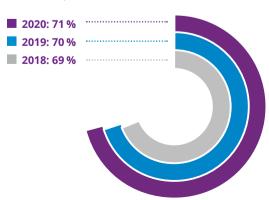
Furthermore, we processed almost 420,000 customer invoices in 2020. The majority of these, just over 400,000, are electronic, which is an increase of 34.7 per cent compared to the previous year.

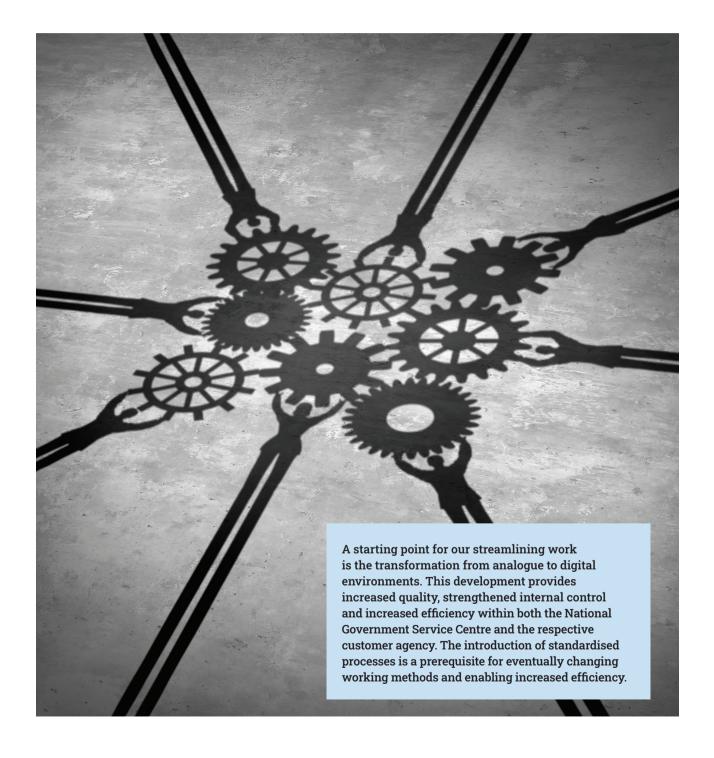
Managed volumes	2018	2019	2020
Number of customer invoices (electronic)	238,607	299,356	403,366
Number of customer invoices (manual)	12,548	15,187	15,331

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 government users 2018-2020, %







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.



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%
Total:	1,046	359	1,405	74.4%



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 threelevels: 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.

Digital@Idag

An annual and national theme day on the opportunities and challenges of digitisation. The goal is to inspire everyone to want and be able to participate in digital development.

Cooperation economic security (SOES)

Within SOES, we work as one of eight authorities to build trust in society's payments and that the systems work. The goal is to strengthen the ability of responsible actors to prevent and manage events that involve disruptions in socially important payment flows.

Nordic Shared Service Centre Forum

In 2014 we initiated Nordic Shared Service Centre Forum.

The aim is to exchange experiences between the government service centres in the Nordic region.

Everyone has the objective of streamlining state

administration within their country.

eSam

A memberdriven programme for
collaboration between
authorities and The Swedish
Association of Local Authorities
and Regions (SKL) on the
digitisation of public Sweden.
We are part of expert and
working groups in law

Revenues and costs of the National Government Service Centre

The revenue of the National Government Service Centre is allocated to fee-funded activities and appropriation-financed activities. Our administrative support services are financed by the fees paid by public authorities to use them. The service offices are financed by appropriations from the government. Other income is grants and financial income.

For the fourth consecutive year, we can report a financial surplus in the operations. This amounted to SEK 26.6 million, which is SEK 18.6 million better than the profit requirement in the regulatory letter. We will use the surplus to repay our debt to the Treasury.

Revenue

Sales in 2020 totalled SEK 1,211.7 million. This is an increase of SEK 362.8 million (43 percent) compared to the previous financial year. The local government service business was added on 1 June 2019 and generated revenues only for seven months in 2019. This activity has been carried out throughout 2020, which explains the increased revenues.

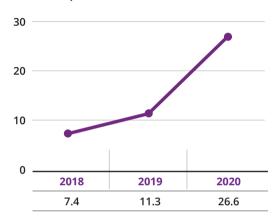
Costs

Total costs in 2020 amounted to SEK 1,185.1 million, which is an increase of SEK 347.6 million (42 percent) compared to 2019. We have become bigger during the year and personnel costs are our biggest cost.

Next comes the cost of premises and other operating costs.

The local government service business was added on 1 June 2019 and generated revenues only for seven months in 2019. The full-year effect means that all cost items have increased in 2020.

Result, SEK million



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
Total	1,211,718	848,877

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
Total	-1,185,109	-837,552

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

You can also reach us by phone +46 (0)771-451 000