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# FRANCE SERVICES PROGRAMME (2020-2023)

Public thematic report  
Summary

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# Summary report

The France services programme, launched with the circular of the Prime minister's of 1 July 2019, aims to offer services to help people with common administrative procedures at local, shared and multi-purpose reception points

Led by the national Agency for territorial cohesion (ANCT), it is based on a network of local operators (local authorities, *La Poste*, associations, etc.) and now involves eleven national operators (nine until 31 December 2023).

In carrying out this evaluation, the Court sought to establish whether the nature and quality of the services on offer meet users' needs, in particular by measuring the satisfaction of users of France services centres (assessment point 1), and whether the financial and human resources of the scheme are sufficient to ensure its long-term operation (assessment point 2).

## **A programme that satisfies users and contributes to regional social cohesion**

The programme assessment highlights the quantitative and qualitative benefits of this local public service offer, compared with previous schemes, and confirms that a majority of users are satisfied with the care provided by France services advisors.

### *France services centres meet the needs of the people who use them*

Five years after its roll-out, the France services network now comprises more than 2,840 centres in France (including satellite locations). Almost 100 % of centres are less than 30 minutes' travel time for users.

The number of requests handled by France services centres has risen steadily since the network was introduced, from 1.17 million in 2020 to almost 9 million by the end of 2023. On average, 14 % of in-person reception and support for core public services is provided by the France Services network.

58 % of users are over 55, and the majority of them are women (56 %). Young people are poorly represented (6 % of users are under 26). 82 % of requests are processed on site.

### *A significant increase in the range of services on offer*

User satisfaction at France services centres exceeds 90 %. This reflects both the network's ability to meet users' formal requirements and its ability to listen to them and support them through a personalised guidance. As a result of this unique relationship, the France services network is undeniably helping to reduce territorial divides.

The results of the France services programme exceed the previous experience of the *maisons de services au public* (MSAP - public services centres), which until then had been the most successful system of pooled, multi-purpose local services.

Rigorous certification of the France services network has enabled the emergence of a comprehensive range of services and a uniform quality of care across the country.

**Figure 1: Key figures for the France services programme**



Source: financial jurisdictions

## Ensuring the long-term future of the France services programme

The France services programme can only be successfully consolidated and sustained if a viable medium-term development scenario is rapidly agreed. This scenario should make it possible to increase operator mobilisation, provide better financial support for the operators of highly frequented sites and place greater value on the role of France services advisors.

### *The need to define a scenario for ambitious and sustainable development*

After a phase of rapid deployment, the France Services programme must now clarify its future strategic objectives and thereby enhance its transparency.

Between maintaining the status quo and a major transformation of the system into a 'single gateway' for all public services, there is scope for an intermediate scenario, which would enable the expansion of the network's reception capacities, in coordination with those of operators, and allow for a measured enhancement of the range of services on offer.

### *Taking better account of the specific characteristics of the region and its people*

The France services network must be integrated into the local territories, taking account of their specific characteristics. The departmental plans for improving access to services for the public can serve as a useful framework for the local structuring of local services, including the France services network. This network would also benefit from a better understanding of the population in each area, and of the changes in the availability of services to the general public. In addition, the network should raise its profile with the general public, which is mainly based on word of mouth.

France services advisors are effective in providing one-to-one support to users who are not digitally literate. However, they cannot make users more independent in their use of digital tools without the support of other digital inclusion players in the departments.

### *More effective steering and coordination of stakeholders*

The long-term success of the programme also depends on its governance, which must provide more effective coordination of the various stakeholders.

At national level, the ANCT must coordinate its actions more effectively with the ministries and operators, in particular by promoting greater synergy between the operator networks and France services.

At the local level, the partnership requires better coordination between the centres and the operators responsible for delivering the shared services across the entire network. Varying depending on the territories and operators, the relationships between the France Services advisors, who interact directly with users (the 'front office'), and the operator services, who are experts in their procedures (the 'back office'), still require clarification.

### *Funding to ensure the long-term future of the system and a fair distribution of costs*

The Court estimates the total cost of the programme at around €350 million for 2024 (including approximately €113 million from the State's general budget, representing less than 1 % of the payment appropriations for the 'territorial cohesion' mission).

In 2023, funding for the programme by the State and its operators increased, with an annual fixed amount raised from €30,000 to €35,000 for non-postal structures. The aim of the programme's funding trajectory is to reach €50,000 per structure by 2026.

Despite this trajectory, the financial burden continues to fall more heavily on local providers than on the State and its operators. Moreover, national funding does not take into account the over-visiting of certain areas. An additional flat-rate subsidy would appear to be necessary to cover the cost of the programme in areas where visitor numbers are higher than their reception capacity.

Similarly, while the methods of distributing funding between the historical operators have been revised to better reflect the services used, the participation of new operators joining the programme in 2024 will need to be clarified.

### *Retaining high-quality human resources*

In terms of human resources, the role of France services advisor requires technical expertise, initiative and interpersonal skills, in the face of sometimes complex situations. However, the specific aspects of this role are not yet sufficiently reflected in the career development paths of the advisors. Continuous training requires further development, with a view to enhancing the loyalty of staff in the France services network.

# Recommendations

## *Defining strategy and governance*

1. Define the next stages in the development of the France services programme to ensure the medium-term transparency and sustainability of the system (*ministry of transformation and the civil service; 2024*).
2. By 2025, incorporate the network of France services centres into the definition of departmental plans for improving service accessibility for the public (*ministry of the interior and overseas territories; ministry of transformation and the civil service*).
3. By 2025, identify subject-matter experts within each operator who can be contacted directly by France services advisors and deal with their queries (*ministry for the transformation and civil service; operators who have signed the France services framework agreement; 2024*).

## *Funding and human resources*

4. Consolidate the budget for the France services programme, including all the expenses of the State as well as the estimated costs for the local developers of France services centres (*ministry of transformation and the civil service; 2025*).
5. Introduce an additional subsidy, financed by the State and operators, for France Services centres that handle more than three visits per hour per advisor (*ministry for the transformation and civil service; operators who have signed the France Services framework agreement; 2025*).