

# *Study on the innovation of urban public service supply mechanism*

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**Abstract**—The innovation of urban public service supply mechanism is the key factor to determine the success or failure of the local government's public service. The innovation of public service provision mechanism of city government is conducive to meet the needs of people's public life. It is an important part of the social economic system reform in China, it is also an important guarantee to promote the implementation of public service functions of the local government. In this paper, the existing problems of urban public service supply mechanism in our country is focused. This paper puts forward that the innovation of urban public service supply mechanism should promote the management reform of urban administration system and mechanism, and should establish diversified cooperation mechanism, improve personnel training mechanism, improve the performance evaluation mechanism.

**Keywords**—urban; public service mechanism; innovation; government

## I. INTRODUCTION

The supply of public service is not only an economic problem, but also a public management problem. To be viewed from the current situation, development process and the practice of reform and innovation of the public service supply overseas, most of which are born and carried out under the guidance and inspiration of the public service supply theory, Of course, there are theories of public service supply from the summary, refinement and sublimation of the practice of public service supply. Theory guides practice and theory from practice run parallel. What needs to be pointed

out is that the theories of public service supply come mostly from the west. They play important roles in the studies of public management and practice of public service supply in our country.

China as a developing country and a country undergoing its transition, the public demand for public services continues to increase, the requirements for government are also getting higher and higher; At the same time, improving the socialist market economic system, building a well-off society in an all-round way, also put forward new requirements for the government's public service supply capacity. From the perspective of urban construction and development, the research on the mechanism of urban public service supply has very important theoretical and practical significance to our country at present.

## II. THE SIGNIFICANCE OF THE INNOVATION OF URBAN PUBLIC SERVICE SUPPLY MECHANISM

Improving the urban government public service provision mechanism can enhance the attractiveness of the city, and it is conducive to the introduction of social capital and effective management, The city government lies directly under the national government, is a national administrative organization of the city, and is an important part of realizing the public social service in a country. Therefore, the urban government must pay attention to the innovation of public service supply mechanism. Specifically, the innovation of urban public service supply mechanism has the following important significance.

Firstly, it helps government to meet the new objective for the new public management. New public management requires the government to provide better public services, to build a government of customer satisfaction. Therefore, the government should take the initiative to care for public needs, to provide public services to customers, and to construct innovation mechanism of urban public service supply. The relationship between the government and the public shifts from a one-way street of providers and receivers to a two-way street of customers and entrepreneurs, so as to provide new ideas for how to achieve public service innovation.

Secondly, it is conducive to promoting the equalization of public services. Harmonious society has the basic requirements of equalization of public services, so as to make scientific and overall planning of urban and rural areas, so that social fairness can be reflected. The innovation of urban public service supply mechanism, provides the service system of public services for the economic development of the urban public welfare. In a city, those involved are science and technology, education, culture, health care, sanitation, sports, labor and employment, environmental protection, social security, social security, the prevention and management of public emergencies, and many other aspects. Equalization of public services must be based on the quantification of public services as the standard, so as to divide people's needs into levels, and to formulate the lower limit in combined with the service capacity of the government.

Thirdly, to improve the efficiency of public services. At present, China's public service has gradually developed into a relatively large system. As the composition of supply and demand sides is getting more and more complex, Government departments and non-profit organizations need to do a good job in division of labor, for tacit coordination. However, there are differences of mode and management among the above departments, which are easy to cripple the efficiency of the whole system. To innovate urban public service supply mechanism is to aim at enhancing the efficiency of public services, give full play to the role of information transfer by optimizing the public service process.

Fourthly, it helps to promote transparency of public services. The public policy system can not be separated from the standardization as its support system, only the formulation, release and implementation of the relevant scientific standards

can ensure that the public to grasp the relevant laws and regulations, policies, and then realize the transparency of public services. This is also an important measure to avoid too flexible operation. Therefore, only the innovation of public service supply mechanism give full play to the role of multi-party participation and consultation, can the transparency of public services be ensured.

### III. THE EXISTING PROBLEMS OF URBAN PUBLIC SERVICE SUPPLY MECHANISM

Needless to say, there are still many difficulties and obstacles in the current innovation of urban public service supply mechanism, mainly manifested as:

#### *A. The subject depends too much on the government, there lack of diversified participation*

In recent years, the main body of China's urban comprehensive public service platform shows a trend of diversification, local government departments (mainly street offices), the grassroots autonomous organizations (neighborhood committees or village committees), civil society organizations constitute the main body of the operation. However, the city comprehensive public service platform in the actual work is still too dependent on the government, the diversified participation on the basis of the autonomy is obviously insufficient.

#### *B. The source channel of operation funds is narrow, and the security capacity is low*

Firstly, the standard and level of financial investment are low. At present, county (district) level finance is the main source of funds for the operation of grass-roots level public service platform in china. However, in the existing financial system, financial investment ability of county (District) level is generally weak, as a result, it tends to focus on the input of the office, office equipment and other hardware facilities, whereas level and standard of input on equipment maintenance, staff salaries and other daily expenses are generally low, so that the platform can only maintain a barely running state.

Secondly, Barriers exist while lack of attraction to social capital. most platforms are still mainly undertaking the social management and public service works transferred from the

government, it obviously lack of attractiveness for social capital, which is money driven for the most part. It is generally cheap to get a variety of convenience services provided by the platform, which seriously restricts the enthusiasm of social capital to participate in the operation of the platform.

Thirdly, Civil society organizations are weak to raise funds. The public service projects bought by governments at all levels for civil society organizations are still quite few and the funds are limited. Supports from the foundation, enterprise or individual donations need to set special administrative bodies and accept the audit, which is a serious challenge to civil society organizations, because they are generally small in size.

Lastly, China's civil social organizations use their own funds to carry out public welfare activities or provide public service is still under stringent restriction rules, this forms severe restriction for the civil society organizations involved in the operation of the platform.

#### *C.Lack of support capacity of human resources, to improve the quality of service is restricted*

##### *1)Low professional quality*

At present, the personnel of the platform mainly consists of the crew of grass-roots government agencies or autonomous organizations, skilled staff with professional knowledge are rare. Besides, due to the shortage of operating funds, it is difficult to organize qualified and effective business training. The low quality of service seriously restricts the improvement of service quality.

##### *2)Occupation setting is not reasonable*

Due to personnel shortages, the crew have to play multiple roles. In addition, to sequence the importance of the work, the administrative work generally stands a priority to the service work, some full-time staff are even deployed to engage in administrative work, leading to the instability of the service personnel team.

##### *3)High employee turnover*

The lack of clear, reasonable and standardized funding channels for the funds of operation, especially for the treatment of staff members, resulting in generally low wages. It not only makes difficult to recruit highly qualified professional personnel and also makes on-the-job personnel

unstable, this enhances extremely adverse effects for improving the quality of service.

#### *D.Operating mechanism lacks performance evaluation, resource-using efficiency is fairly low*

The setting of the main body of implementation of Performance evaluation is unreasonable. At present, many regions still appoint the county (District) level government as the main body of implementation of the performance evaluation. However, due to the operation bodies of the major platforms are the grass-roots level government agencies, or the autonomous organizations on the grass-roots level which have very close relationships with local governments, it is actually an own assessment, and sets difficulty to ensure an impartial evaluation results with objective.

The evaluation procedures lack scientificness. At present, the performance evaluation is usually post-event assessment, but lack of pre-event assessment and assessment in progress for the operation of the platform, so it sets barrier for the performance evaluation to give its full play in improving the efficiency of resource using.

There are defects in evaluation index system. At present, many regions set only the operating funds situation of platform, the performance of the staff and the satisfaction of masses as the core indicators of performance evaluation, But as for the social organization participation, the social work professional personnel's function and the platform operation latent risk and many other indicators, do not have adequate consideration, so it is difficult to comprehensively and objectively reflect the operation of the platform.

#### IV.SUGGESTIONS ON THE INNOVATION OF URBAN PUBLIC SERVICE SUPPLY MECHANISM

The basic idea of the innovation of urban public service supply mechanism, is the introduction of market competition mechanism, To take part of the public functions of the government and put them to the market. To establish the operation mechanism of public service, which is based on the concrete operation of the market and the macro management of the government, the works can be done from the following aspects specifically.

*A.Promoting the mechanism construction of effective participation of diversified operation main bodies*

*1 )To further clarify the responsibilities of governments at all levels in the operation of the platform*

Firstly, strengthen the integration and coordination towards the operation of the platform of central government and relevant ministries; Set the basic behavioral norms and basic service content, service function and service standard for the platform operation ; To make clear all kinds of security measures for the normal operation of the platform by governments of all levels, and to give proper support to the platform operation in less developed areas.

Secondly, Provincial and municipal governments should bring the guarantee for the normal operation of the platform into construction plan for community, basic public service system, and give full play to the role of the platform in promoting the coordinated development of urban and rural areas and regional balanced development.

Thirdly, is to further strengthen the county (District) level government's leading role in the operation of the platform, and improve planning, investment, inspection, supervision and other mechanisms for the operation of the platform.

Fourthly, to set township governments and street offices as the main bodies of the direct onus for platform operation; Establish and perfect the positive interaction mechanism in between them and the operational main bodies of the platform.

*2)To further rationalize the relationship between the governments at all levels and the operational main body of the platform*

Firstly, In accordance with the "Separate management with the operation, divide administration with affairs" principle, further promote the function transfer of governments at all levels, Secondly, in accordance with the principle of grass-roots level autonomy, sort out the responsibilities of the grassroots autonomous organizations; Sort out the responsibilities of the governments at all levels and governments' dispatched institutions in the operation of the platform, and enhance the autonomy of grass-roots autonomous organizations in the operation of the platform. Thirdly, perfect the system of Government buy public services from social organizations, and promote the autonomy of civil

society organizations which act as the main bodies of the platform operation.

*B.Establish the multi-structure supply mechanism of urban social public service*

Firstly, introduce market mechanisms to attract social capital investment. We should encourage and guide the social capital to participate in the supply of public service resources in the construction and operation of public service facilities, For example, we may use the PPP, BOT model, to achieve a win-win situation for the government, enterprises and residents; By means of tax relief and other ways to attract social capital, investing in hospitals, education and other types of social and public services ; By quota sales and other means, constraining main bodies in the market to provide the corresponding social and public service facilities.

Secondly, speed up the cultivation of social organizations, and enhance the ability of participating of social organizations. Government purchase social and public services is currently an important way in the cultivation and support of social organizations. In addition to the direct purchase of the government, we can also take the corresponding tax cuts or subsidies and other forms of support, to gradually cultivate and improve the social organization.

Thirdly, establish multi-main body cooperative network operation mechanism. The mechanism must penetrate into the whole process of the supply of public service in the city, include: collaborative demand expression, collaborative decision making mechanism and collaborative production mechanism and other aspects, for the guarantee of the realization of the overall effect and the amplification effect of the multi-main body collaboration supply.

*C.Perfect the training mechanism for the social work professional talent*

No matter from the structure, the quantity or the ability perspective, public service personnel in China is very scarce and far from the requirements for public service work. In order to meet the needs of innovative urban public service supply mechanism, we need to start from the method, the strength and the mode and other aspects, to truly realize the breakthrough of talent cultivation.

Firstly, we should establish a well built system of personnel

training. The system is not just the responsibility of educational institution, but also related to the industry, the government and enterprises and other aspects, only to play their respective advantages, do a good job cooperatively, can we foster the talents meeting the actual needs; Deepen the reform of vocational education and vocational training system, and establish a market oriented vocational education and training system for social work professionals. Adjust curriculum and professional setting according to market demand, and strengthen the construction of training base. Give full play to the advantages of the vocational education; Give full play to the advantages of the vocational training development and human resources redevelopment.

Secondly, to set creating the environment, promoting the standard more transparent as the premise, and attract professionals from different fields to participate in the standardization work; Thirdly, do a good job in network training. Promote the rapid spread of standardized knowledge, based on the network, providing learning platform for interested parties. Promote the rapid development of the training and education work, combining multi module learning, forum opening, issuing certificates, etc altogether.

Finally, establish and improve the evaluation mechanism and incentive security mechanism of social work professionals in the field of grass-roots public service, and gradually improve the social work professionals overall pay, promoting stable employment.

#### *D. Establish and improve the performance evaluation system*

In accordance with the principle of value neutrality and interest free, and on the basis of adhering to the guidance of the government, establish the performance evaluation mechanism of the platform operation by the third party. Evaluation of public service efficiency should be the evaluation for the whole process, it needs to involve internal and external, security, social (cost and revenue), and other factors. Establish an organically integrated, whole process performance evaluation system, for the pre- event, under-event and post-event. Improve the scientificness of the evaluation procedures, and give full play to the role of assessment results on improving operational efficiency and resource use efficiency of the platform. Set being comprehensive, scientific

and flexible as the principles, establish and perfect the system for the performance evaluation index of the platform operation, making performance evaluation to be capable of reflecting the whole picture of urban public service operation.

#### V. THE CONCLUSION

With the development of economy and society and the deepening of the reform of public service, keep promoting the innovation of public service supply system and mechanism, and providing a more equitable, effective and efficient public service to the public, has become a common study for nowadays governments all over the world. Perfect urban public service innovation system, can have all kinds of resources needed for the construction of urban public service effectively integrated and reasonably allocated, so as to maximize the efficiency of innovation and reduce the cost of innovation. Construction of urban public service innovation mechanism, is an important content of the innovation system construction in the new era, which is bound to play a positive role in promoting the social economy of city and achieving sustainable development.

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