

## Practice and Reflection on the Governance of Service Oriented Society under the Mode of Regional Development

----Take L community of Taoranting street as an example

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**Keywords:** Regional development model, Service-oriented social governance, Community service

**Abstract:** community is the basic unit of social governance. Taking L community in Taoranting street as an example, this paper discusses how social work can solve the problems of L community from the perspective of service-oriented social governance based on the regional development model, and analyzes the practice of promoting community service-oriented social governance by providing professional services Practice content and path.

### 1. Introduction

The report of the 19th National Congress of the Communist Party of China pointed out that we should strengthen and innovate social governance, strengthen the construction of community governance system, promote the focus of social governance to the grassroots level, give play to the role of social organizations, and realize the benign interaction between government governance, social regulation and residents' autonomy. As a basic unit, community is the focus of social governance. Improving the level of community governance will help to achieve the goal of service-oriented social governance.

In 2015 “opinions on deepening the reform of Beijing's social governance system”, Beijing pointed out that it is necessary to accelerate the transformation of social service mode, promote the innovation of social governance system, and build a social governance pattern of joint construction and sharing by all the people. Social governance is the management of related affairs based on communication and negotiation among relevant subjects, and a kind of cooperative governance is realized after reaching a consensus. Social governance emphasizes the equal participation of all relevant subjects. The “parties” mentioned here include not only the government departments and power groups with power in social management, but also the objects to be governed, which is essentially different from the traditional management. From the perspective of constructing social governance mechanism, social work plays an important role in participating in social governance. Social workers use professional methods to carry out special service activities for different types of people in need. By communicating, coordinating and linking resources with service objects, social workers can help them return to society and restore their social functions, so as to promote social stability and social stability Orderly development. These are interlinked with the current social governance. The participation governance of social work is service-oriented governance. From the perspective of social work, the practice of participating in social governance is to participate in governance through service, which is the connotation and means of service-oriented governance. In other words, social work adheres to people-oriented, meets the diverse needs of different service groups through specific services, and promotes social equity and justice and social governance innovation. In this process, through the interaction, participation and coordination between the government, social organizations and service objects, it solves problems from a deep level, which is an important practice of promoting service-oriented social governance.

According to the in-depth practice and observation of the social governance work in L community, taking the L community of Taoranting street as the research object, based on the regional development mode, the author specifically discusses how social work solves the problems

of L community from the perspective of service-oriented social governance, and analyzes the practical content and path of promoting community service-oriented social governance through professional service analysis So as to improve the service ability and governance level of the community and promote the innovation of social governance system.

## **2. Research Methods**

This paper mainly adopts participatory observation method. Participatory observation is the basic method of scientific research and an important method in qualitative research. It is that the observer participates in the social environment and social relations of the research object and becomes one of them, and comprehensively and deeply describes a specific social phenomenon by participating in the common daily activities of the research object. That is to observe the research object in the real life picture and systematically collect the data related to the research subject. Researchers usually bring questions to the field to find data and “theoretical solutions”. Combined with the content of this study, during the 300 hours of practice, the author went deep into the community, observed and participated in the practice of community governance, planned relevant and recorded and sorted out, in order to obtain the most authentic and first-hand research data.

## **3. Theoretical Basis**

The regional development model was put forward by Rothman in 1979 based on the summary of American community social work experience. According to its definition, the regional development model is one of the intervention modes of community social work, whose goal is to develop the self-help ability of the community and strengthen the community integration. By mobilizing the participation of different groups and residents in the community, using the resources of the community, we should pay attention to the cooperation with the power institutions and community leaders who master the resources, realize self-help and mutual cooperation among residents, meet the needs of residents, solve community problems, and change the community area. The concept of regional development mode emphasizes three points: first, it emphasizes the development of a regional based economic, social, cultural and other substantive content; secondly, it emphasizes a development concept to promote the coordination and sustainable development of local residents' needs with local resources, environment and population; third, it emphasizes a social intervention method to promote the bottom-up of community residents Participate in, cooperate, make community residents organize to master and use community resources, solve community problems, meet the needs of community welfare, and enhance the sense of belonging and cohesion of the community.

Combined with the actual situation of L community, social workers need to integrate the community's own elements, integrate resources, mobilize residents, and cultivate community social organizations to carry out services, so as to achieve the expected goals.

## **4. Systematic Analysis of the Practical Background of Service Oriented Social Governance**

T street l community is located in the east of the street, reaching the west of Taiping Street in the East, Taoranting North Road in the South and nanheng street in the north. There are Han, Hui, Mongolian and Korean residents living in the community, with a permanent population of 7000 and a floating population of 2000. In this area, there are two typical residential buildings with a total of 168 households. The main sources of residents are retired cadres and retired teachers. Among them, there are more than 60 party members. The proportion of the elderly over 70 years old accounts for 40% of the total population in the community, and the elderly living alone and empty nest teachers account for more than half. The community covers an area of nearly 0.8 square kilometers, with convenient transportation and rich convenient resources around the community, including Taoranting Park, digital library, ceramic art museum, julaoage, vegetable station, elderly dining table, elderly service business circle, etc. There are 9 members in the community neighborhood

committee, all of whom are party members. The community neighborhood committee has an activity room. There are 8 community social organizations, which are mainly for entertainment. In L community, there is already a residents' self-governing organization, namely, Jianhui, which is a community self-governing organization. Its personnel composition mainly includes the leaders and core backbones of other community organizations. It was established in April 2013.

Through visiting the community and interviewing the residents, the social workers found that the population mobility of the community was large, the proportion of the elderly group was large, and the aging phenomenon was serious, but most of them were retirees from municipal institutions and schools. In addition, the community belongs to the old buildings in Beijing, with a long history. The community infrastructure is relatively old, the environment is poor, and there is a lack of recreational venues for residents. There are some problems in the community, such as the lack of social support network for the elderly, the dispersion of community social organizations, the cold neighborhood relationship, and the single service function.

According to the problems and residents' needs of L community, Xicheng District good neighborly social work office, entrusted by the Party committee of L community in T street, introduced professional social workers to L community in April 2013 to carry out intervention service activities.

## **5. The Practical Path of Social Work Boosting Service Oriented Social Governance**

According to the actual situation of L community, adhere to the demand-oriented, multi type and multi-level combination. The goal is to “establish stable organizational capital, improve the function of organizational autonomy, strengthen the construction of leadership capacity, strengthen mutual assistance within the community, and jointly create a civilized and harmonious community”, and “use the skills of professional social workers, tap the cultural connotation of the community, link the resources around the community, and cultivate community leaders” as the means to promote service-oriented community governance, So as to solve the residents' concerns and enhance the residents' ability of democratic autonomy in a real sense.

### **5.1 Demand Oriented, Clear Development Goals**

The solution of specific community problems is established on the basis of clear needs and objectives. The regional development model divides the objectives into task objectives and process objectives. The task objectives of community development emphasize the specific substantive work projects to be completed in the community and solve specific community problems. The process objectives focus on the realization of human development in the process of community development. Social workers, with the assistance of neighborhood committees and relevant staff, understand the basic situation of the community, the general situation of surrounding resources, the living groups and the existing situation by means of community walk, small-scale forum, household interview, demand questionnaire survey, etc., and make “public opinion collection card” to be issued in the whole community, so as to evaluate the needs of residents. For L community, it mainly includes four aspects: first, increasing the attention to the vulnerable groups. For the middle-aged and elderly groups in the community, we should strengthen health care services and spiritual comfort services, and build a social support network for the elderly; second, improve the public services in the community. Construction and maintenance of community public infrastructure, mobilize residents to jointly maintain the community's environmental sanitation, treatment of community garbage, improve the living environment; third, the excavation and development of community history and culture. Fourth, cultivate community autonomous organizations and excavate leaders. To guide the democratic participation of the residents in the community, improve the neighborhood relations, cultivate the self-help ability and cooperation spirit of the residents, and promote the endogenous development of the community.

Taking the “public opinion collection card” as the intervention point of the work, we can get a detailed understanding of the problems reflected by the community residents and the degree of anxiety or urgent solution of the residents. At the same time, the social workers and the community

residents committee establish 12-hour open community service, take the form of shift duty, obtain the wishes and demands of different community residents, and establish demand files by classification. In this process, the initiative of residents' participation should be mobilized, the service concept of people-oriented should be embodied, and the possibility of community participation and mutual assistance should be increased on this basis.

## **5.2 Building Mutual Aid Platform to Enhance Residents' Autonomy**

The regional development model pays more attention to the goal of cultivating residents' autonomy and self-reliance, developing mutual assistance and establishing community unity. Finally, the community can establish the collective ability, use the collective wisdom of the residents, and promote the fundamental change of the community. Before that, it is necessary to build a self-help and interactive platform for residents to guide them to discuss, analyze and reach consensus, so as to improve their communication, communication, analysis and consultation ability. This ability can be "transferred" to other issues in the community, so as to cultivate the residents' sense of autonomy and establish the autonomous ability of community residents.

Good neighborly social work institutions set up an interactive point with the elderly as the carrier, first of all, to solve the problem of dining that the elderly are facing. The main purpose of setting up the "dining bar" group is to look for information about meal delivery service. Social workers collect the weekly menu and delivery time of a catering self-employed restaurant who is willing to provide meal delivery service in the community to the group. The elderly can get the meal delivery information directly. To provide the necessary meal service for the elderly to meet the daily needs of the elderly, self-employed catering businesses also get benefits. At the same time, social workers communicate and negotiate with the street office and community neighborhood committee, visit three restaurants around and reach cooperation, and link the home delivery service resources for the elderly who are inconvenient to travel. The original intention of the above two methods is that the elderly in the community have the possibility of communication and communication through the "dining bar" group, explore the community platform for the connection between the elderly in the community, create opportunities and conditions for the elderly to connect, and establish mutual assistance carriers among the elderly in the community, residents and units under the jurisdiction. This process is also the practice of finding out the outlet of the cold relationship between the neighborhood and cracking the relationship state of "seemingly close but far away" among community residents.

At the same time, this process is also a process to enhance residents' ability to develop community mutual aid network and enhance residents' sense of autonomy. Social workers in the "dining bar" group platform, the development of small dining class, healthy diet knowledge, dining feedback and other professional activities, to strengthen the familiarity of residents. "Dining bar" has preferential price, at the same time, it attracts more other residents, especially office workers, who are more willing to learn about ordering information. In such a "link", the demand resonance among residents is constantly strengthened. According to the taste, eating habits and other community gradually formed a group, the residents "with each other" ordering more and more, for the "dining bar" information, community resident representatives take the initiative to take responsibility, and regularly feedback more catering needs and opinions to the cooperative catering units. The construction of mutual aid platform can promote community residents to explore their own resources and link resources, promote service supply, participate in the solution of community problems, and enhance the ability of autonomy.

## **5.3 Strengthen the Leading Function of Culture and Enhance the Sense of Autonomy of Residents**

Community culture is the basis of community governance, and the collaborative governance of community culture with the participation of multiple subjects is an important way to innovate community development. The regional development model also emphasizes strengthening the construction and development of community culture and enhancing the leading ability of community culture, which can stimulate the sense of belonging and cohesion of community

residents, so as to enhance the sense of autonomy of residents.

As L community is an old building in Beijing with a long history and profound cultural connotation, the neighborhood committee and social workers of the community excavate and construct the old community culture, create a strong cultural atmosphere in the community, and enhance the public awareness of residents through the subtle influence of culture. The social work office will adopt the method of “point demonstration and gradual promotion” to create the building door culture project with unit 5 of Building 5 of the community as the pilot project, hand over the initiative to the residents, and collect the residents' excellent works (including painting, calligraphy, prose and other diversified forms) to achieve part of the design of the building door culture. Fully mobilize the participation of residents, tap the advantages of residents, and give full play to their own advantages. In addition, through different forms of community cultural activities to guide residents to actively participate in community affairs. A series of activities such as “green replacement” and “Green Science Popularization” are carried out to create green courtyard and co operate comfortable living environment based on improving residents' awareness of environmental protection; activities such as computer classroom, green plant exchange, civilized courtyard construction, health exercise teaching for the elderly, and “family photo” Double Ninth Festival featured activities are carried out. The camera records the smiling moment and other innovative ideas. The forms of activities are diversified, and the cultural construction of L community is constantly strengthened. Strengthening the construction of courtyard culture and building culture not only forms a strong cultural atmosphere, but also enhances the residents' sense of belonging and identity to the community.

Through the popularization of community recreational and cultural activities and scientific education knowledge in the community, we can create a space for community culture and gather community residents. In these activities, we can give residents more confidence in participation, give full play to their wisdom, and have division of labor and cooperation, so as to establish a sense of community unity, cooperation and participation, and enhance the sense of autonomy of residents.

#### **5.4 Give Full Play to the Role of Community Organizations and Build Community Co Governance Mechanism**

In the process of promoting service-oriented social governance, the advantages of community organizations play an important role in the process. Community organizations promote residents' self-organization and self-action, and make community governance change from “for” to “with” to “with” and then to “by”.

In order to improve the service ability of the self-governing organization, we should guide the residents to set up various community social organizations and link more resources to promote the self-awareness of action of residents. The social workers actively discussed with the members of the building exchange for many times. Through participating in the meeting of the building head and organizing small-scale seminars, the social workers understood the community situation, needs and problems, and discussed and studied the measures and schemes for solving and improving. By assisting the building to link resources for the community and the community residents, on the one hand, it can improve the organization and management ability of the person in charge of the building collection and its members; on the other hand, it can effectively use the community's own resources and social public resources to realize the maximum benefit with minimum cost. For example, contact other community social organizations to share resources, recruit volunteers to the community for computer course training. Based on the backbones found in the joint action, we have excavated and trained community leaders. We have successively established eight community social organizations, including voluntary service, public security, environmental protection, leisure and entertainment, to provide services in the fields of civilized publicity, convenient service and artistic performance. Social workers use their professional knowledge to clarify the organizational responsibilities and operation with the leaders of each organization. Mechanism, the formulation of public service rules, the development of service activities.

The community set up a community residents' self-organization, the flower and grass Association.

Initially, it was a communication group set up by five residents who love flowers and plants. After several activities on community landscaping, its main responsible person discussed with the community and formally established a community environmental protection volunteer organization, and was committed to promoting more residents to participate in it. With the help of social workers, we have planned the theme group activities of level 4 Design Festival, including: civilized courtyard - my idea of “L”, beautifying courtyard - community environmental protection sharing meeting, green courtyard - flower planting sharing meeting, loving courtyard - mutual love and mutual help “beautiful” community. During the activity, several community residents said to social workers and organization leaders: “your activities are really interesting, not only make our community look cleaner and see more flowers and plants, but also let me think whether we can do something for our community like you. After all, sometimes we have nothing to do, and it seems good to participate more.”.

The improvement of the vitality of community organizations can drive more residents to participate, communicate and negotiate. In this process, we should constantly standardize the organization, strengthen the continuity of unity and cooperation, realize the public management and service demand of community and residents cooperation in a larger scope, and expand the residents' satisfaction and service effect of community co governance.

## **6. Summary and Discussion**

### **(1) The enhancement of community consensus**

The focus of service-oriented social governance is service. By providing various forms of service content and activities, promoting the participation of various subjects, forming a consensus in the community, and ultimately promoting the development of community governance. Roseman emphasizes communication, consultation, reaching consensus and seeking more people to participate in the dialogue and discussion of community development. [11] In the practice of promoting community service-oriented governance, social workers analyze the stakeholders in the community more precisely, such as the community neighborhood committee, district units, existing autonomous organizations in the community, and different groups in the community. Through a series of activities that are beneficial to all parties, social workers can promote the unity and cooperation of community residents, especially the initial elderly groups, so as to realize the solution of problems and the relationship between resources share. For example, in the maintenance and improvement of the community environment and public infrastructure, a series of community activities were held to protect the community environment and maintain the community infrastructure. The community environment was significantly improved, and more residents were willing to participate in it. Especially, the residents' organizations with the established community social organizations as the core gradually tended to cooperate and began to pay attention to and try to change the environment related to the community To achieve the goal of safeguarding community interests and sharing.

### **(2) Precision of community service**

The precision of community service means that the supply of public services and the demands of the masses can be accurately connected at the community level, which can better reflect the development idea of taking people as the center. Based on the platform of building collection of L community autonomous organization, the integration of residents' own resource information and external resource information of community is strengthened, and the channel of in-depth understanding of residents' needs is broadened, and the awareness and ability of residents to participate in community public affairs is enhanced. In this process, through the participation of residents, a variety of precision services have been formed in the community, mainly involving the construction of community culture, public issues, special groups, and community social organizations. At the same time, targeted services are implemented for three different types of courtyards. The community neighborhood committee provides more space and support, and social workers provide corresponding professional knowledge to urge residents to manage their own community affairs, which in turn enhances the residents' sense of participation and community

awareness, and forms a joint force in community service.

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