

Research on the Current Situation and Optimization Strategies of Grid Management in Megacities' Communities: An Analysis Based on Survey Statistics

Yufei Du*

Tianjin Normal University, Tianjin, 300387, China

*Corresponding author: tsddu@126.com

Abstract: A megacity community is a large-scale local community with a large number of people and a complex structure, so it has many management problems. To achieve the goal of good governance, the community has increased its use of grid management and improved both the efficiency of management and the satisfaction of residents with the management. However, the construction of the grid management model is a large-scale and organised project, and some shortcomings in the community's promotion of this model have been revealed. According to the theory of good governance, the theory of fine governance and the new public service model, semi-structured interviews will be carried out to study management problems in grid operation at the community level. Finally, some particular proposals for grid management in megacity communities are put forward to solve the problems of grid management in the community.

Keywords: Urban community, grid management, community governance, citizen participation

1. Introduction

With the development of new-type urbanisation and the increase in complexity of megacity governance, community grid management has begun to appear as a way to improve the primary-level governance system. It is to divide the management area and reduce the scope of resource allocation, so that more specific services can be provided and problems can be addressed in a timely manner. It can be seen from the above that this study is necessary to help solve problems such as the digital divide and an aging population, promote the reform of the governance system from an extensive to an intensive model, and move from passive response to proactive intervention. The aim of this paper is to enhance our comprehension of the concept of community governance and to explore how to apply the new public service theory in current urban community governance. Research has studied how to achieve intensive governance and how to improve the optimisation of public services^[1]. Based on the new public service theory, the government, society and communities should cooperate to build a system for community self-governance, improve the accuracy of public services, and thus create interactive values in grid management^[2]. According to the theory of intensive management, one should use scientific methods and technological means to divide and allocate community resources reasonably and efficiently. Community-based grid division integrates digital and intelligent technologies to promote the development of intensive governance, meet all kinds of demands from the people in bad weather, and thus has achieved good results in community governance according to this theory^[3, 4].

At the same time, the idea of good governance is to have the people participate in the management of public affairs together with the government and other organisations to promote the common good. It will promote fairness, justice and transparency in the administration of communities; advocate for the construction of a coupled-governance model; and use the grid platform to solve governance problems. Grid management theory can help improve the flexibility and efficiency of the response at the level of state institutions and departments, and it can also optimise the allocation of resources to ensure the accurate provision of services and implementation of management measures. A large and medium-sized residential area that has been developed as a resettlement area is a megacity community. There are also exercise machines, a service area and a meeting room in the buildings. Professional services from the social worker service station will be offered to help families that are receiving living allowances and those with disabled family members. The 12 grids of the community cover all 2,256 households of the residents. The country has an aging population and is getting older by the day; about 70-80% of the people are over 60 years old. There are no left-behind children in the community. Renters account for

about 20-30% of the population, and the community looks after about 290 disabled people. The public security situation is stable here, and the residents' committee has taken the initiative to mediate disputes among residents and often solves neighborhood problems. There have been no criminal cases in the past five years.

2. The Problems of Community Grid Management

2.1 A Severe Digital Divide Causes an Adaptation Gap in the Elderly Population

Most of the community's information is spread online in the form of WeChat groups and official accounts. Although it will improve the efficiency of community management, many older people who are not used to smart devices will be left out of the information network. The Operation Interface is too complicated and has too many functions for older people. As a result of natural deterioration in their physical condition, it is difficult for them to learn and remember information even when they can use devices. Fear of new technology and the long-established path dependency of traditional channels have together worsened the problem of information marginalisation. Due to the digital divide, older people are unable to learn about new government policies and use online public services, which has also damaged the foundation of public trust in the community. Some older people mentioned in the interviews said that as they cannot use electronic devices, they are unable to obtain the latest information on the community in time and therefore feel left out. In the course of efficiency and modernisation, the community has built a new kind of service system. Due to the lack of governance resources for online platforms and the corresponding reduction or elimination of offline platforms, the supply of public services will be insufficient to meet the demand of the main user groups. Therefore, older people who are not very good with computers will be left out of the information network.

2.2 Shortage of Elderly Care and Childcare Services and Insufficient Resource Supply

There is a serious lack of basic public services for older people and children in the community, and there are insufficient services, structural imbalances and a lack of specialisation. There is a shortage of such hardware facilities for elderly care services at the community level, and the existing ones are old; as a result, many people cannot receive at-home care services. Software services are very general and basic; most of the available services are only for daily life, such as meal delivery and cleaning. In short, there are very few other necessary special services, such as medical care, psychological counselling and emergency services. Service provision is too dependent on volunteers and low-skilled staff; therefore, there is a serious shortage of professional caregivers and it is difficult to ensure the quality of services. Activities such as health talks have not met the actual needs of older people because of inconvenient schedules and uninteresting content, and they are often very formal. The first is that there is no child-care service. The supply rate of inclusive childcare resources for children aged 0-3 is less than 5%, and there are no emergency childcare services in case of unforeseen circumstances. Concerns about the fire safety, educational qualifications and other problems in some childcare institutions have made parents more anxious and distrustful. Grandpa Liu said in an interview that the elderly care services in the community do not have real medical professionals, lack rehabilitation equipment, and do not have childcare facilities in the community. The main reasons are that the resources for developing elderly care and childcare are insufficient; the community's fiscal budget is small, and state and social institutions give more weight to administrative offices than to facilities for the elderly and children, treating the latter as non-essential expenses, so there are no funds for facility construction. Social capital has a low willingness to participate because the high fees are unaffordable for the residents; the low fees cannot cover the costs, and there are also no tax deductions or preferential site policies from the government or social organisations. At present, there are no community-based organisations for elderly care and childcare cooperatives, so service supply is carried out by the administrative department and does not meet the actual needs of the people. Grid workers do not have the skills to seriously refer ill people for services or give advice on special medical treatment.

2.3 Insufficient Service Efficacy of Primary School Staff and Prominent Formalism

Community workers are at the front line of governance, but their functions are limited; they are buried under a huge pile of endless work and formalism, and thus, an internal conflict has arisen in the implementation of governance. There is no sense of responsibility for the organisation at present. The first is to respond to all kinds of demands from the higher level and then to write reports and fill out

many complicated forms. It is no longer time to focus on the real problems of the residents; instead, their attention and effort will be directed towards satisfying the demands of their superiors. The home visits are only for the sake of completing the visitation record, and the environmental health inspections have been reduced to taking pictures; as mentioned in the interviews, these are concrete manifestations of this alienation. At the same time, there is an organised shortage of capacity and resources; the number of staff is too small to handle all kinds of work such as information collection, dispute mediation and safety inspections, and they lack professional training and feel incompetent in areas such as guiding residents to special medical institutions or dealing with complex conflicts. Therefore, without continuous, high-quality training and good material support, only standardised services can be provided in response to high demand, and individual needs cannot be met. If the incentive system is not good, people will lose their enthusiasm for working and creating in their work, and only ordinary services will be produced instead of excellent ones. First of all, there is a shortage of staff; too few people are available to manage all the work, such as collecting information, resolving disputes and supervising safety. Second, there is a lack of resident participation in governance, so the administrative pressure on all staff has been rising. High-level evaluations focus on the quantity of home visits and the accuracy of form completion; thus, workers are too busy with formalistic tasks and have little time for service^[5]. Thirdly, there is a double shortage of resources and motivation; neither funds nor policies are available to solve the problems, and even high-quality work will not be rewarded with bonuses or praise, leaving employees in a passive state where hard work and laziness are equivalent.

2.4 Absence of Incentive Mechanisms and Low Resident Participation in Public Affairs

It is difficult to build an ecosystem of grassroots democracy and co-governance because most residents are not very interested in participating in community public affairs. Objectively speaking, the residents do not have time to participate because of high work pressure, long commutes, heavy family responsibilities for childcare and elderly care, etc. In other words, the regular form and outdated content of the community activities do not interest the public. The residents' committee is not elected by the people; rather, it is often appointed by examinations or other parts of the government, so it does not need to be accountable to the residents. Due to the lack of openness in decision-making and unfair distribution of resources, the people have lost confidence. More importantly, there are no good reasons for the community; people's time and effort are not recognised or rewarded, so they are less willing to participate. Many older people are not very familiar with the Internet and cannot use it. Poor communication channels between the community and the people in it, as well as a failure to respond to the people's suggestions, have led to a negative perception that participation is useless^[6]. Therefore, the goal of building a good society through local governance cannot be achieved at present. Some older people mentioned in the interview do not have the time or interest to participate in social and public activities. The main reasons for the low participation rate of residents in community public affairs are a broken feedback loop of community governance and a lack of perceived value. Spiritual motivation is often reduced to empty slogans and formalities, and at the same time, the material incentives are not well-organised and do not offer good returns for the time and effort that residents have put in to participate. With the development of urbanisation and changes in people's lives, communities have shrunk to just places for living, and as a result, the sense of belonging for residents has also declined. Fragmented participation channels, opaque decision-making and a lack of feedback mechanisms have created a negative expectation among the public that "their voices will not be heard and participation will not affect the results"; therefore, fewer people are motivated to participate. In addition, due to the limited implementation capacity of some community organizations and irregular governance, residents have come to believe that participation is merely for show and are thus trapped in a vicious circle.

3. Strategies to Address the Problems in Community Grid Management

3.1 Addressing the Digital Divide and Building an Integrated Online and Offline Governance System

To solve the problems older people have in obtaining information, the following three areas need to be addressed: Channels, Technology and Help. Add some convenient functions for older people in the community, such as a simple community APP with large fonts and high-contrast icons, voice assistance, online services, etc. Simplify the operation of viewing notifications, joining group activities, scanning codes and registering for events via the APP for older people so that they can use it more easily. Offline, the community should maintain and improve the physical bulletin board and community announcement system to ensure that all information reaches everyone. Therefore, an assistance team will be formed,

consisting of grid workers, community volunteers and young residents, to organise the first smartphone class each week. This team will teach older people how to use mobile phones and computers, help them scan codes to join online groups, view information on their pension cards, etc. Issue the notice in a joint online and offline manner, and also visit the homes of older people living alone or people with disabilities to let them know about it so they do not miss the notice. Regularly organise residents' forums to collect their views on the spread of information, increase the openness of grid management, and ensure that older people are no longer left out of the information circle.

3.2 Integration of Service Resources to Address Shortcomings in Elderly Care and Childcare Provision

The community should increase the proportion of community public services in the fiscal plans of state and social institutions at the grassroots level. The construction of elderly care and childcare institutions, sports and leisure areas, etc., should be included in the fixed-cost budget to ensure a stable supply of funds. The community will be added to the special renovation subsidy for older communities to help reduce the renovation costs of areas for age-friendly services and childcare institutions. Issue policies that encourage more people to participate in the construction of social capital, such as reducing the tax of enterprises engaged in community service and offering free use of idle community areas. The community will build an inclusive childcare system and, with some state funds, reduce the financial pressure on the people in the area. A time bank system will be introduced for elderly care services to have young seniors provide some basic care for older adults in exchange for future service vouchers that they can use themselves. The community should set up social organisations for the care of older persons and children. It can inform the residents of the topics and times of the health talks and childcare services in advance, so some residents will not miss out on the services due to scheduling conflicts. Coordinate with hospitals and other professional elderly care institutions to have nurses and rehabilitation therapists available in the community for home medical care and rehabilitation training of disabled older adults. Organise regular training sessions for grid workers according to their individual circumstances, inform them of the service plan, and help them make better use of professional resources.

3.3 Freeing Primary School Teachers from the Constraints of Formalism to Unleash Their Potential

The community should distribute the human resources in its grids reasonably according to the number of older adults and the distribution of vulnerable groups. For example, grids with a high proportion of older people should be given extra dedicated support staff so that one grid worker is not responsible for a very large area, and reported daily life problems by residents can be dealt with promptly. Assessment of grid workers should be people-oriented; that is to say, in addition to a single quantitative indicator, all kinds of criteria related to task completion, service quality and resident satisfaction will also be considered. The first is the level of resident satisfaction, and other formalistic activities, such as multiple rounds of taking pictures and filling out forms, should be reduced. Therefore, the staff will be able to focus on solving practical problems and will no longer be solely answerable to their managers but also to the residents. The community will organise award ceremonies for the "Star Grid Worker" and "Outstanding Service Model", and give bonuses and favourable appraisals to the top performers. At the same time, it should organise the work of staff reasonably, avoid excessive overtime, provide mental health support to reduce work stress, and allow the staff to focus wholeheartedly on serving the community.

3.4 Boost Resident Participation and strengthen Democratic Motivation Mechanisms

To raise the participation rate of residents, the community should enhance the construction of a community council in terms of democracy, precise services and incentive guidance. The council will hold regular meetings and invite members of the community, grid workers, property managers, etc., to discuss the renovation of the facility and resource utilisation; thus, the decisions will be open to the public. Periodically post the financial expenditure information and activity plans of the community on the official website and bulletin board. It should have parallel channels for feedback, use both offline suggestion boxes and online platforms, promptly release the results of the feedback received, and make the residents feel that their opinions are valued and taken seriously. Add a new kind of community participation point to motivate more people to take part in public works. Residents can obtain points by participating in all kinds of activities, such as volunteering, cultural performances, posting comments, and so on, and then redeem these points for gifts, such as discounts on medical check-ups or

supermarket coupons. In addition, talented individuals can also be found among homemakers and retired staff; training in organisation and coordination skills can be provided for them, core residents passionate about public welfare can be cultivated, and thus more people will be inspired to participate in community activities.

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