

Risk Management Mechanism of Urban Community Based on the Threshold of Collaborative Governance

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Abstract—With the continuous reform of China's political system, the constant development of the Internet era, and the need to solve the social pain points of the demand for a variety of reasons, look at the only continuous and practical improvement of the governance concept and governance capacity of urban communities can we contribute to the long-term stability of society. This study looks at collaborative urban community governance and risk management, from which the correlation between the two is identified. At the same time, through the "trinity" theory, the main body of urban community collaborative governance is divided into three aspects: "government, enterprises, and social organizations." While studying the historical literature, it was found that in urban community governance, the government's regulatory mechanism, the enterprises' capacity, and the participation of social organizations strongly correlate with urban community risk management. Therefore, this study proposes three strategies. First, establish a governmental regulatory mechanism to strengthen the accountability of the main parties. Secondly, develop the capacity of regional enterprises to cooperate on safety and enhance their self-value. Thirdly, we should give full play to the active participation of social organizations and strengthen group social skills. This study provides a reference value for improving the modernization of governance capacity and governance level in Chinese urban communities.

Keywords— Urban communities; collaborative governance; risk management.

I. INTRODUCTION

Cities are the epitome of human civilization and a critical lifestyle change in the long history of human existence, and the urban community is the basic unit for building cities (Gao, Zhou, Xu, 2010). Since the industrial revolution in the UK, urbanization has evolved along with the endogenous dynamics of urban communities. As a result, the management mechanisms of urban communities have also evolved. After analyzing the historical causes of China's urbanization process, it can be seen that the modernization process of China's social urban application is constantly accelerating. With the continuous reform of China's political system, the constant development of the Internet era, and the demand for the solution of social pain point problems in many aspects, only through the continuous and practical improvement of the concept of governance and governance capacity of the urban community can contribute to the long-term peace and stability of the country and society.

Urban risk is an inherent commonality in the development of modern societies (Liu Chang, Xu

Yingmei, 2017). Uncertain risks in urban communities are essential barriers to sustainable urban development. How to enhance the collaborative governance capacity of urban communities to improve the city's ability to withstand and respond to disaster disturbances has become a new topic that needs to be studied urgently in current humanities and social sciences research. At the same time, the whole process of establishing synergistic capacity based on urban construction presents dynamic management, so synergistic governance can effectively check and fill the gaps in urban management risks. The research on the coupling mechanism of synergistic administration and risk management in urban communities can provide a reference for enhancing the management capacity of urban communities in China and a dynamic cyclic path for the healthy development of urban communities in China.

Connotation of collaborative governance in urban communities

"Collaborative governance" first appeared in this 1978 article in the educational journal *Theory and Practice*. The primary meaning of this terminology is the new structure of the Center for Enhanced Service Teaching and Learning (Howey, Joyce 1978). Barbara Gray (1985) summarizes the act of three or more people working together as pooling appreciated and/or tangible resources (e.g., information, money, labor). Richard Margerum (2011) explains constructive collaboration, "To better solve complex problems, this approach is proposed this approach is to utilize the interests of quality groups, collectively constructed out of the collective, using different groups to discuss together, to build out a common sense, and develop to transform the consensus into the final result."

Scholars have proposed a more comprehensive, scientific concept of shared collaborative governance as it has evolved. People can participate in public policy decision-making and management programs by crossing boundaries. At the same time, by following and refining the definition of a cooperative governance system as a system of public decision-making that is a universal approach through the behavior and activities of representatives across borders (Howey, Joyce 1978; Barbara Gray, 1985; Nabatchi, Emerson, 2021; Wiethof, Tavanapour, Bittner, 2021).

TABLE 1. Summary of literature on the proposed concept of collaborative urban governance

Literature types	Author	Article Title	Conceptualization	conceptual analysis
Philosophy	Taehyon Choi, Peter J Robertson(2019)	Contributors and Free-Riders in Collaborative Governance: A Computational Exploration of Social Motivation and Its Effects	Collaborative governance systems	Collaborative governance systems may consist of participants with a mix of social or public service motivations, including self-interest and pro-social orientations.
	Elizabeth A. Koebele(2019)	Integrating collaborative governance theory with the Advocacy Coalition Framework	collaborative governance theory and Advocacy Coalition Framework (ACF)	One approach combines cooperative governance theory with the Advocacy Coalition Framework (ACF) to better explain coalition dynamics, strategy-oriented learning, and strategy change in collaborative environments.
	Albert Jacob Meijer, Miriam Lips, Kaiping Chen (2019)	Open Governance: A New Paradigm for Understanding Urban Governance in an Information Age	Open Governance	Explore theoretically and empirically the core elements and potential socio-technical developments of this new Open Governance (OG) paradigm, and compare and contrast OG with existing governance paradigms, which can better explain these emerging forms of urban governance innovation.
Problems with practice	Lih Lahat & Neta Sher-Hadar (2020)	A Threefold Perspective: Conditions for Collaborative Governance	Synergistic governance of the environment of use	Co-governance is costly and challenging to manage and may be problematic from a democratic perspective. It is discussed regarding appropriate values, appropriate environment, and close fit.
	Esposito, P., Ricci, P., & Sancino, A. (2021)	Kolaborasi Antar Stakeholders Dalam Manajemen Bencana Tanah Longsor Di Kota Semarang	public managers and civic leaders	Four main elements are (a) recognizing and appealing to diverse publics; (b) mobilizing political leadership; (c) gaining media attention; and (d) developing institutional opportunities to foster active citizenship.
Exploring the fair use pathway	Cristofoli, D., Douglas, S., Torfing, J., & Trivellato, B. (2022)	Having it all: can collaborative governance be both legitimate and accountable?	legitimacy and accountability	It was found that legitimacy and accountability coexist in some cases, and the competing conditions under which this occurrence occurs were identified.
	Yoon, N., Fields, K., Cochran, B., & Nabatchi, T. (2022)	Collaborative Governance at Scale: Examining the Regimes, Platforms, and System in the State of Oregon	Analyze cross-policy, statewide synergistic systems	Collaborative efforts are geographically dispersed throughout the state, involve thousands of participants representing organizations from the public, private, and nonprofit sectors, and vary in various characteristics such as organizational form, lead organization, funding model, structural roles, staffing, and scope for face-to-face dialogue.
Engaging in specific governance to address real-world issues	Lielieveldt, H. (2023)	Food industry influence in collaborative governance: The case of the Dutch prevention agreement on overweight	Solving problems in the food industry	The Government enhances food safety by conducting institutional development, enterprises through collaborative governance mechanisms, and society's participation in the regulatory system.
	Li, J., Wang, J., Lee, H., & Zhao, X.(2023)	Cross-regional collaborative governance in the process of pollution industry transfer: The case of enclave parks in China	Addressing environmental protection concerns	Integration of business development, social development, and governmental will to promote the effectiveness of cross-regional cooperation in the governance of the transfer of polluting enterprises
	Wang Rong (2023)	Research on the Optimization of Network Public Opinion Collaborative Governance System in the Era of Big Data	Addressing problems in online public opinion	Implementing recommendations such as building a common interest and value system for online public opinion, insisting on the rule of law in the collaborative governance of online public opinion, and optimizing the design of collective management of online public opinion.
	Anggita Putri Fatmawati (2023)	Collaborative Governance in Developing Tourism Potential Through Tourism Villages	Addressing the problems of the tourism industry	Bhutan Jatirogo Jatirogo, in the development of Sowan Beach Tourism with the village communities around the tourism, synergistic governance exists you more significant uncertainty, as long as the reason is the occurrence of inequality.

(Source: Prepared by the author)

Factors embedded in collaborative urban community governance.

By consulting historical documents, based on the analysis in Table 1, it can be seen that the study of collaborative governance in urban communities involves several factors: government organizations, public groups, social media, social

coalitions, legal groups, and public and private organizations. Combined with the "trinity theory", the theme of urban community co-management is divided into three aspects: government, enterprises, and social organizations.

Built-in factor 1: governments. In developed Western countries, the "local government" perspective is recognized in

many regions. For example, Sue Goss (1991) in the United Kingdom categorized her country's "local government" into five levels, from small to large, from the inside out. First, the local government. Second, the government is at the grass-roots level. Third, regional or town governments. Fourth, city governments. Fifthly, a complex metropolitan government with a combination of districts and a multifunctional and cooperative system of government. In this study, regional governments (Type III), which are selected as the core of urban communities, are primarily described in terms of the government's policy formulation, supervision, and inspection of urban community risk management. In this study, the governmental units include the community's administrative, service, and welfare & security organizations.

Built-in factor 2: corporations. In the management science of the 1960s, the business was viewed as an element consisting of six parts: people, materials, equipment, finances, tasks, and information working together in conjunction with each other (Monk, Wagner, 2012). Enterprises, as economic units in social and economic life, for profit, in human beings to conduct business activities, is the primary form of organization and exist in the operation of the market, but also as the core of the main body, as one of the leading forces of

society. This study categorizes businesses into business investors, operators, and grassroots employees. Since the companies in the community are micro and small enterprises, a large proportion of them have a person playing different roles as an investor on the one hand and an operator on the other hand, while also working as a grassroots employee.

Built-in factor 3: social organization. Western scholars believe governments should be selective in managing urban emergency work interventions (McCloskey, 2019). Against this background, the Government's core management business has begun to be compressed inward and deregulated to nurture and develop market intermediary organizations. Barnard looks at organizations as systemic collaboration and argues that systemic partnership has three elements: first, achieving a common purpose. The second is the common purpose of information exchange and the willingness to contribute. Third, certain people are willing to contribute. The social organizations in this study consist of volunteer organizations, community-responsible organizations, and citizen self-defense organizations. For example, the Red Cross, the Volunteer Medical Ambulance Corps, community unions, and community self-defense groups.

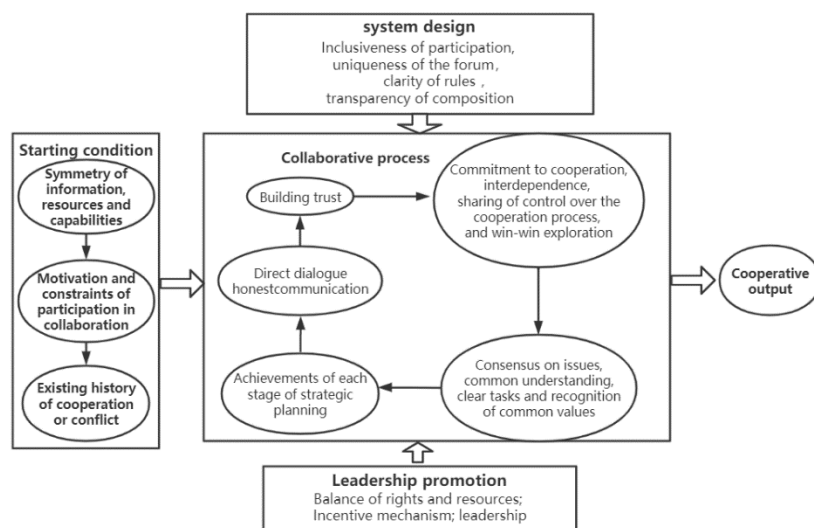


Figure 1. Ansell and Gash's Collaborative Governance Model

(Source: Ansell, Gash, 2008)

From an objective point of view, the government plays a leading role in urban community risk management, the community itself contributes to urban community risk management, enterprises create material conditions for urban community risk management, social organizations are the driving force for the development of urban community risk management, and citizens provide feedback on the degree of implementation of urban community risk management. To summarize, five levels of simultaneous efforts make up the grassroots urban management system. This system will enable the government to accomplish its coordinated tasks more

effectively while maintaining the flexibility and diversity of public activities so that the urgent and practical needs of the people can be met. The synergistic cooperation of multiple subjects has enormously contributed to forming a harmonious situation of urban community co-governance.

Value of collaborative governance in urban communities

Urban community governance epitomizes national governance and requires pluralistic shared control (Wang, Yu, 2020). Diverse social construction is the beginning of creating a well-governed city. Meanwhile, synergized urban governance is a systematic model of government-led, society-

led, and public participation (KWON, 2022). The most important of these are the same outlook of urban governance social organizations, the rate at which the organizations do things, the mutual trust among the organization's personnel, the depth of information sharing, and other working methods and principles, which can be adequate checks and balances on the level of collaborative governance in urban communities.

Today's social governance is centered on the "primacy of the human being" (Estrada, 2020). At the same time, more core development concepts are being integrated into urban community governance systems, with non-governmental organizations and institutions playing an increasingly prominent role. Thus, urban community governance is synergistic. However, joint synergies between businesses, individuals, other organizations, and Governments are seen as the way to deal with governance issues. The study concludes that non-governmental organizations are prominent in the city's development process. However, analyzing China's current economic level and the state of urban construction, the utility of government functions in China is a catalyst for deep urban construction. Therefore, the core of this research is to explore the connotation of joint governance of urban elements in the direction of governmental functions.

Improving responsiveness and Equity through collaborative governance. The emergence of collective power can be examined in several ways, but two factors are longstanding. First, the problem of evil. Rittel and Weber (1973) developed this notion due to the expanding issues addressed by collaborative governance relationships due to rapidly changing information. Second, the number and complexity of public problems is gradually becoming apparent. Community governance environments have become

complex, sustainable resources for public agencies and programs have dwindled, and the public sector labor market has been disrupted.

Historical Study on the Development of Community Risk Management in Chinese Cities

Urban community risk management

In the managerial sense, urban risks can be judged and prevented by modern methods such as scientific and technological means management tools (Blumensaat, Leitão, Rieckermann, Scheidegger, Vanrolleghem, Villez, 2019). First, the vibrant urban risk is mobile, volatile, and difficult to control. For people, it is difficult to control, the management of which needs to be strengthened to prevent the strengthening of the direction of the emergency system construction. The static urban risk is fixed and generated in the two aspects of urban planning and urban construction. This requires joint governance between the government, the market, and society to promote the construction of a better urban community risk management system.

Risks in urban communities arise from direct and indirect causes. In terms of direct causes, they are induced by social, managerial, and other indirect causes. In terms of direct reasons, it is influenced by indirect causes such as social and management. Regarding indirect causes, there are socio-economic, cultural, educational, legal, and other reasons. These direct and indirect causes are summarized as social factors (Nie Ting, 2006). According to the "integrated cause theory", Joint community risk sources and community risk characteristics have led to the creation of an integrated urban community risk management model, as shown below.

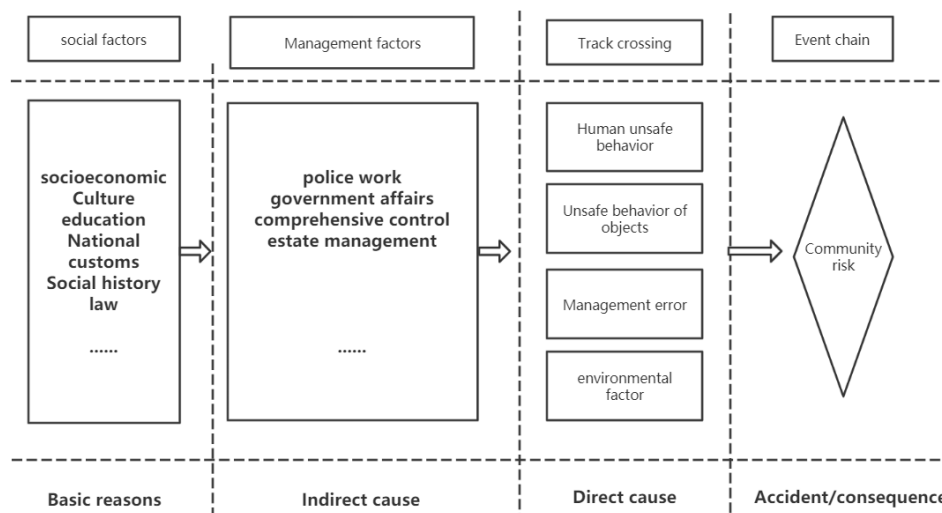


Figure 2. Comprehensive management model framework of urban community risk

(Source: Sun, Yuhuan, Liu, Ningning, & Zhang, Jingyu, 2016)

Characteristics of urban community risk management

Urban risk is a cross-cutting issue in the current path of society. Disasters, whether natural or man-made, have become a serious threat that cities and their inhabitants have to face.

The following four urban community risk management characteristics can be identified by analyzing the historical literature. The first is intensive. Urban communities are formed by relying on the gathering of people. The

concentration of a large number of people, material resources, and frequent human activities in a limited area creates a network of human activities, which, due to overidentification, can lead to more risks in the operation of the city. The second is mobility. As urban communities become more externally oriented, human, and physical resources, capital accumulation, and information circulate at unprecedented levels and speeds. This has led to a gradual correlation of the city's risks with those of other towns, with originating, importing, and exporting risks leading to a gradual increase in the number and complexity of problems faced by multiple cities. The third is superimposed. Since urban communities' risks do not emphasize their capacity for short-term harm, their potential liability and impact may be small or even negligible. As a result, urban community risks exhibit cumulative effects, regional influences, and slow recovery. The fourth is regional. Urban community regions can drive multiple cities to develop together, share risks, and promote economic and technological exchanges between cities. Still, the emergence of regional economies can also make urban management more stressful and challenging.

Classification of urban community risk management

According to the composition and functions of the city, the risks of urban communities can be categorized into the following eight main areas: ecological, social, economic, political, cultural, resource, and scientific and technological information (Zabaniotou, 2020). (1) Ecological risks, from environmental aspects, including the water environment, air environment, and soil environment. (2) Social risks include public facilities, public safety, public health, food and drug safety, and elderly care. (3) Economic risk, in the economic growth of employment at the same time as the external economy, the government's economic and industrial structure, and other aspects. (4) Political risk, including social conflict, socio-economic characteristics, and local political credibility. (5) Cultural risk is the system in the traditional cultural aspects, including cultural and spiritual culture, cultural openness, and so on. (6) Resource risk includes natural, human, cultural, credit, material, and social resources. (7) Science and technology risks, including science and technology input production and output, the quality of personnel in the industry and the innovative industries of science and technology, and science and technology research and development. (8) Information risk, including information leakage, regulations, management, and technology.

Interaction mechanism between collaborative governance and risk management in Chinese urban communities

Currently, urban community governance in China is government-oriented (Li, Mengying, Liu, Bo, 2023). While reviewing historical documents, it was found that many things could be improved by establishing governmental regulatory mechanisms in urban community governance. For example, there is a single subject of regulation, the object of accountability is not transparent, the regulatory system is imperfect, the code is not strong enough, and there is confusion in the regulatory process. Therefore, it is necessary to improve the governmental supervisory mechanism in the

process of urban community governance to promote the implementation of governmental responsibility and truly realize the modernization of governance capacity and governance system.

First, strengthen the performance assessment of risk and safety in urban communities. The Urban Community Risk and Safety Performance Assessment System can promote a more standardized and precise community governance system. A scientific and effective method for assessing risk and safety performance must be established to provide community managers with accurate and practical decision support. Secondly, a system of administrative accountability for government personnel should be installed. In terms of urban community risk management, organizational accountability is effective in enhancing the motivation of governmental units to perform their work, further standardize the rights of the government, implement the main body of responsibility, achieve layers of gatekeeping and layers of control, and promote the implementation of the responsible governance path of risk management in China's urban communities. Thirdly, a sound system of resignation from office should be established. The effectiveness of risk management in urban communities depends, through and through, on the level of attention given to risk management by government managers. In the event of a risky process, decision-makers are usually held legally accountable. Therefore, in administrative management, it is necessary to establish a system of resignation to enhance the importance of risk management by managers and to promote the construction of a mechanism for government personnel to take the initiative to assume responsibility and fulfill their duties.

Regional enterprise cooperation is the basis for constructing urban community risk management networks (Jida Liu, Changqi Dong, Shi An, 2022). Regional enterprise cooperation can realize resources, information, and material sharing. At the same time, the ability to mobilize limited resources in the shortest possible time and to the maximum capacity has dramatically enhanced the community's ability to respond to unexpected risks. Thus, reducing the possibility of secondary disasters and improving the safety and security of urban residents. In the process of cooperation, the following principles are followed. First, the focus is on cooperation and sharing. In the process of regional enterprise cooperation, it is essential to insist on voluntary participation, consistent rights and responsibilities, and complementary strengths and weaknesses to maximize the benefits of effective risk management programs in the community, prompting enterprises to actively join in the cooperation to enhance the emergency response capacity of urban communities. Secondly, the principle of effective modalities. Regional enterprises have cooperative and competitive relations in the process of cooperation. Only the establishment of effective rules and regulations, building an effective cooperation platform, to form an effective way of cooperation to promote the enterprise can, in the shortest possible time, give full play to their strengths, using first-hand resources to cope with the unexpected risk events. Thirdly, the principle of mechanisms on the ground. In regional enterprise cooperation, a relevant

person must be in charge of excellent coordination and communication to form a complete group. In the process of the establishment of the group, it is necessary to administratively relate operational mechanisms to be able to truly put these mechanisms into action through exchanges and learning, joint seminars, regular discussions, and other ways to enhance the ability of cooperation and win-win situation, and the formation of favorable synergistic emergency response capabilities.

In accordance with the requirements of the Chinese Government, the relevant provisions of "unified leadership, government supervision, social coordination, and public participation" should be adhered to; establishment of efficient and professional social organizations that complement governmental organizations, thus contributing to completing the lack of professional skills of governmental organizations (Liang, Haina, & Li, Hongliang, 2023). The following aspects will be achieved in fostering social organizations with professional skills. First, it does not rely on government forces. Once government forces play a role in social organizations, they will significantly contribute to the complexity of social organizations, thus making it impossible for social organizations to enhance their professional capacity. Secondly, adherence to legal and ethical constraints. The members of social organizations have specific professional skills and play different roles in their daily lives. However, only some social organizations have been able to develop self-regulation, so they must comply with legal and ethical constraints in their day-to-day activities so that social organizations can truly help residents and the Government to do an excellent job in community risk management. Thirdly, skills drills are conducted on an ongoing basis. Social organizations have particular expertise fundamental to their position of existence. Being able to attract good professionals, train professional trainees, serve the community residents in science, and adhere to the organization's regular operation require them to conduct professional skills exercises to achieve continuously. Therefore, only with a firm grasp of professional skills can we promote the prosperity of social organizations and effectively enhance the ability of communities to cope with risks.

II. CONCLUSION

The development of the modernization of the governance system and governance capacity of the Chinese government, the main body of risk management should be expanded from the government to enterprises, social organizations, and other groups to enhance the community's ability to cope with risky events, disposal capacity, and post-disaster reconstruction capacity. This study starts with the three subjects of collaborative governance in the community. It proposes appropriate initiatives for community risk management to improve the coping capacity of urban communities in risk management. First, the establishment of a governmental regulatory mechanism and the strengthening of the accountability of the main body will lay the foundation for the enhancement of the risk capacity of urban communities. Secondly, developing regional capacity for corporate security

cooperation and promoting corporate self-esteem to provide a material and financial basis for urban community risk management. Finally, give full play to the active participation of social organizations, strengthen group social skills, and provide professional and technical support for urban community risk management. The three collaborate, thus forming a complete metropolitan community risk management network further to enhance the quality of life of community residents and create a safe, happy, and harmonious urban home for them.

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