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MUNICIPAL SERVICES AND LAND RELATIONS: PROBLEMS AND PROSPECTS FOR IMPROVEMENT IN RURAL AREAS OF SVERDLOVSK REGION, RUSSIA

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ABSTRACT

The paper reveals the assessment of the municipal services quality in the field of land relations in rural areas. The Beloyarsk urban district of the Sverdlovsk region was chosen as a study region of typical representatives of the rural territory, which is characterized by a small population, a small budget, the predominance of the agricultural sector in the economy and the way of life of citizens. To fulfill the main purpose, the authors selected both a content analysis of the official websites of local authorities and official statistics, as well as a questionnaire survey of recipients of municipal services in order to verify official information. The practical significance lies in the fact that based on correlations between official data and the survey results, authors identified the key problems of municipal services in the field of land relations that are characteristic of rural territories and small settlements. The scientific novelty of the study is to identify the specifics of rural areas and small settlements when organizing the provision of municipal services.

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1. INTRODUCTION

The selected topic is relevant in connection with the need to study municipal services in the field of land relations in order to determine ways to improve their provision.

The main purpose of state land policy is creating conditions for the development of the country and its regions; improving the quality of life of the citizens as well as the interaction of public authorities and local authorities. Municipal services are expanding in scope and content, the organizational and legal mechanism for their provision is being improved. The social and legal

value, diversity and mass character of municipal services which are able to provide for the individual and collective needs of individuals, society and the state, necessitates the study of the types of municipal services (Andreeva, 2014). Types of municipal services, the structure of municipal goals (questions of local value) are legitimately defined and fixed at the federal level of power (Federal Law “On General Principles of Local Self-Government in the Russian Federation” № 131-FL on 06.10.2003).

Land relations in modern conditions are studied in the works of Nagornevoya et al. (2016), Thompson et al. (2019), Andreeva (2014), Zakharov and Kryakhtunov (2019) studying the system of municipal services. The classification of state (municipal) services is devoted to the work of Appanova (2012), Malanina (2012), Kirichuk (2014).

Petrakov and Adjubey (2016), Kostina (2016), Voronin et al., 2011) considered problems of process optimization of providing services rendered to the citizens by public authorities and organizing monitoring of the quality of the provision of such services.

Gavrilova (2015), Ognitsev (2015), Vesloguzova (2020) study the issues of improving the provision of state (municipal) services. However, these researchers do not pay attention to the assessment of the provision of municipal services in the field of land relations in rural areas. Meanwhile, land for residents of rural settlements is one of the sources of income, the construction of residential buildings which determines their quality of life.

The need for this study was due to the lack of evaluation and the quality of municipal services in the sphere of land relations by the citizens of Beloyarsks urban district of the Sverdlovsk region. This is due to a lack of qualified personnel due to urbanization processes, a small budget due to the lack of large-scale production, etc. Acquiring assessment during sociological research, as the most adequate method of studying public opinion in order to verify and clarify these issues, is a key indicator of the determination of the local governments' efficiency and allows to develop the necessary measures to improve the quality and accessibility of municipal services.

The powers for the possession, use, disposal and management of property owned by the city district are vested in the Committee for the Management of Municipal Property, which operates in accordance with the Regulation on the Committee approved by Decision of the Duma of the Beloyarsk City District of 05.28.2008 No. 30.

The main activity of the Committee is the application of effective measures in the field of municipal property management with the aim of increasing the budget revenues of the urban district and the rational use of material resources.

Professional activities of municipal employees are carried out in accordance with job descriptions. Job descriptions of municipal servants - specialists of the Committee are developed in accordance with the Federal Law on Municipal Service, Law of the Sverdlovsk Region dated October 29, 2007, No. 136-RL «On the Features of Municipal Service in the Sverdlovsk Region».

Legal regulation of issues related to the provision of municipal services on land use is carried out in accordance with the Administrative Regulations approved by the decisions of the head of administration of the Beloyarsk city district. Administrative regulations are fully consistent with

applicable law and contain the following information: general provisions (contact information, circle of applicants); the composition, term and sequence of administrative procedures; list of documents, grounds for refusing to provide services; pre-trial procedure for appealing against the actions (inaction) of officials and others. The persons responsible for the provision of a particular service were identified from the Committee's staff, hosted by obtaining key certifications of signatures and of digital signature in order to create requests for inter-agency cooperation. The provision of municipal services is declarative in accordance with the regulations. Municipal services are provided by the Committee comprehensively and centrally. The range of such services is quite wide and is provided to citizens, organizations and various municipal institutions. Information provided by the municipal services available on a single portal of public services on the Internet (<http://gosuslugi.ru>) as well as on the official website of Beloyarsky urban district (<http://beloyarka.com>). This implements the principle of information transparency and the activities of the local government. The official site is inconveniently organized and the search for the necessary information takes a lot of time or cannot be detected by the user at all. It should be noted that the problem of providing municipal services is the lack of a system for informing consumers about the progress in the implementation of municipal services. If the applicant is interested in information on a particular service, difficulties arise because not all consumers of services have the opportunity to use information and telecommunications, many do not understand the information contained in the documents and there are no free consultation and information centers. Therefore, public monitoring and increasing the openness of the process of providing municipal services to society are needed.

2. METHOD

The basis of the empirical research is the method of analysis of statistical indicators of municipal services in the sphere of land relations as well as content-Site analysis of Administration of Beloyarsk urban district. These methods make it possible to identify shortcomings in the activities of local self-government bodies, for example, by analyzing the dynamics of complaints of the citizens, to correlate the number of complaints and announcements of admission to vacant positions (if there are no specialists the number of complaints increases because there is no one to provide services).

In order to identify other existing problems of municipal land relations services in the field by the authors in the period from 20.01.2018 to 15.03.2018, a sociological survey was conducted on the territory of the Beloyarsk city district. The survey in the form of questioning was conducted among 400 recipients of municipal services (spontaneous questioning, target audience - recipients of municipal services in the field of land relations).

3. STUDY DETAIL AND RESULT

3.1 RESULTS OF SITE CONTENT ANALYSIS AND STATISTICS

A serious problem is the lack of qualified specialists in the field of land relations. The territory of the Beloyarsky urban district is 132,329 hectares and an average of two thousand five hundred calls are received annually while the staffing table provides for only 2 rates for land relations, i.e. 1250

applications per year per specialist, thus the main burden on the provision of municipal services falls on two Committee employees, hence the poor quality of services. Consumers of municipal services turn to the administration of the Beloyarsk city district with claims to the work of specialists in this unit. In most cases, claims arising in connection with a violation of the terms for the provision of services. For example, the municipal service “Provision of land, state ownership of which is not demarcated in the territory of the Beloyarsk city district for construction by auction results” is practically not provided due to the lack of a specialist which leads to a violation of the law.

Changes in the Land Code of the Russian Federation at the municipal level on 1 March 2015 almost paralyzed work on the placement of non-stationary shopping facilities. The administration of the Beloyarsk city district was not able to resolve issues on the placement of new non-stationary objects and the extension of contracts for the placement of existing non-stationary objects due to the lack of a normative legal act adopted at the level of the Government of the Sverdlovsk region.

The whole cycle of providing services to include electronic filing of applications and tracking the progress of its implementation. However, there is a contradiction with the Decree of the President of the Russian Federation «On measures to ensure the information security of the Russian Federation when using information and telecommunication networks of international information exchange» No. 351 of 17 March 2008, according to which it is forbidden to connect information systems and «computer equipment used for storage processing or transmitting information containing information constituting a secret (which includes personal data)». From the above it follows that the technical feasibility of the state (municipal) services prohibited by decree of the President and the Federal law «On the organization of public and municipal services» from 27 July 2010 No. 210-FL, on the contrary, provides for their implementation in electronic form, which creates a legal contradiction.

The level of municipal services in electronic form through the Portal of state and municipal services is 3%, which indicates a low level of readiness of the citizens for new forms of communication with the government.

The Committee’s experience in the provision of municipal services made it possible to identify the existence of problems of interdepartmental information interaction (hereinafter - interdepartmental interaction):

- low level of interdepartmental coordination of executive authorities in the provision of services to applicants;
- insufficient use of information technology for the exchange of information in the implementation of complex (composite) services;
- frequent software updates (regulatory compliance system supported by Rostelecom);
- difficulties with the identification of interaction participants (system failure due to non-compliance of the certificate key with electronic signature for signing requests in the system of interagency electronic interaction).

Due to the fact that the identified problems are interconnected, their leveling is possible through the implementation of a set of measures: organizational, regulatory, methodological, informational as well as technical.

High-quality provision of services is the responsibility of local governments. The tasks of forming a new quality of municipal governance are annually set by the President of Russia in

messages to the Federal Assembly of the Russian Federation and expand the provisions of the concept of reducing administrative barriers and increasing the availability of state (municipal) services which implies improving interaction with consumers of services as well as increasing the efficiency and effectiveness of local government. However, there is no systematic monitoring of the quality of the provision of municipal services in the field of land relations in the territory of the Beloyarsk urban district, which does not allow receiving up-to-date information about the satisfaction of the recipient of services and timely responding to emerging problems. In addition, the monitoring will reveal the level of citizen's trust in those innovations which are conducted at the state level in terms of improving the services for citizens.

The essence of monitoring is «a systematic study and evaluation of the results of work with a certain specified frequency and the use of the same system of indicators» (Petraikov, 2016).

Assessment of the quality of the provision of state (municipal) services are carried out according to the following fundamental criteria:

- 1) time of service provision;
- 2) waiting time in line when receiving services;
- 3) the courtesy and competence of the employee interacting with the applicant in the provision of services;
- 4) «the comfort of the conditions in the room in which the services are provided;
- 5) the availability of information on the procedure for the provision of services».

Note that the assessment of the quality of services can be carried out from the point of view of the external (consumer) or internal (contractor) with respect to the process of providing the environment. An internal assessment refers to the quality of a service as a combination of the quality of internal processes and an external assessment is the degree of satisfaction with a service (opinion on quality), that is the consumer's formation of the perception of the received service as corresponding to his expectations (Kostina, 2016).

Today the system for assessing the quality of service delivery is represented by several assessment systems the materials of which are received in a single monitoring database (Figure 1).

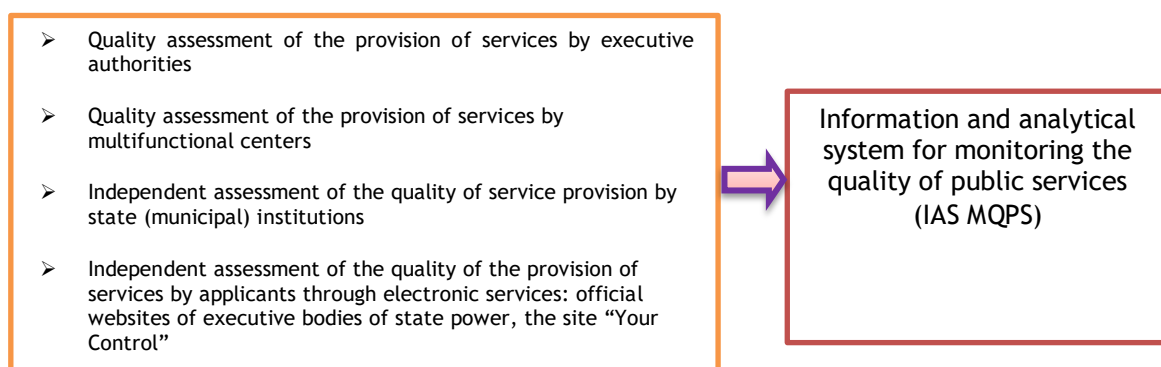


Figure 1: Sources of quality assessment of the provision of municipal services.

Based on the information of the Annual analytical report on assessing the quality of the provision of municipal services in the Sverdlovsk region as of 2017-2018, it follows that the average rating for the above criteria is 4.8 out of five points, respectively the level of citizens satisfaction with the

provision of public (municipal) services accounted for 96.5%.

Since October 2016, in addition to data on federal services, information about regional and municipal services of the Sverdlovsk region began to arrive at the IAS MQPS. The total number of assessed facts of the provision of regional and municipal services in 2017 amounted to «4,080, of which 71% (or 2,904 facts) are regional services and 29% (or 1,176 facts) are municipal. From the Multifunctional Center, 94.5% of all evaluated regional and municipal services entered the system, the remaining 5.5% came through Unified portal of public services» (Annual analytical..., 2017) and the site "Your Control". Thus, after a year there is not enough data for a full analysis of the assessment of the quality of service at the regional and local levels, so it is not possible to trace the dynamics

Thus, the problem of providing municipal services can be formulated as follows: the lack of monitoring of the quality of the provision of municipal services with the involvement of specialized independent organizations, respectively, with "compliance with the requirements of the legislation governing relations related to the placement of orders for the supply of goods, performance of work, provision of services for state needs, the needs of budgetary institutions. «The reporting form on the results of monitoring the quality of the provision of state (municipal) services, proposed by the Government of the Sverdlovsk Region, located on the website (<http://ar.gov66.ru>), contains information on the number of appeals and visits of applicants to the executive authority and the Multifunctional Center; expenses of time and financial expenses of the applicant upon receipt of the service. In our opinion, such as formal monitoring (internal quality assessment) is not enough, therefore, it is imperative to use the feedback mechanism. In order to improve the mechanisms for providing municipal services, it is necessary to understand the problems that citizens face when receiving them and, as a result, it is possible to improve the quality of services provided.

The next problem we note is «technical and organizational flaws» (Mikhnenkova, 2017). Today, the infrastructure of electronic interaction is not sufficiently managed (software incompatibility between different departments). Note that the implementation of municipal services provides for the implementation of a specific set of administrative procedures, which include sending requests to organizations of various levels of government, in order to obtain documents to be provided exclusively in the order of interagency interaction. The receipt of such documents without the use of electronic channels of interagency cooperation makes it difficult to provide municipal services.

A number of problems specific to the sphere of land relations should be noted. Services related to the direct benefit for the applicant should not only be provided in quality and convenient manner but also should be sufficiently clear and transparent. Responsible for the provision of services, it is, as a rule, the land committees should improve such processes as the citizen's advice and direct service delivery. We believe that with a combination of these two approaches it is possible to achieve positive assessments from consumers of services. Otherwise, if the consumer of the service is not understood on the scheme (process) of the provision or the order of receipt of the land, then no matter how high-quality channels of interagency interaction are organized, the citizen will not be satisfied with the final product of the service provided.

The main problem of providing municipal services is the imperfection of legal regulation regarding the application of certain provisions in practice. For example, we offer to expand its rules Federal Law № 210-FL, pay attention to the capabilities and direction of interagency electronic requests for the purpose of validation of the submission of the second information. In addition, municipalities have three levels of administrative regime - federal, regional and local. Municipalities depend on standards at all levels. For example, in 2015, in connection with the adoption of the Federal Law No. 171-FL on 23 June 2014 “On Amending the Land Code of the Russian Federation and Certain Legislative Acts of the Russian Federation”, during the year local governments were not able to provide municipal services related to the conclusion agreements on the redistribution of land and (or) land; the conclusion of an agreement on the placement of non-stationary trading objects on land plots of which state property is not delimited, since there was no law of the executive authority of the constituent entity of the Russian Federation.

3.2 RESULTS OF RESEARCH SOCIOLOGICAL

The results of the study showed (Figure 2) that complaints about receiving municipal services in the field of land relations in 2017 are cumbersome administrative regulations that are not always convenient for familiarization and understanding (20% of the respondents).

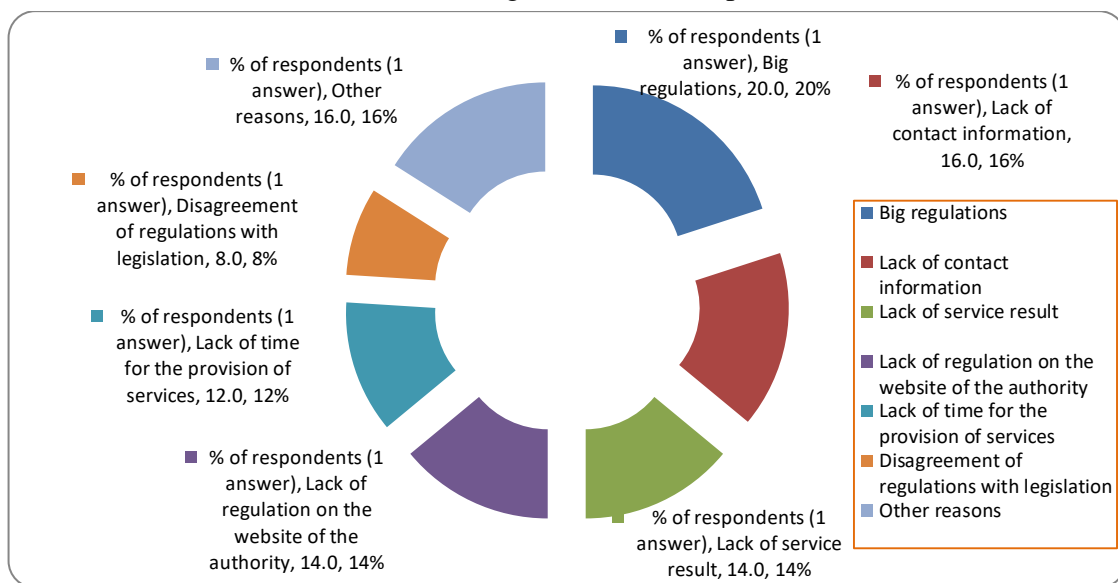


Figure 2. The main complaints at the stage of preparation of the appeal for the provision of municipal services

Practice shows that the current requirements for the structure of administrative regulations, the procedure for their development and approval do not allow for a quick response to regulatory and organizational changes in the processes of providing services; they do make the regulations a bulky document that is not always convenient for acquaintance and understanding by the consumers of services. In addition, the editorial offices with the amendments to the administrative regulations are posted on the official website of the authority along with the previous editorial offices which is an obstacle to the search for relevant information.

At present, there is a quality problem for the prepared documents. So, 34% of the respondent noted insufficient competence of employees, paperwork with errors, shortcomings, and as a result led to additional problems, including loss of time (Figure 3).

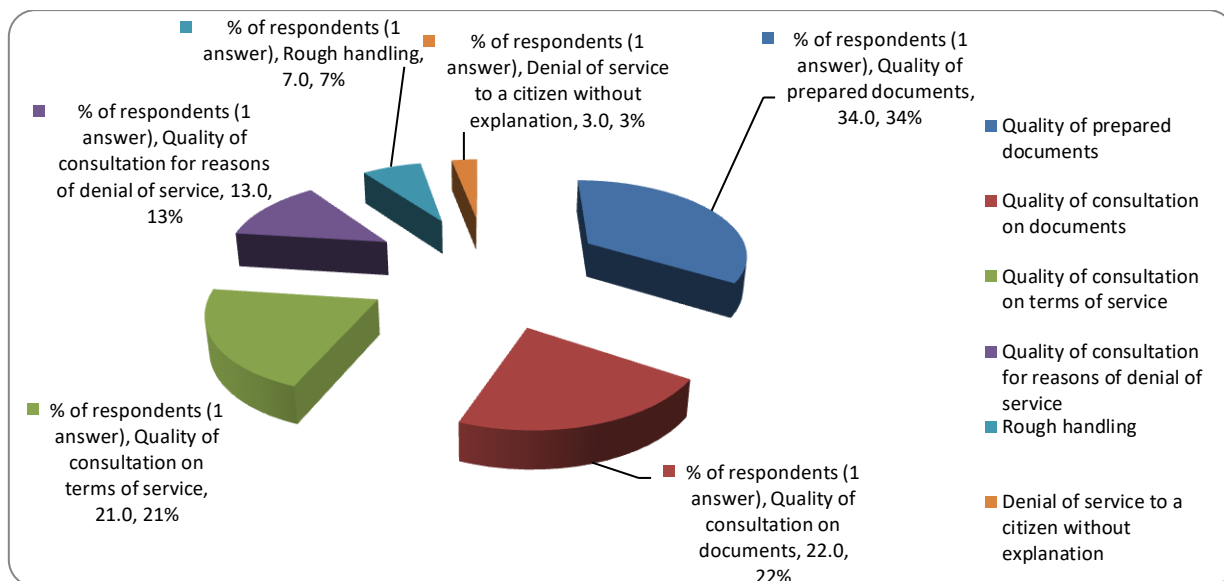


Figure 3: The main service specialists in the provision of municipal services (%)

In addition to the problem of the quality of documents, citizens are dissatisfied with their attitude to them, forms of communication in the provision of municipal services in the field of land relations. Therefore, it is important to begin the training of municipal employees with the professional selection of specialists, taking into account the personal qualities of a person like attentiveness, tolerance, etc., and also not to forget about the advanced training of employees in the field of information technology. The civil servants are the main strategic resource of state (municipal) bodies.

The most popular service is «Providing once free of charge the ownership of a land plot for individual housing construction in the territory of the Beloyarsk city district», 36% of respondents answered. Thus, all categories of citizens that are stipulated in the Law of the Sverdlovsk Region No. 18-RL of 7 July 2014 «On the peculiarities of regulation of land relations in the Sverdlovsk region» one way or another they want to use their right to receive a land plot once for free. Since 2009, applications for the provision of a one-time free of charge land ownership for individual housing construction are being accepted. As of 01.01.2018, there were 1282 applicants in Administration Beloyarsk urban district, who were given the 440 plots of land. As of 1 March 2018, the total queue for receiving the site is 782 applications. Of these, 188 applications are made up of large families with three or more children (category of applicants entitled to extraordinary provision of land); the category of citizens: people with disabilities, war veterans, etc. (citizens entitled to the priority provision of a land plot) make up 53 appeals; the remaining category of persons not included in the above categories is 541 appeal.

An acute problem for the provision of the above services is the lack of funding for the development of urban planning documents (planning project) and the construction of the necessary engineering infrastructure. In the Land Code of the Russian Federation, there are no requirements for plots that should be provided to large families at no cost. However, in the Presidential Decree «On measures to provide citizens of the Russian Federation with affordable and comfortable housing and improving the quality of housing and communal services,» there is a reference to the fact that land intended for free provision of privileged categories of citizens should be equipped with the necessary engineering infrastructure. Therefore, even if there is a free territory suitable for mass

development, there is no possibility of providing land to citizens. In this regard, the performance of the provided plots is quite low in relation to priority. The total submitted in 2017 was 80 land plots. The category of citizens who are not eligible for the extraordinary provision of the land is categorically dissatisfied with current legislation since their turn has been since 2010 still motionless. In this connection, we propose to amend the relevant articles of the Law and adjust the procedure for the provision of land.

Most often, respondents noted as a problem:

- failure to comply with the timing of the provision of municipal services - 43%;
- lack of informing consumers about the progress in the performance of municipal services 78%. Despite the administrative regulations indicating information on various ways of notifying applicants about the progress of the service: using the Internet, by e-mail, mail, telephone, in-person with applicants, and also verbally directly at the Multifunctional Center, the vast majority of respondents remain unhappy (Figure 4).

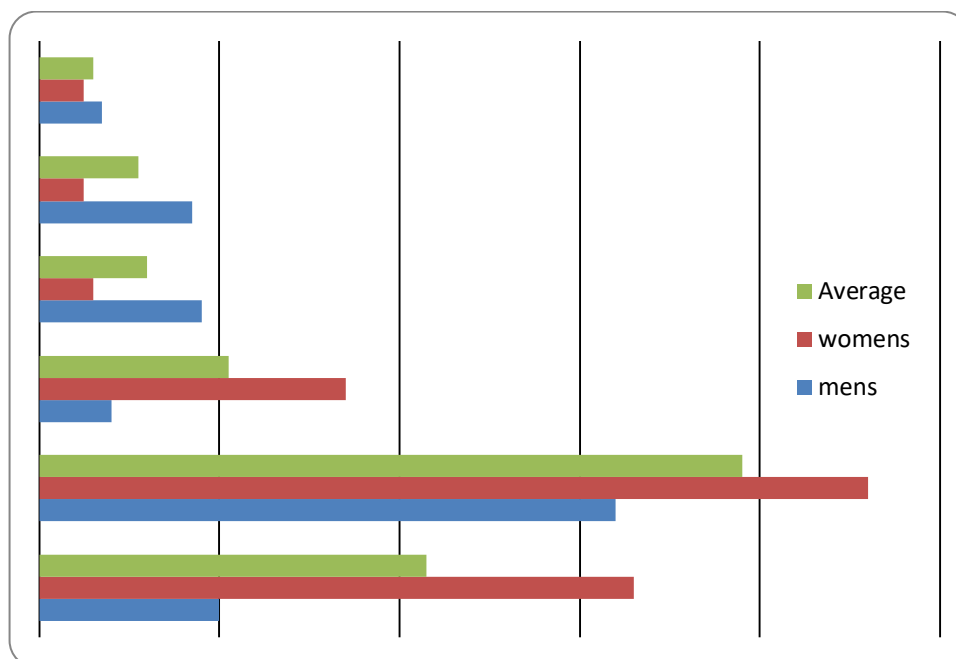


Figure 4: Reasons for dissatisfaction with the process of providing municipal services in the field of land relations (%),

The data indicate that women are more often dissatisfied with timing issues (disobedience or lack of information about receiving a service). Men complain more often that there is no clear list of documents, it is impossible to obtain information remotely (by phone).

The above indicators indicate the poor provision of public services by the local government. Failure to comply with the deadlines for the provision of municipal services is a direct violation of applicable law. In the course of the study, we identified problems «requiring additional administrative efforts in the field of municipal services» (Zolotukhina, 2015).

4. DISCUSSION

In connection with the rapid development of information technologies in modern society, there is a need to improve the scope of state (municipal) services and modernize the mechanism for their

provision. Implementation of measures of the state policy of Russia in the provision of public services «is aimed at improving the legal regulation of this sphere, introducing new forms of provision, optimizing the mechanisms for organizing the provision and improving the quality of the above services» (Gavrilova, 2015). The authors are going to consider some ways to improve the provision of state (municipal) services.

An important direction in the implementation of these services are the components: regulatory framework, human factor, financial support.

One of the problems is the lack of effectiveness of state regulation and changes in legislation. The initiative for lawmaking in the field of land relations is an example: in 2014 18 amendments were made to the Town Planning Code. On 1 March 2015, large-scale changes to the Land Code came into force. The legislator envisaged changes to the Federal Law No. 131-FL, only in 2014-15 amendments were made and five more changes in 2015. Therefore, the activities of federal authorities regarding the adoption of draft laws «create uncertainty and confusion, since changes are often thought out and unsystematic character» (Ognitsev, 2015). Significant changes in legal acts in the field of land relations for a sufficiently long period of time actually block the exercise of the powers of the executive authorities as there is a need to study, understand the new legislation, most often to introduce by-laws in order to clarify its individual provisions. Based on the adopted laws federal and regional ministries are developing methodological instructions and recommendations on the application of legal acts. State and municipal employees are also waiting for the development of judicial practice. In addition, a change in legislation entails corresponding changes in administrative regulations, otherwise, they lose their relevance.

Conclusion on the above: the application of an integrated approach to the development of actually new versions of laws will lead to a minimum number of changes and additions to them.

An acute problem was the organization of electronic document management in interdepartmental cooperation. The key areas for improving the system of information infrastructure for electronic interaction should be:

- - modernization of methods and forms of access to services;
- -development of a system of interdepartmental and inter-level information interaction;
- -innovations in the engineering infrastructure of the electronic state.

It is possible to implement the above areas by developing new regulatory documents (for example, the program-targeted method) or by amending existing legal acts to improve the system of interagency electronic interaction.

A serious problem is the shortage of qualified personnel in the multifunctional centers. The specifics of the work of the centers require training and regular professional development of Multifunctional Center employees, teaching them not only special services but also customer focus. It is important that the employees of the center are able to communicate both with pensioners and with youth. In addition to the traditional methods of assessing the performance of personnel, such as certification, testing, etc., it is possible to apply the “secret client” research method. In practice, the following indicators can be assessed: staff compliance with etiquette (affability, delicacy, subordination, etc.); customer service skills; the appearance of the staff; service speed; cleanliness

and order in the premises and at workplaces of employees, etc.

As the results of a sociological study in the local government of the Beloyarsk city district showed that there is a similar problem: a shortage of qualified personnel. For the level of performers providing the most mass municipal services, the ability to perform tasks in a timely manner and to know a specific set of administrative procedures is valuable. In order to the professional development of such employees, we consider to send them to additional professional training regarding innovations in legal regulation, as well as the algorithm of actions in solving standard strictly regulated tasks. Specialists should develop analytical thinking, sociability and the ability to rationally organize and use their work time.

A fairly high percentage (43%) of the respondents singled out the following problem: violation of the terms for the provision of municipal services in the field of land relations in the territory of the Beloyarsk city district. As practice has shown, the root of this problem lies in the relationship between divisions of the Administration of the municipality, including when coordinating documents. To increase the efficiency of the provision of services as well as to solve the above problem we suggest that the heads of structural divisions pay attention to the official culture of the authority, which essentially provides for a well-formed system of relations between personnel. It should be noted that the formation and maintenance of positive values by civil servants is intended to increase the efficiency and effectiveness of their professional performance. In addition, in order to ensure the improvement of the quality and efficiency of internal and external interactions, to reduce the loss of time during the implementation of processes and the implementation of functions, it is advisable to regularly analyze the effectiveness of the authority.

The next problem is the insufficient financing of the local budget in terms of providing engineering and technical infrastructure for the formation and provision of land plots of preferential categories of citizens. A solution to this problem can be an initiative to assist local authorities in municipalities in the Sverdlovsk Region in building engineering infrastructure networks «at the expense of the federal budget on the basis of the existing subsidy mechanism».

Another problem is the lack of systematic monitoring of the quality of the provision of municipal services in the territory of the municipal formation of the Beloyarsk city district that is not formal monitoring, namely monitoring with the involvement of a specialized organization. The stabilization of the process of providing state (municipal) services consists in the satisfaction of citizens with the services provided and the quality of service, this can be determined by applying the method of interviewing the citizens.

As mentioned above, the public system "Your control" is a form of dialogues between the state and the information society. Based on this system, the assessment of the quality of services provided by the Federal Service for State Registration, Cadastre, and Cartography has been carried out since 2013. Since 1 January 2014, the public system "Your Control" has been applied to the most popular and socially significant services of the Ministry of Internal Affairs of Russia and the Federal Migration Service of Russia; since January 1, 2015, this assessment applies to the services of the Federal Tax Service of the Russian Federation. Also during 2015 the Pension Fund of Russia, the

Social Insurance Fund, the Federal Bailiff Service, Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing (Rosпотребнадзор) and the Federal Property Management Agency were connected to the system. We consider it expedient to connect local authorities to this system since requests for the provision of municipal services directly to the executive authority have been received and will continue to be received, since the right of choice rests with the consumer of the services.

At the same time, you can additionally involve outside observers (for example, students during the summer period) who at the exit from the Multifunctional Center or local government will interview the citizens on issues of interest to us, the processed answers will allow us to identify shortcomings and make changes to the process of providing services.

It should be noted that the problem of providing municipal services within the boundaries of the studied municipality is the lack of a system for informing consumers about the progress of the provision of services. To solve it, we offer the specialists responsible for the provision of services to requests received by mail, not to withstand the general terms of consideration of citizens' requests by e-mail, but to answer them until the end of the working day during which the request was made. In order to improve the quality of municipal services, essentially such matters applicants should be received at any time, regardless of the approved schedule for the reception of citizens.

The existing problem of cumbersome administrative regulations should be leveled out as follows. If it is necessary to amend the administrative regulations, it should be recognized as invalidating its previous version and, accordingly, adopting a new one, which will lead to a convenient reading of the local regulatory act, primarily for the citizens. It is also necessary to draw up a graphic block for each regulation - a diagram that will reflect the sequence of key stages of providing municipal services, for example, registration of an application, examination of submitted documents: the return of an application or the formation of interdepartmental requests, etc.

Thus, the above recommendations in the provision of public services to the public will play a role in the process of organizing the provision of state (municipal) services, as well as contribute to the sustainability of the development of the territory of the municipality.

5. CONCLUSION

From this study, despite our research in the territory of the Beloyarsky City District, the problems of providing municipal services in most municipalities are typical. They can be combined into three groups:

- 1) the financial capacity of the local budget;
- 2) the quality of municipal services (lack of qualified personnel);
- 3) information technology (insufficient equipment with technical means).

Thus, the above problems in one way or another affect the implementation of Federal Law 210-FL “On the Organization of the Provision of State and Municipal Services” and many other regulatory documents. In our opinion, the improvement of the service delivery system today consists in developing mechanisms for remote provision of state (municipal) services based on modern information infrastructure and the formation of a feedback system with service consumers in

order to obtain information for making effective decisions and correcting performance indicators of bodies executive power.

6. AVAILABILITY OF DATA AND MATERIAL

Information can be made available by contacting the corresponding author.

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