



A Study of Resilient Governance in Community Response to Major Public Crisis - A Case Study of the COVID-19 Epidemic

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Abstract. With the continuous impact of the new coronary pneumonia epidemic, the real dilemma faced by the community as the social face of the epidemic prevention and control of the main body of responsibility has also been aggravated. Therefore, the governance transformation focusing on the resilience model is not only a necessary way to achieve the modernisation of the Chinese community governance system, but also a practical necessity to solve the problems exposed by the current epidemic prevention and control work in the face of normalisation. On the one hand, although the construction of resilient communities in China has long been on the agenda, there are still objective limitations such as unstable epidemic prevention policies and a lack of humanistic care. Therefore, promoting the construction of a people-centred and more humanistic social resilience governance system, which adheres to the people-first approach and focuses on the survival of people in the post-disaster period through party building and digital empowerment, will not only accelerate the modernisation of China's social governance system, but also contribute to solving a series of major practical problems in community governance.

Keywords: resilient governance; major public crisis; new coronary pneumonia outbreak; humanistic care.

1 Introduction

Since the outbreak of the epidemic, China's social governance process has received worldwide attention. In the early stages of the outbreak, the centre of gravity of the decision-making system for responding to major public crises of the epidemic type was mainly at the national level, and in the face of this sudden major public crisis, China adopted a holistic strategy of collective control and integrated planning, and implemented the basic policy of "adhering to the 'prevention of epidemics nationwide'" in a relatively short period of time. In the face of this major public crisis, China adopted an overall strategy of collective control and integrated planning, and implemented the basic policy of "adhering to a good 'national defence against epidemics'", which in a relatively short period of time brought the new crown epidemic alpha-original strain of

the epidemic under overall control. At the same time, it is worth noting that the grassroots unit of social governance - the community but because of this public crisis event exposed a number of problems: response to the epidemic prevention and control risks of information asymmetry, inefficient resource deployment and poor self-organisation, and in the subsequent response to the delta, Omicron strains of epidemic prevention and control --In the "post-epidemic era", when the centre of gravity of social governance decision-making continues to sink to the grassroots level, and the responsibility of social governance borne by grassroots communities continues to increase, the governance problems exposed at the early stage of the epidemic have become more and more prominent. The governance problems exposed at the beginning of the epidemic have become more and more prominent. As a result, the study of "resilient governance" as the core of the scientific governance approach has gradually coalesced a broad consensus in the academic community on the study of coping with major public crises. Why "resilience governance" is a scientific way of governance and how "resilience governance" can enhance the governance effectiveness of Chinese grassroots communities and improve the community governance system - resilience governance is the most important issue in the study of resilience governance. "Why and how" are important propositions for exploring the modernisation of China's community governance system in the new era, as well as for the study of resilience governance. The group will focus on how to build a more humanistic Chinese modern social governance system under the resilient governance model, expound the scientific nature of the theory of "resilient governance", and put forward systematic suggestions on how to build a resilient social governance system with Chinese characteristics in the new era with the characteristics of Chinese modernisation.

2 Resilient Governance - the Basic Need to Address the Realities of the Dilemma of Preventing and Controlling Normalised Epidemics in Urban Communities

2.1 Resilient Governance - a Revolutionary Dynamic Adaptive Management Approach

"Resilience" is an engineering concept that refers to an object's "ability to change, to adapt, to change in response to pressures and constraints." [1]Since the 1980s, caught up in the advent of post-industrial society and the globalisation of the economy, the "planning" of modernity has failed, and Lyotard argues that "we can't get a better, i.e., better-performing, message choices can only be made by luck." [2]The transformation of socio-historical constructs from deterministic, scientific and clear-cut to discrete, unpredictable and complex has been accompanied by the evolution of ecological civilisation, and is further manifested in the manifestation of environmental risks. In the face of highly uncertain compound disaster risk impact, based on empirical thinking and the construction of the traditional urban "impact-response" governance model has become more and more difficult to meet the needs of human security development, scholars for the understanding of urban disaster emergency governance gradually

turned to the perspective of resilience. Resilient city mainly refers to the ability of the city to stabilize the basic functions of the city or to rapidly develop and rebuild the city in the event of major risks, safety accidents, or certain disaster impacts, with corresponding material resources.[3] In 2021, the National People's Congress issued the "Outline of the Fourteenth Five-Year Plan of the People's Republic of China for the National Economy and Development and the Visionary Objectives of 2035", which proposed the construction of resilient cities for the first time in the form of a national plan. proposed building resilient cities. In order to promote China's goal of refined governance, the centre of gravity of national governance has been sinking, and resilient governance has been extended from the level of urban governance to the level of community governance, and resilient community governance has become a research hotspot at home and abroad in recent years. It requires the emergency management system to play a rapid role in complex and diversified risk situations, so as to achieve dynamic structural adjustment and functional optimisation, and provides new theoretical ideas for China to comprehensively promote the cause of emergency management into a new stage of historical development in the face of major public health emergencies and crisis events. [4]Especially in the post epidemic era, building resilient communities has become a fundamental construction project for the country. Lan Yuxin, Zhang Xue, Zhang Liwei and other scholars have introduced the concept of "community resilience" and explored its governance system and path of realisation from the perspective of modernisation of the governance system based on the observation of the community's resistance to the epidemic in the Xin Guan Pneumonia Epidemic.

The scientific nature of resilient community governance has been demonstrated in China's response to the epidemic, particularly in the regularised governance of communities. The management and development of a modern society cannot be separated from the word "science", and this is especially true of the construction of resilient communities. The scientific nature of community resilience governance is mainly reflected in the change of its management style. Its community management method has changed from the original relatively pluralistic and partial participation of the main body to the participation of the whole body and comprehensive collaboration, effectively pooling community resources together. From the previous "top-down" management to the "combination of top-down and bottom-up" management, it allows all people to participate in community emergency affairs and case management, pooling the strengths and talents of all people, and promotes a more rational community management in complex and diversified risk situations. Management. [5]At the same time, resilient community governance replaces traditional community development thinking, adheres to the concept of sustainable development, and promotes the research and practice of resilient governance based on the perspective of community governance modernisation, so as to continuously adapt to the dynamically changing new environment.

As the centre of gravity of social governance continues to sink to the grass-roots level, grass-roots communities have been empowered by the Government to carry out autonomous management, thereby promoting the development of the capacity of the main body of governance. The spontaneity, self-adaptation, initiative and interaction of multiple subjects emphasised in the autonomy of resilient governance have constructed

a community emergency resilient governance system that is whole-process, multi-subject and resource-integrated for community crisis governance. [6]Firstly, the autonomy of national grassroots organisations is mainly reflected in crisis events and risk challenges, and resilient communities are able to take the initiative to cope with and bring into play their self-recovery capacity to maintain the basic stability of the community and adapt themselves. Secondly, the government can give full play to its capacity for multifaceted governance when empowering community organisations and community sectors, and provide communities with support in the form of talents, materials, finances and other aspects, so as to promote the development of community autonomy; at the same time, it guides communities in the construction and enhancement of emergency response capacity, so that communities can give full play to their autonomy in the process of emergency response management, and thus promote the enhancement of the self-organising capacity of resilient communities.

Resilient community governance is more innovative than traditional community governance. While assisting grass-roots organizations in emergency management, it draws on the corresponding approaches in the original community management model and emergency response programme, combines anti-epidemic practices, adapts to local conditions, carries out management and work arrangements in accordance with the specific situation, and strengthens the management of resilient communities and the innovation of ways to cope with emergency management in the community, thus promoting the innovation and development of the community resilience governance model. Resilient community governance not only innovates the way society is managed, but also enhances society's responsiveness and adaptability to sudden emergencies and promotes the optimisation of the resilient community governance system.

In general, resilient governance is a revolutionary dynamic adaptive management style on modern social management, which is a systematic project for external environmental changes or risk shocks to be able to proactively maintain and adapt itself, and enable it to restore normalcy faster as well as dynamically adapt to the new environment. Resilient community governance is highly innovative, which takes the people's actual sense of access as a practical requirement, takes Marxist methodology as a practical guide, combines with China's anti-epidemic practice, and relies on the comprehensive application of community governance methodology of Internet+ and big data, creating a new form of grassroots governance in the near-future era. In China, the creation and promotion of resilient communities is in a rapid development stage, especially the Xin Guan Pneumonia epidemic, which has driven the rapid development of China's resilient governance system. Although resilient governance has carried out a series of theoretical research and concrete practice in China, under major public crisis events, community resilient governance implemented into concrete practice still has a certain irrational embodiment, which needs to be further studied.

2.2 The Inherent Compulsion to Explore New Models of Community Governance

China's traditional "emergency" risk management paradigm has been placed in a rigid model of governance in which the government is the single governing body, and the

aim is to achieve "quick results" in governance performance. Rigid governance is the main type of technique used in most of China's crisis governance reforms. For example, after the SARS crisis of 2003, the Chinese government gradually established a public crisis governance framework from the central to the local level, mainly consisting of the "one-case, three-systems" system of emergency response plan, emergency response system, emergency response mechanism and emergency response legal system. [7] In this framework, the Government adopts top-down interventions, and people follow established, rational rules and standards, thereby ignoring the actual needs of public crisis management.

At the beginning of 2020, a new pneumonia epidemic ravaged Wuhan, and after comprehensive consideration, the government decided to adopt a rigid governance model by "sealing off" Wuhan and unifying the management of the city. After more than two months of management, Wuhan was successfully "unsealed". However, during the sealing and control phase, the many shortcomings of rigid community governance in the face of major public crises were still exposed. Under Wuhan's rigid governance model, community governance suffered from a lack of crisis awareness, insufficient emergency response experience, asymmetric information on epidemic risk prevention and control, and inefficient resource deployment. [8] These problems reflect the fact that China's neighbourhoods had not been fundamentally transformed at that time, and that there were still certain shortcomings in governance, as well as the phenomena of "one-size-fits-all" and "layer upon layer".

Following the global pandemic of the COVID-19 epidemic, the virus has evolved and mutated in the course of transmission. [9] Statistically, neocoronavirus has now mutated to the 5th generation - omicronavirus. The mutation frequency of the new crown strain has gradually accelerated, resulting in a more mobile risk society. And in the face of a highly uncertain and highly complex governance environment and governance tasks, the rigid governance model suffers from weak initiative, weak integration of external forces, and significant internal fragmentation. [10] At the same time, as the centre of gravity of social governance continues to sink to the grassroots level, the social governance responsibility borne by grassroots communities has become stronger. At the grassroots governance level, rigid governance with macro-control as the main means is not applicable to the small units of grassroots community governance. Therefore, under such circumstances, Chinese society is in urgent need of a new way of thinking about governance. In the post-epidemic era, especially in the context of the normalisation of epidemic prevention and control, communities need to shift from rigid governance dominated by state regulation and control to normalised and resilient governance based on community grids sunk into individual grassroots communities. Based on this, in order to achieve effective management of grass-roots community risks, to continuously improve the community governance system, and to enhance the effectiveness of governance at the national grass-roots level, the construction of "resilient communities" has become an important proposition for the modernisation of grass-roots community governance capacity in the new era.[11]

3 Mode Transformation - The Way to Build a Modernised Chinese-Style Governance System

With the development of modern civilisation, social space-time has changed from being deterministic, scientific and clear to being discrete and uncertain. The Fifth Plenary Session of the 19th Central Committee of the Communist Party of China (CPC) emphasised that "the current development environment is facing profound changes, the international environment is becoming more and more complex, and instability and uncertainty have increased significantly." Unknown and unforeseen consequences have become the dominant force in history and society, and Ulrich Beck believes that modern society has entered the "risk society", but it is not difficult to analyse and examine the risk of the current stage of society, and find that it presents the compound characteristics of superimposed causes, multi-hazard, and trans-regional. In the face of the overall growth of social development uncertainty and the impact of compound disasters, the rigid governance originally constructed under the deterministic social space and time and the soft governance promoted by the Western countries can not meet the needs of national governance practices. The "resilient governance" between rigidity and softness is a new governance model under the influence of a new social space-time, and is considered to be the path and carrier of governance modernisation. Analysing the governance models in China's historical progress and exploring how to build a resilient governance system with Chinese characteristics that is characteristic of Chinese modernisation are the key issues for this project team.

3.1 Historical Responses to the Transformation of China's Governance Model

Rigid governance is characterised by a "strong state, weak society", and in the face of major public crises, it is often characterised by strong top-down mobilisation and organisational power, and the ability to focus a large amount of governance resources on a target. Since ancient times, China has been characterised by a strong sense of rigidity. Han Fei in the Warring States period emphasised the central position of the state in governance, believing that the first point of state law is to "correct people's emotions"; from the perspective of the system of governance, the ancient Chinese dynasties formed a kind of state as the core of the local governance system, and in the face of public crises, the common means of coping with public emergencies are immigrants on the food, water conservancy projects, tax concessions, information and information technology. In the face of sudden public crises, the common means of response were migrants' feeding, water conservancy projects, tax relief, and information transmission. Since the establishment of New China, a strong characteristic of "rigidity" has also emerged in the face of major public crises. During the SARS epidemic in 2003, under the leadership of the Communist Party of China (CPC), the Party committees and governments at all levels adhered to the leadership of the Party and co-ordinated the planning of major public crisis decision-making and implementation of joint prevention and control in all areas. Joint control of major public crises decision-making and implementation of the initial formation of an integrated system, the epidemic has been rapidly

controlled, the economic and social order has been effectively safeguarded; 20 years since the outbreak of the COVID-19 epidemic, the Party Central Committee to take the closure of the city and suspension of transport, the infected area of hierarchical control and mobilisation of the whole region and other systems of response to the epidemic. Compared with the rigid governance model, the soft governance model places more emphasis on the autonomy of one end of society, presenting the characteristics of "weak state - strong society", when dealing with major public crises, the soft governance model is more exclusive of the government's intervention, and turn to "voluntary", "self-help", "self-help", and "voluntary". When dealing with major public crises, the soft governance model rejects government intervention and instead resorts to "voluntary", "self-help" and "reminder" governance. In Western countries, the CDC only provides "strategic guidance" to localities during epidemics, and relies on state health departments to formulate specific anti-epidemic policies based on their own state's situation. This governance model, which unilaterally emphasises the role of society and rejects the role of the state, is distinctly Western and libertarian in colour, but when responding to major public crises, this model is mostly ineffective. The governance mode is mostly inefficient and chaotic; in contrast, China's governance mode since ancient times has been rigid, but the power of society is often in an important position when dealing with major public crises, and "people's nature" has always been the implied value of China's governance, and every time a major public crisis breaks out, the mass volunteer teams are always there to help with the disaster and to fight it. Whenever a major public crisis breaks out, the mass volunteer force is always an important force in disaster relief. The Chinese governance model is based on the "rigid force" of the state, supplemented by the "soft force" of the society, and is characterised by a duality and harmony.

Rigid and soft governance are both under the umbrella of traditional governance. Traditional governance mostly presents the emergency structure of "crisis-response", which is formed under the scope of a deterministic logic, and the concept of this kind of governance is inclined to emergency response and maintenance of stability, presenting the main logic of efficiency and prevention and control. In the contemporary "uncertain" social space and time, the modern development trend of coexisting with risk is neglected, and there is a contradiction between the emergency mode of governance and the normalisation of the current epidemic prevention and control. Resilient governance is mainly characterised by a high degree of cooperation between the state and society in the face of their respective and common responsibilities, and is a kind of governance between "rigidity" and "softness", which requires the establishment of a relationship of mutual trust and mutual benefit between the state and society, and the establishment of a mutually beneficial relationship between the state and society through the rational distribution of public governance resources and the social control of public policies. It requires the establishment of a relationship of mutual trust and benefit between the state and society, and through the rational distribution of public governance resources and the effective absorption and feedback of public policies by society, it can stimulate social cohesion and initiative, and realise the "coupling of social and ecological systems". China's governance system has always been characterised by a harmonious state-society dichotomy, which is highly consistent with the "coupling of the state and the

social ecosystem" required by resilient governance. From the perspective of the internal logic of the two, it is inevitable that China's governance system will move towards the mode of "resilient governance".

3.2 The Construction of Community Resilience Governance in Contemporary China

China's resilience governance has long been on the agenda: in 2017, "resilient cities and towns" was included in the National Earthquake Science and Technology Innovation Project; in 2020, "safety resilience" became one of the eight core indicators of the urban health check-up programme; and the 19th CPC Central Committee's Fifth Plenary Session adopted the inclusion of "resilient cities" in the national strategic plan. The Fifth Plenary Session of the 19th CPC Central Committee considered and passed the incorporation of "resilient cities" into the national strategic plan. From the perspective of specific cities: Beijing Municipality put forward the idea of "enhancing the overall resilience of the city of Beijing from the whole process of urban planning, construction and management" in 2011; Shanghai Municipality put forward the idea of building a "Resilient and Safe City"; Anhui Province constructed the "Tsinghua Programme, Anhui Province" on the basis of the theory of resilient city. Based on the theory of resilient city, Anhui Province has constructed the urban governance model of "Tsinghua Programme and Anhui Model". These cities have adhered to the principle of the unity of universality and particularity of contradictions in Marx's theory, and constructed a resilient city model suitable for their own urban development, and have made great achievements. Focusing on the basic requirements of the general policy of dynamic zero in the post epidemic era, it is an inevitable trend for the centre of gravity of national governance to move downwards, and the grassroots community will inevitably take on more and more responsibility for governance in this process. Resilient Governance" is the way to realise the modernisation of governance.

Admittedly, although the construction of China's resilient governance model has achieved relatively remarkable results, there are still many problems.

Uncertainty in Defence Policy.

In the course of long-term prevention and control, outbreaks in new pavilions have shown a tendency to become more mobile as vaccine strains mutate. The central Government has proposed a dynamic zeroing approach to governance based on the basic fact that vaccine strains change. However, in the process of concrete practice, two sets of approaches have been formed at the central and local levels, and the actual situation of different subjects such as the central government, municipalities, districts, streets and communities do not match, especially the limited resources for prevention and control of the two subjects of the streets and communities, which has made the domestic multi-prevention and epidemic governance structure show a kind of incoherent characteristic. Reflected at the community level is the policy confusion of community governance, and the implementation of epidemic prevention policies by the community is often poorly executed and inefficient. The incoherence between the different actors in

the governance structure enhances the complexity of epidemic prevention to a certain extent.

Lack of Psychological Attention to the Daily Lives of Community Residents.

The normalisation of epidemic preparedness and dynamic zeroing are two of the most significant features of the post-epidemic era. Behind the normalisation of epidemics is the transformation of emergencies into a part of daily life, which, from the public's point of view, tends to create an "epidemic mentality" in the population. This is reflected in the student population's negative feelings of "youth is only a few years old, but the epidemic is three years old", and in the quarantine process, individuals appear to be "atomised individuals", and the rhythm of the public's life and psyche is disrupted. "A macro-social state of mind that pervades the emotional tone, value identity and behavioural patterns of social groups, constructing the most sensitive integrated sensor in the elements of the social structural system", forming an irreversible damage to the public's mental health. The root cause of this is that, under the normalised governance of crises, China's current governance model is unable to reach the realities of everyday life in the realm of "real people", and pays less attention to the issue of people's psychological situation.

The Current Governance Model Ignores the Diversity of Community Groups.

The current model of community governance ignores the diversity of the community's population groups and the many forces and organisations contained therein, making it impossible to form a synergy of governance. In modern cities, families in the community appear to be "atomised families", where neighbours are unable to form common values and ideas, making it difficult for them to work together to prevent epidemics. Under the current community governance model, the different groups in each community family: young people, the elderly, and children are not divided into specific groups, presenting a kind of "abstract people" in the community management, and the main body of the community epidemic prevention presents a decentralised state. The power and enthusiasm of the social actors is lost in this system of community management.

Lack of Attention to "Human" Survival in Post-disaster Situations.

The current mode of community governance lacks a concern for people's survival after a "disaster". In the post epidemic era, Shanghai migrant workers "yellow code" personnel employment situation is very serious, such people are often enterprises and institutions refused to accept, no income and no shelter, people's own survival situation is very serious. The root of the problem is the strict requirements of Shanghai's anti-epidemic environment for enterprises and institutions, and employees with "yellow codes" are subject to a series of fines and other penalties, while enterprises and institutions are unilaterally interpreted as not being able to accept "yellow code" personnel to participate in the workplace. This reflects a deep contradiction between the implementation of regional policies and their concrete realities, as well as a lack of concern for the human condition in some communities. Heidegger once called for a "poetic life", and the materialist concept of history in Marxist philosophy also presents a "human"

value orientation, "people-oriented" is the basic value orientation that the Chinese people have long pursued. "People-oriented" is the basic value orientation that the Chinese people have been pursuing for a long time. Community governance under modern civilisation should be a resilient governance model that pays attention to the productive situation of people after a disaster.

4 Governance with a Human Face - A Practical Path to Building a Modernised Resilient Governance System of Chinese Style

"Resilience is not only a single concept, but also a complex systemic framework with rich connotations and vitality. It lies between "rigid governance" and "soft governance", with the basic goal of resisting increasingly complex public risks and disasters, and the long-term goal of effectively safeguarding human health and life, as well as focusing on diverse lifestyles and employment. Peoplehood is a key theme in the construction of scientifically resilient communities, which is essentially a community quest to achieve community safety and safeguard the interests of the people. Grassroots community is a special urban unit, which is the premises of the residents, a place where private and public spheres are intertwined and overlapped, and the residents are in the community at "before-disaster-during-disaster-after-disaster". The traditional way of governance places the perspective on provinces, cities, and villages, and fails to take into account the people in each specific community; "people" are mostly presented as data, a kind of "unidirectional people," and lack of psychological attention to the daily lives of community residents, thus failing to focus on the needs of specific people and construct a community of people with specific needs and needs. The lack of psychological attention to the daily lives of community residents prevents us from focusing on the needs of specific people and constructing a more effective governance model. Focusing on the community's resilience governance model, based on the small number of community residents, can focus on the actual situation of residents in all aspects of the "pre-disaster-disaster-post-disaster", to achieve the "fine management" of the last mile. The last kilometre of the "fine management" can better meet the people's needs for a better life and promote the modernisation of the governance system.

4.1 Achieving Grass-roots Community Resilience through "Grass-Roots Party Building" to Achieve the Mechanism of "Building, Ruling and Sharing Together"

From the perspective of resilience link, the traditional community governance is led by the grass-roots party organisations, the masses of residents in the back of the boat rowing oars, admittedly, this organisational model in the regular governance highlights the great role, but in the risk of emergencies its difficult to achieve a smooth transition, the grass-roots party organisations are difficult to organise the masses into an effective first line of defence. Resilient communities advocate the construction of multi-body resilience links: First, extend the organisational chain to achieve full coverage of epidemic

prevention and control organisations. Deepen the "party branch + grid" management system, play the community in the grid party branch, party organisations and other forces, to establish a three-dimensional prevention and control system; vertical up and down linkage in order to improve the "responsibility network", improve the responsibility to implement the system, and to promote the prevention and control of epidemics. The work measures are accurate to the household, the implementation of people, comprehensively build a strong community epidemic prevention and control front. The second play the role of party building leadership, co-ordination of a variety of party building forces for community epidemic prevention and control services. Community governance is the foundation of social governance, in the process of community resilience governance give full play to the leading role of party building, co-ordination of a variety of party building forces for community services. Third, optimise the positioning of social organisations in the process of risk and crisis outbreaks, enhance the function of social organisations in tapping information and data feedback and connectivity, and improve the sense of access of community residents to modern and resilient community building.

4.2 Digital Empowerment for Effective Achievement of Resilient Community Governance Building Goals

Xi Jinping stressed, "Encourage the use of big data, artificial intelligence, cloud computing and other digital technologies to better play a supporting role in outbreak monitoring and analysis, virus tracing, prevention, control and treatment, and resource deployment." [12]At the beginning of the epidemic, community residents often present a chaotic order, relying on digital technology to build an information interaction platform, smooth community information output and input channels, to meet the needs of residents for information and materials, is particularly important to stabilise the community order, reduce the complexity of epidemic prevention and control. First, the combination of online and offline information loss. In the event of an epidemic, the community takes the initiative to actively guide community public opinion, specialising in the formation of community online information service teams, through a combination of online and offline ways to let residents know the relevant information in a timely manner. The second is to fight a good "psychological defence war", take the initiative to answer residents' concerns, pay attention to residents' mental health, so that residents can get timely information feedback. Through the combination of information guidance and response, so that residents get relevant information in a timely manner, the formation of consensus, can effectively avoid the fermentation of various rumours or unclear information led to the outbreak of negative emotions of residents and community residents conflict, and effectively enhance the mutual trust between the community and the residents of the relationship. Thirdly, the bottom-up mechanism for expressing needs is smooth. Individual residents in the community are "special individuals", which means that the "universal supply" of the community often fails to meet the special needs of individual residents. In this regard, community decision-makers can quickly collect, collate and analyse residents' demand information through the network, compile a demand and resource allocation system, achieve accurate matching of various resources

and residents' demand, and deploy materials and manpower to help residents solve their problems. The information and material needs of community residents can be met, and community emergency response to epidemics and post-disaster recovery and reconstruction are supported by sufficient information and resources, which helps to reduce vulnerability in the process of disaster response and post-disaster recovery, enhance the sense of community community, and improve the resilience of the community to disasters.

4.3 Adherence to the People First Highlights the Pursuit of the Value of Building Resilient Communities

Residents in the community resilience governance in the main position, so the construction of resilient communities must adhere to the people-centred, focusing on people's core value orientation. Adhere to the people-oriented is to effectively improve the level of scientific and accurate community prevention and control, to protect the normal order of community life, to prevent simplistic, "one-size-fits-all" prevention and control initiatives, to meet the different needs of various types of subjects in the community, and the source of identification of the different needs of residents for the community environment, community safety, community building is particularly critical. First, identify the spatial distribution of vulnerable people in the community. Communities should, according to the actual situation of the composition of the community, combine with big data technology to conduct dynamic analysis of the community population, age, origin and travel, etc., to assess the vulnerability of community residents to epidemics, identify the spatial distribution of vulnerable people in the community, and assist in the implementation of policies to prevent epidemics, which can effectively block the source of risk and reduce the flow of risk, and is more conducive to promoting community trust. Secondly, "technology protects the people" to create a safe community. Relying on the application of "Internet + big data" and other technologies, change the traditional contact screening methods, close contacts in the community to carry out accurate screening of suspected patients, to promote resilient community scientific early warning, fine governance, to meet the security needs of residents. Third, special care should be given to special groups. For information on vulnerable groups, such as the elderly, disabled people, etc., in the epidemic prevention and control process should be given special care, so that they do not become a "number of blind spots". For the main force of post-disaster production, enterprises to resume production staff should be given psychological and material help, through psychological assistance, return to work to help, suspended rent, community condolences, etc., to effectively protect their survival situation. After the peak of the epidemic, it is still necessary for the community to provide sustained humanistic care to deal with the aftermath of the epidemic, such as preventing and combating the resurgence of the epidemic, rebuilding community relations, and physical and psychological rehabilitation of residents.[13]

5 Conclusion

The study of resilient governance in the context of community responses to major public crises, particularly through the lens of the COVID-19 epidemic, underscores the need to evolve from traditional rigid governance models to more dynamic and adaptive frameworks. The COVID-19 pandemic has highlighted significant challenges in community governance, such as information asymmetries, inefficiencies in resource allocation and limited capacity for self-organisation. These issues call for a shift towards a resilient governance model that emphasises flexibility, humanistic care and the integration of digital technologies.

Resilient governance, as demonstrated in this study, provides a scientific and systematic approach to managing complex and dynamic risks. By fostering community resilience, it enhances the ability of grassroots communities to proactively respond to crises, maintain stability and adapt to new environments. The empowerment of grassroots organisations and the promotion of community autonomy are key components of this model, enabling a more inclusive and participatory approach to governance. The shift to resilient governance is not only a practical response to the immediate challenges posed by the pandemic, but also a strategic move towards modernising China's community governance system. It is consistent with the broader objectives of national development plans and reflects a deeper understanding of the interconnectedness and unpredictability of modern socio-economic environments.

Building resilient communities is essential to achieving sustainable and effective governance in the face of current and future public crises. By integrating scientific principles, leveraging digital tools and promoting community participation, resilient governance provides a robust framework for enhancing the overall governance capacity of grassroots communities in China. This approach is central to addressing the complex challenges of the post-epidemic era and ensuring the long-term well-being and security of communities.

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