

Construction of Digital Government in Shaoxing under the Background of Yangtze River Delta Integration

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Abstract:

As the application of modern scientific and technological achievements is an important means of government governance, a digital government must be built in Shaoxing, one of the important cities in the Yangtze River Delta integration in order to lead the concept and practice of integrated government governance. Digital government seems to be "armed" government from the analysis of its representation, but it involves all subjects of public governance, including all the public individuals, from the analysis of the connotation of public governance. Therefore, it is necessary to understand the mechanism of digital government thoroughly and analyze the interaction between different subjects and different blocks deeply and integrate the internal and external public resources within the scope of government management on the basis of comprehensively applying the block chain, cloud computing, and big data to form a low-cost public governance model. Strategically, the government, non-governmental organizations, communities, enterprises, and the public should be established at first, and then a high-quality digital platform system should be built around the core of government governance on the basis of building a solid infrastructure that can support digital government, and a practical application system should be scientifically planned.

Keywords: *Digital government, Public governance, System construction.*

I. STRATEGIC ESSENTIALS OF SHAOXING DIGITAL GOVERNMENT CONSTRUCTION UNDER THE BACKGROUND OF YANGTZE RIVER DELTA INTEGRATION

The wide application of scientific and technological achievements in the field of government governance is not only the foundation of government governance innovation, but also a sharp weapon to control the cost of government governance. Under the background of Yangtze River Delta integration, the construction of a digital government in Shaoxing must take a broad view of all public resources within and outside Shaoxing government management radius, including the Yangtze River Delta, so as to control the cost of public governance to the maximum extent.

1.1 The Theoretical Mechanism of Digital Government

In the traditional sense, digital government refers to the administrative management form in which the daily office work, information collection and release, public management and other affairs of government agencies are carried out in a digital and networked environment under the support of modern computer and network communication technologies, including government office automation, government real-time information release, visual teleconferencing among governments at all levels, citizens' random online inquiry of government information, electronic opinion polls and socio-economic statistics, electronic elections (or "digital democracy"), and other aspects. Broadly, it is a new government operation mode that follows the principle of "business data, data business". Due to the further development of the concept of government governance and the progress of modern science and technology, the traditional concept of digital government has been unable to analyze the concept of digital government in modern public governance. First of all, modern governance is a network system that takes the government as the core and integrates and governs together with various subjects such as non-governmental organizations, enterprise organizations, communities and the public. Secondly, the widespread application of computer 5G technology has enabled the modern "digital" achievements to develop into block chains, cloud computing and big data, which are generally enabled in almost all fields such as production and operation, public governance, discipline violation management and social welfare. Therefore, the digital government is expressed as "a government governance means and method, which is supported by 5G technology, based on modern blockchain, big data, cloud computing and other communication networks, based on trusting machines, published public accounts and smart contracts, and marked by modern public governance system, and is a business data and data business management activity under the people-centered concept". In short, the digital government, supported by modern information science and technology, reshapes the public governance information system, management mechanism structure and technology operation principle, and constructs new public governance mechanisms, new ways and new processes driven by platforms such as block chains, cloud computing and big data. The mechanism is to further optimize and adjust the internal and external public resources, coordination procedures and management services within the government's management radius, so as to comprehensively enhance the core leadership effect of the government in public governance activities.[1]

1.2 The Strategic Significance of Shaoxing Digital Government Construction in Yangtze River Delta Integration

As an important cultural city in the Yangtze River Delta, Shaoxing has the following strategic significance in promoting the integration of the Yangtze River Delta by building a digital government.

First, the digital government can coordinate and promote the inter-city management mechanism. The lack of internal driving force of inter-city government data interchange caused by the weak willingness of horizontal resource sharing between governments has become a big shackle of the Yangtze River Delta integration government data universal connection. Although some cities in the Yangtze River Delta have set up big data centers in an attempt to break down the data barriers between cities, the big data functions

and responsibilities of different cities and different public governance bodies are not unified or connected, the operation mechanism is rather vague, and the cooperation between governments is not smooth enough when the Yangtze River Delta integration is implemented, which poses a challenge to the construction of Shaoxing digital government. Secondly, it can eliminate the fragmentation of mobile government applications in the construction [2] of digital government. Judging from the number of digital applications of Shaoxing government in the past, there are a lot of government service APPs, but their functions are obviously fragmented. Besides, some different departments with similar government functions develop APP separately, which is not only costly for the government, but also has incomplete functions, and is not connected with other inter-city government APP from the perspective of operation efficiency. Despite the large number, APP with functional fragments not only makes the government cost relatively inflated, but also causes the government cost to be high in the aspects of promotion, operation and maintenance.[3] Thus, it is necessary to fully reflect the integration effect through digital government construction with the help of emerging technologies such as 5G and blockchain. Thirdly, the construction of digital government can connect with modern governance concepts. From the perspective of modern public governance, many digital governments cannot reflect the inter-city and inter-subject integration governance system. Although there are a variety of digital government projects such as government cloud, government big data, and urban brain, the actual function of Shaoxing government system is not very connected with the Yangtze River Delta integration and multiple governance system from the perspective of integrated public governance.[3] For example, the city's brain is limited to traffic and community management in Shaoxing, instead of connecting 26 cities in all directions, especially in the areas of public services, business environment, livelihood security and public crisis in the Yangtze River Delta. It is of great significance for the construction of digital government to make all kinds of digital platforms open their calling interfaces (API), open their files, etc. in view of the reality, so as to truly embody the all-round development of digital government governance in the Yangtze River Delta [4].

3. Analysis on the digital government empowerment of Shaoxing in the Yangtze River Delta integration

At first, the construction of digital government empowers the pluralistic governance system in Shaoxing. The construction of digital government is not only a pure technology development and application, but also a more important top-level design concept and wisdom. As an integrated region with an area of hundreds of thousands of square kilometers, hundreds of millions of people and 26 independent cities, it is a fundamental issue to consider how to build a digital government that can adapt to public governance under the general environment [5]. In this regard, it is necessary to empower the construction of digital government to the public governance system with the government as the core, which is the fundamental place to maximize the effectiveness of digital government. Secondly, digital government construction empowers the integration [6] of digital application systems within the government. Fundamentally, the construction of digital government is not the government's monopoly on public data, but the convenience of public data for everyone who serves the public and all kinds of workers. Moreover, the construction of digital government enables the positioning of digital platform system necessary to adapt to the social and economic development strategy. The construction of digital government is not a

digital problem of a certain field, a certain organization or a government organ, but a complete system of all-round social, economic, cultural and ecological governance in the region, including government cloud, non-governmental organization cloud, community cloud, enterprise cloud and public cloud on the vertical governance subject. Its service category should cover all social activities, including risk emergency platform, social service platform, artificial intelligence platform, IOT platform, spatio-temporal geographic platform, public video platform, and so on. At the same time, it covers all cooperative cities in the region in horizontal governance. Under the effect of this system, the digital government can not only enable all social activities within the management radius, but also radiate other cities in the Yangtze River Delta beyond the management radius, and thus enjoy digital resources of other cities [7].

II. CONSTRUCTION PATH OF SHAOXING DIGITAL GOVERNMENT UNDER THE BACKGROUND OF YANGTZE RIVER DELTA INTEGRATION

2.1 Construction of Multi-Subject Service System Platform in Modern Public Governance

The fundamental purpose of digital government construction under the concept of modern public governance is to fully embody the maximization of public governance performance, while the concrete manifestation of the maximization of public governance enabling performance is to fully utilize all public resources [8]. Government organizations, non-governmental organizations, business organizations, community organizations and the public are all the subjects of resources allocation, and they are active subject resources, which may be positive or negative in social governance activities. In the traditional government governance, almost all organizations and individuals except the government are excluded from the main body of governance, and sometimes even included in the object of governance. According to the modern concept of public governance, any active resource is the subject of public governance [9]. Therefore, the first thing to build a digital government is to build a digital government service system in the top-level design, so that it can run through digital government resources and form a multi-governance joint force. The mechanism is that the digital government is not only the number enjoyed by the government, but also the number that all the subjects of governance govern the society from the perspective of public governance. Under this vision of public governance, the construction of digital government in multi-subject governance activities is a shared service system, as shown in Fig. 1.

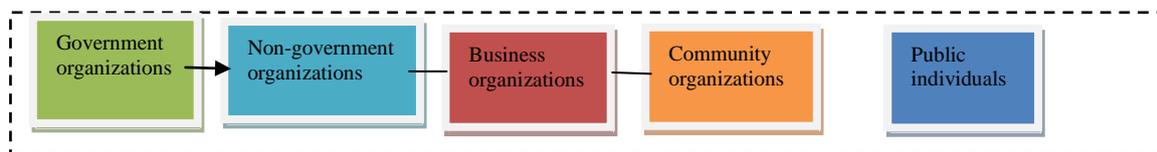


Fig. 1 Schematic diagram of multi-subject digital platform of modern public governance

As shown in Fig. 1, digital government construction is a social service system, which is not monopolized or proprietary by the government, but an open system with the government as the core, so that non-governmental organizations, enterprise organizations, community organizations and public individuals can engage in social governance activities with the help [10] of government data. The

mechanism is that a governance blockchain is formed in the whole society where a published public account book is established, with a shared trust machine, and smart contracts are established with each other. Of course, this development system is not absolute. The degree of openness, the number of scientific and technological researchers' activities and so on are all determined by the blockchain platform, so as to prevent various problems such as theft of government data by a certain public administrator. The essence of this service system is to transform other subjects outside the government from the traditional governed into a new governance force, which not only resolves the governance gap between different subjects in concept, but also condenses and expands the governance energy, and naturally improves the governance performance [11].

2.2 Building the Pacesetter Application Digital System of Modern Public Governance and Service

It is believed that in the construction of Shaoxing digital government in the context of the integration of the Yangtze river delta, the future of public governance and service must be focused, and a scientific and standardized pacesetter system with integrated departments, diversified governance and internal and external accommodation must be established, which is a mechanical digital integration module for government agencies, a sharing and co-governance interchange chain of organic digital construction for governance and service to the society, and a relatively virtual block chain for different governments. Its application system is as shown in Fig. 2.

Application system ◀	Public governance system ◀	Public crisis ◀
		Business environment ◀
		... ◀
		Ecological culture ◀
		City operation ◀
	Public service system ◀	People's livelihood guarantee ◀
		Business efficiency ◀
		... ◀
		Public service ◀
		Government cost ◀

Fig. 2 Schematic diagram of the pacesetter application digital system of modern public governance and service

According to the characteristics of modern public governance and public service, the application system of digital government construction is described relatively intuitively in Fig. 2, where the pacesetter of digital [12] application is a mechanical whole or integrated system in which all institutions of

government governance and service are mutually open and complementary. To facilitate the analysis and understanding in practice, the digital government construction pacesetter was decomposed into two systems: public governance system and public service system. In the public governance system, the application system of digital government construction covers public crisis risk resolution, business environment, ecological culture, and city operation, with all other public governance functional departments or institutions that are omitted in the middle. The functional organizations or departments of the government should be composed [13] of dozens of organizations, and each department or organization has to build a digital government, which is not only heavy in workload but also inflated in government cost. In order to save public resources, people can build all institutions that perform public governance functions on the same blockchain, so that they can directly enjoy the digital government construction platform as long as they build digital government in a certain government department and other similar departments. The difference is that according to the business nature of different departments or organizations, these different departments or organizations can input different digital government benchmarking modules. In Fig. 2, people's livelihood guarantee, government service efficiency, public service system, government service cost, etc. are designed.[14] Modules representing departments and institutions that cannot be fully displayed in the figure are omitted in the middle, and will not be described here again because the principles of digital government construction are the same as those of public governance.

2.3 Digital Platform System in the Construction of Modern Digital Government

The so-called digital platform system is a variety of operating system platforms that support social governance activities or public service activities, the basic content of government governance or services, referred to as the data brain of digital government for short, and also the central organization of digital government construction. It covers cloud government affairs, cloud industry, cloud enterprises, cloud public and so on from the perspective of public governance and service, and can be divided into artificial intelligence platform, Internet of Things platform, spatio-temporal geographic information platform, public video platform, etc. from the perspective of social governance or service object, as shown in Fig. 3. The digital platform system is the main part of the digital government construction system, and it is also the key link or difficulty for Shaoxing to integrate into 26 cities in the Yangtze River Delta region. When a certain science and technology is applied to the practice of public governance, the most difficult point is not the application of science and technology itself but the conceptual thinking of applying this new technological achievement, that is, the problem of how to apply it. In this regard, as a government decision-making level, there must be a comprehensive and forward-looking top-level design.

Digital platform system ^②	Artificial intelligence platform ^②	Development and training, reasoning operation, basic engineering and resource scheduling ^②	Government big data platform ^②	Basic support, database, data analysis, data management ^②	Data brain ^②	Data, basic database, subject database, thematic database ^②
	Internet of Things platform ^②	Data services, application support, ^② Block chaining, processing machine ^②				
	Spatio-temporal geographic information ^②	Basic services, functional services, ^② Demand service, service monitoring ^②	Converged communication ^②	Audio and video scheduling, video consultation, block chaining ^②		Government cloud ^② Industry cloud ^② Community cloud ^② Enterprise cloud ^② Public cloud ^②
	Public video platform ^②	Video management, video access, ^② Video retrieval, video analysis ^②				
Infrastructure ^②	Government affairs network ^②	Perception of Internet of things ^②				
	Internet of Things ^②	Perception of public crisis ^②				
	Internet ^②	Digital terminal ^②				
	Public emergency network ^②	Perception machine ^②				
	Industry network ^②					

Fig 3. Schematic diagram of digital platform system and infrastructure system of Shaoxing digital government

The design in Fig. 3 is actually two systems, namely the digital platform system built by the digital government and the infrastructure system for direct service interface. In order to analyze the problem, the construction of digital platform system is analyzed first. As the core of digital government construction, the construction of digital platform system can be divided into four steps. According to Fig. 3, firstly, according to the previous design, four directional platforms in social governance and service activities should be built, including artificial intelligence, Internet of Things, spatio-temporal geographic information and public video. On the basis of these platforms, the indicative technology of each platform will be built. For example, modules such as development and training, reasoning operation, basic engineering and resource scheduling are designed on the artificial intelligence platform; modules such as data service, application support, block connection and processing machine are designed on the Internet of Things platform; modules such as basic service, functional service, demand service and monitoring are developed on the spatio-temporal geographic information platform; and video management, video retrieval, video analysis and so on are developed on the public video platform. As a directional platform, it is actually the target of government governance or service, and its essential point is the basic fulcrum of the government's service to the society. Of course, it must be constantly adjusted and changed according to social governance and social services and scientific and technological progress [15].

Secondly, it connects with the government big data platform and unified communication. The construction of government big data platform should mainly focus on key links, including basic support, database, data analysis, data management and other aspects. [16] Big data platform is actually the application of modern information technology and means to deal with daily public governance and services, and it plays an important role in the government's management ideas and strategic decision-making in public governance and service activities. Its basic function is to accurately understand and analyze the subjective and objective environment in daily work activities. Specifically, public decision-making has changed from traditional information asymmetry to relative symmetry, making many uncertain decisions in the traditional sense into deterministic decisions. In addition, as an auxiliary government big data platform, the unified communication system, including audio and video scheduling, video conference, block connection, etc., identifies the normal saving and operation activities of big data just like the usual radar and goggles, so it can be called the doctor next to big data [17].

Thirdly, it interfaces with the data brain. The government big data platform is a digital output and must have a command organization, which is a digital brain, including data, basic database, subject database, special question bank, unified application data management, etc. Thus, it is clear that the data brain center is a unified application data management system, which can be enjoyed by any unit or individual implanted with a sharing module. This is the embodiment of the function of the data brain innovation government to reduce government costs and improve performance by geometric progression, which can be empowered to the active subjects within the radius of government management, and also to the active subjects in 26 cities in the Yangtze River Delta.

2.4 A Comprehensive Organizational Framework for Digital Government Construction in Shaoxing

In the previous part, it was designed from the steps of digital government construction. So far, the process of digital government construction has been fully reflected. In order to facilitate people to understand more simply and intuitively, the following four steps are summarized comprehensively, as shown in Fig. 4.

Application system ^②	Public governance system ^②			Public crisis ^②		
				Business environment ^②		
				... ^②		
				Ecological culture ^②		
				City operation ^②		
	Public service system ^②			People's livelihood guarantee ^②		
				Business efficiency ^②		
				... ^②		
				Public service ^②		
				Government cost ^②		
Digital platform system ^②	Artificial intelligence platform ^②	Development and training, reasoning operation, basic engineering and resource scheduling ^②	Government big data platform ^②	Basic support, database, data analysis, data management ^②	④	Data, basic database, subject database, thematic database ^②
	Internet of Things platform ^②	Data services, application support, Block chaining, processing machine ^②			④	Unified application data management ^②
	Spatio-temporal geographic information ^②	Basic services, functional services, Demand service, service monitoring ^②	Converged communication ^②	Audio and video scheduling, video consultation, block chaining ^②		Government cloud ^②
	Public video platform ^②	Video management, video access, Video retrieval, video analysis ^②				Industry cloud ^②
						Community cloud ^②
						Enterprise cloud ^②
						Public cloud ^②
④ Infrastructure ^②	Government affairs network ^②	④				
	Internet of Things ^②	Perception of Internet of things ^②				
	Internet ^②	Perception of public crisis ^②				
	Public emergency network ^②	Digital terminal ^②				
	Industry network ^②	Perception machine ^②				

Fig. 4 Schematic diagram of overall design of Shaoxing digital government construction

Fig. 4 is actually the conclusion of the previous assumption, i.e. connecting Figs. 1, 2 and 3 into a complete process for further thinking by government decision-makers at all levels or people specializing in the cause, hoping to be beneficial to government decision-making at all levels. The overall framework of Shaoxing digital government is actually the basic design of public governance and public service. The concrete construction of digital government must also rely on experts in the field of information engineering to demonstrate and analyze, and select scientific and reasonable construction paths or programs on the basis of applying science and technology, combining the development reality of modern public governance and public services, and looking forward to predict the development of public governance theory and practice [18].

III. PROBLEMS TO BE VALUED IN THE CONSTRUCTION OF DIGITAL GOVERNMENT IN SHAOXING

3.1. The Construction of Shaoxing Digital Government Must Have a Long-Term Strategy of Integrating into the Yangtze River Delta

Shaoxing, as a famous city with world-class intangible cultural heritage and the hinterland of the Yangtze River Delta, must lead the regional pace in integrating into the Yangtze River Delta, in which the construction of digital government is the brain to lead the regional social and economic development. Therefore, it is necessary to take a far-sighted view and use the overall strategic concept to dominate the construction of digital government, so that it will become the decision-making brain for the efficiency, governance and service empowerment of social governance and service in the Yangtze River Delta, as well as for controlling government costs and saving public resources to the maximum extent. The era of information technology is an era of openness and rapid development of openness, when the radius of government management has broken through the traditional radius of "land is a prison", just like the people of Community of Shared Future for Mankind revealed in the global village. As a strategic development area, the Yangtze River Delta has a closer and more harmonious community significance. Only the digital government integrated into the Yangtze River Delta can fully revitalize the memory resources within the government management radius, and at the same time serve and absorb the external resources outside the government management radius. In a word, the construction of digital government should not only empower public governance and public service in Shaoxing City, but also take into account [19]the shared public governance and public service empowerment in the Yangtze River Delta region. It can be assumed that in the information technology era, if a city builds its own digital government in isolation, it will be closed because it can neither get more information, nor provide more services, which does not conform to the so-called concept of sharing and co-governance. In order to truly achieve the digital government construction of the Yangtze River Delta integration, it is not only necessary to open itself, but also to actively connect with other cities and discuss specific ways of division of labor construction and resource sharing. Assume that when 26 cities in the Yangtze River Delta do the same thing separately, they must expend the same resources from 26 channels. Conversely, when 26 cities divide up their work to do what they have to share, the ideal effect is that each city spends 1/26 of its own time doing it.

3.2 The Construction of Digital Government Must Accurately Connect the Reality and Future of Public Governance

As the development of politics, economy, culture and science and technology in modern society puts forward higher requirements for the transformation of government functions, the construction of digital government must be organically combined with it in good time. Although the construction of digital government itself is the crystallization of modern scientific and technological achievements, how to apply modern innovative technological achievements, its application height and empowerment are determined by the height of people's thinking and concept. For example, the gunpowder invented by the Chinese has been applied to the national defense construction by Westerners, which is thought-provoking for the

construction of digital government. Fundamentally, the height of digital government construction also depends on the innovation degree of government management system and management mechanism. A government that devotes itself to social governance and establishes the people-centered concept is completely different from a government that serves individual interests or some groups in the level of digital government construction. Therefore, the construction of modern digital government must accurately connect modern public governance with public services and their future development, and generally integrate multiple governance subjects including government organizations, non-governmental organizations, communities, enterprise organizations, and public individuals to form a reasonable social governance and social services. In addition, it is necessary not only to integrate multiple subjects, but also to standardize the application of multiple subjects and apply various types of digital education in a civilized manner, so that the multiple subjects of the whole society can jointly enter the digital and cloud computing era.

3.3 Public Governance Cost and Performance Must be Considered in Digital Government Construction

One of the essentials of digital government construction is to save the cost of government governance and improve the performance of government in public governance. Under the current situation of prominent fiscal deficits in various parts of the world and in various provinces and cities in China, every effort must be made to save public resources. However, to control the government's public governance cost is not the only way to control the budget in the construction of a digital government, what's more important is to integrate with the 26 cities in the Yangtze River Delta and make them complement each other. In order to deeply understand the 1/26 characteristics of Yangtze River Delta integration, each module should be built and shared on the basis of mutual negotiation. In other words, the Yangtze River Delta is regarded as a whole city. When the Internet of Things platform is built in Shaoxing, the other 25 cities can share it with each other by inserting their own modules, and accurately handle emergencies in case of major public crises and emergencies.

3.4 Control and Supervision System of Digital Application Cannot be Absent in Digital Government Construction

Since the change of governance tools in any sense is the innovation revolution of the management movement, it is necessary to consider the simultaneous operation of various functions of management activities while innovating management technology and management means. The principle of management tells people that decision-making, planning, organization, command and control are an organic whole. Generally, in a certain management reform, it is often possible that the design of the reform will get twice the effort with half the result or even fail sometimes because some functional links cannot be followed up in time.[20] From the perspective of the current international community, information secrecy is a very important issue in the construction of digital government. For example, the Prism incident in the United States, though notorious, is a great warning to the world. If the data of digital government construction can't be completely controlled and monitored, secret will be stolen by enemy agents and international anti-China forces, which will cause immeasurable losses to the country. Therefore, in the construction of

digital government, it is necessary to perfect the construction of control and supervision system, which runs through the whole process of the construction of digital government. It should not only achieve all-round digitalization, but also embody the great steel wall to prevent the leakage of secrets, so as to enable the digital government to effectively empower public governance and public services, benefit the society, benefit the people and promote the comprehensive development of social economy.

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