

# Integrated Governance

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## A complex systems approach

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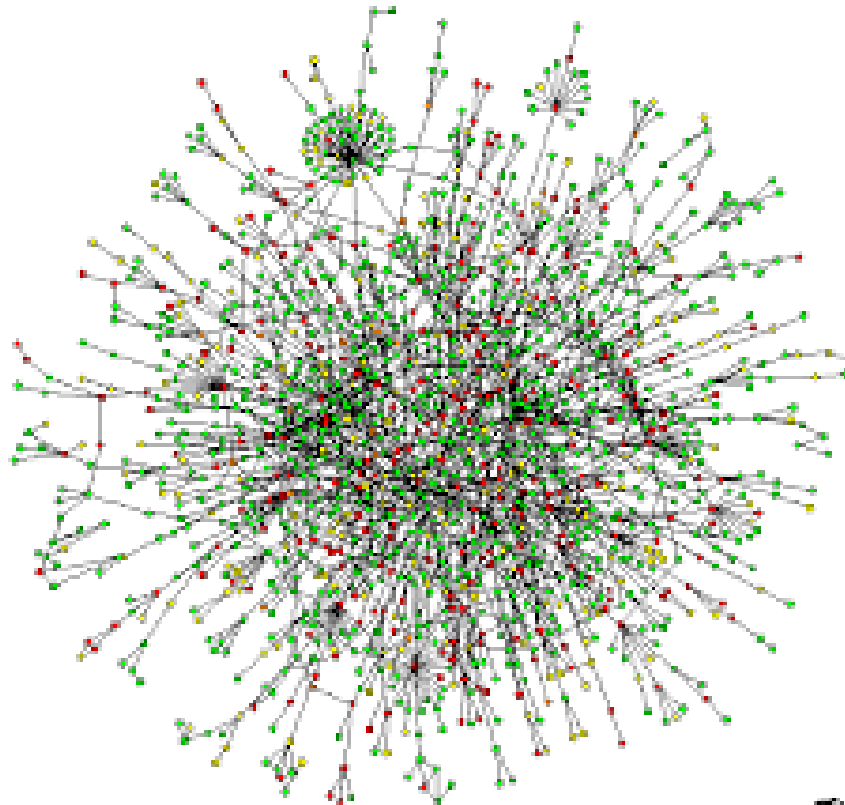
# Complex systems



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# The policy environment as a complex system

- **Unpredictable**
- **Unstable**
- **Dynamic**



# System Levels

- Environment
- Organisations
- Person



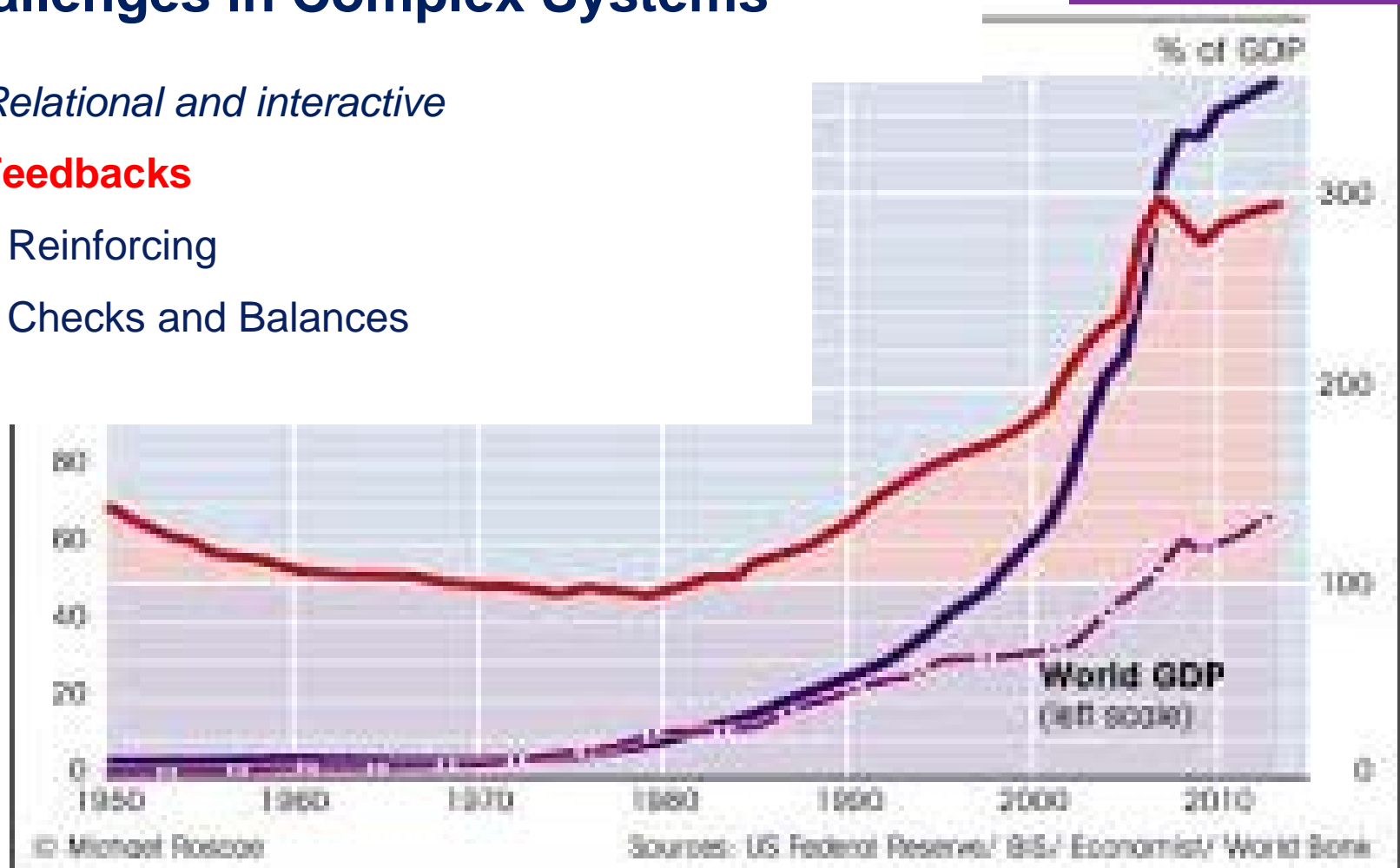
# The policy environment: integration?

- Dependencies
- Interdependencies
- Independence



# Challenges in Complex Systems

- *Relational and interactive*
- **Feedbacks**
  - Reinforcing
  - Checks and Balances



# Challenges in Complex Systems

- *Relational and interactive*
- **Self organisation**
  - Conservative
  - Dissipative

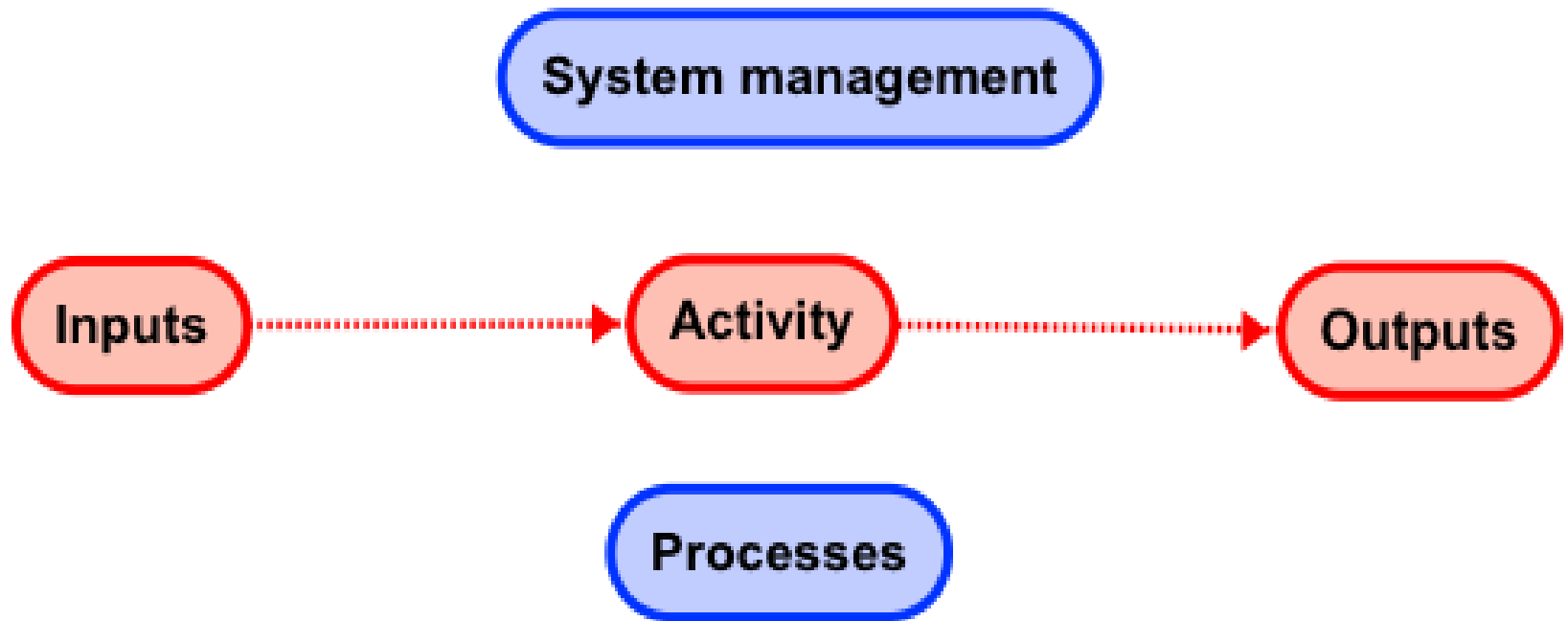


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# The System Process: integration





# The Higgs Boson of policy integration?

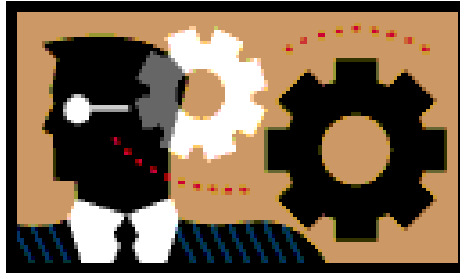
- Beliefs and values: **shared public values**
- Their influence on behaviour and decisions



# Personal system, decision making and integration

## System 1

- Fast
- Instinctive
- Feelings
- Emotions
- Personal History



## System 2

- Slow
- Rational
- Conscious reflection

Kahneman, D.  
(2012)



# How can we integrate a complex policy system?

- Understand the system better (values)
- Improve communication and understanding
- Simplify processes
- Intervene in systems in appropriate places (decisions)



# Issues of System Entry

- **Demand Management**
- Need versus demand
- Avoiding Demand Failure
- *A relational experience*



# System throughput and integration

- Activities and system processes
- **The evolution towards process complexity**
  - Simplification and clarity
- **Good and clear, Decision making – relational**
  - Supported management



# System outputs and outcome

- Outputs and outcomes
- **Exit value**, added value



The screenshot shows the BBC News website interface. At the top, there is a navigation bar with the BBC logo, a 'Sign in' button, and links for 'News', 'Sport', 'Weather', and 'iPlayer'. Below this is a red banner with the word 'NEWS' in white. Underneath the banner is a secondary navigation bar with links for 'Home', 'UK', 'World', 'Business', 'Politics', 'Tech', 'Science', 'Health', and 'Education'. The 'Health' link is highlighted. Below the navigation is the article title 'UK end-of-life care 'best in world'' in a large, bold font. Under the title, it says 'By Nick Triggle' and 'Health correspondent'. At the bottom of the article preview, it shows a clock icon, the date '6 October 2015', and the category 'Health'.



# Management Approaches

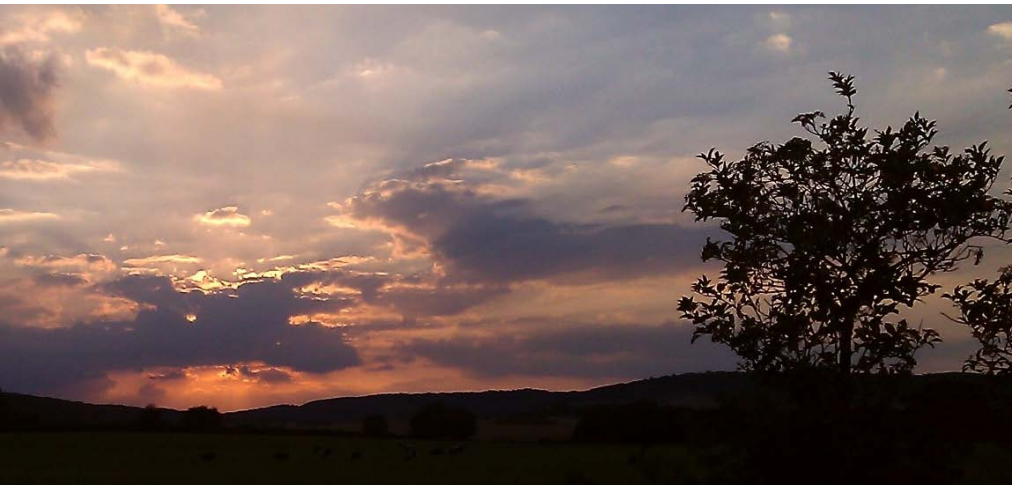
| Simple                 | Complicated             | Complex                   | Chaos                           |
|------------------------|-------------------------|---------------------------|---------------------------------|
| Predictable            | Analyse to predict      | Unpredictable             | Unstable change                 |
| Clear cause and effect | Hidden cause and effect | Minimal cause and effect  | No cause and effect             |
| Use known facts        | Discover and use facts  | Identify and use patterns | Crisis short term interventions |

Source: Snowden and Boone, 2007: 73



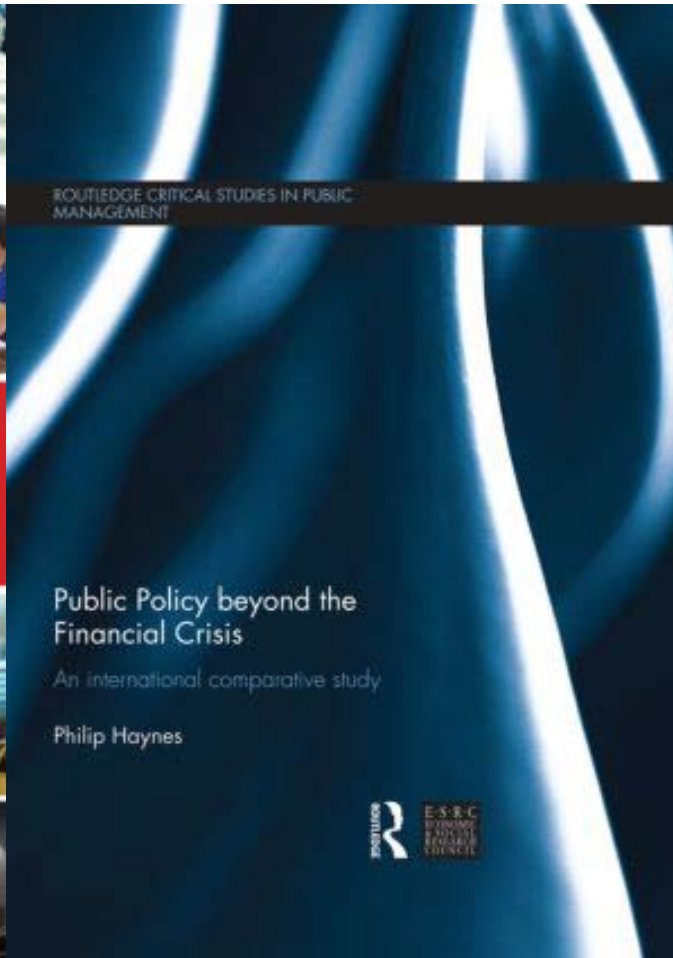
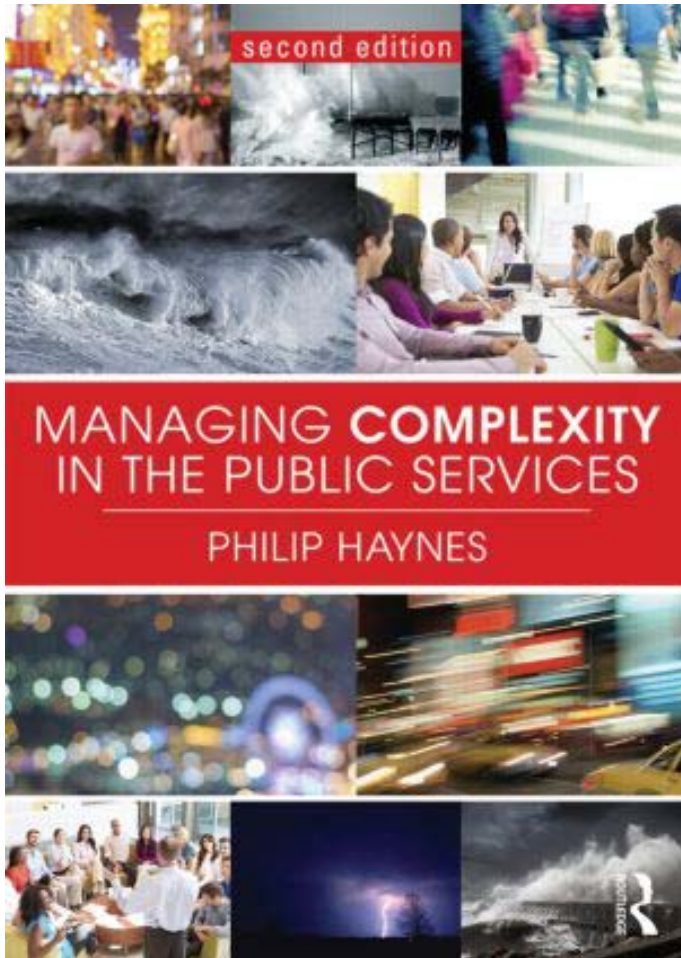
# Conclusion

- Understand the system and its context
- Build resilience (and stability)
- Clarify priority values
- Promote and support good decision making
- Simplification of processes
- Adaptation of strategy and behaviour





# Publications



<https://www.routledge.com/products/9780415739269>



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# Brighton Complex Systems Toolkit Framework

- Resources and their use
- Identify types of change
- Use of Information
- Setting the rules
- Empowering Self Organisation
- Directions and Purpose
- Radical Change: a values paradigm

**The toolkit is freely available from:**

[https://www.brighton.ac.uk/\\_pdf/research/ssparc/toolkitframework.pdf](https://www.brighton.ac.uk/_pdf/research/ssparc/toolkitframework.pdf)

