



Putting Strategic back into SEA

A Tallinn Forum Debate



Tallinn Forum

Advances in European
SEA Practice 2020

Sessions Organizers



Ross Marshall



Maria Partidario

- **"Strategy is a style of thinking, a conscious and deliberate process, an intensive implementation system, the science of insuring future success."**

Snap Poll



Chat Room Debate

**SEA - What difference
is it making, or should
it make, to Plan and
Programmed
development**

WHAT DIFFERENC
DOES IT MAKE?





The concept of 'strategic' within SEA

What is strategy?

- An idea or action with:
- Long term objectives, led by a vision, (broad perspective)
- Optional pathways to meet objectives
- Flexible process to adjust pathways and objectives (to incremental or disruptive changes in environmental, social, economic, political contexts)



To be strategic



Take action in the short
term to meet long-term
objectives

To be strategic



Take action in the short term to meet long-term objectives

Strategic is about being selective (Albrechts, 2004)

Shaping future trajectories (Healey, 2009)

To be strategic



Take action in the short term to meet long-term objectives

Strategic is about being selective (Albrechts, 2004)

Shaping future trajectories (Healey, 2009)

Strategy involves unpredictability, fluidity and flexibility (Freedman, 2013)

To be strategic

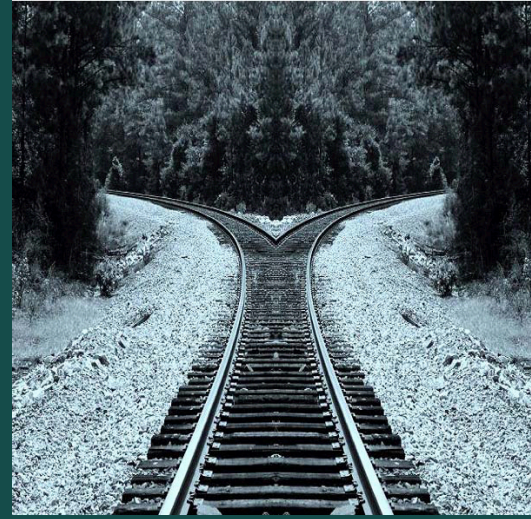


Strategic approaches are not intended to find out what can happen in the future but aim to plan and steer actions that make up possible routes to a desirable future (Mintzberg (1994))

Strategic within SEA means...

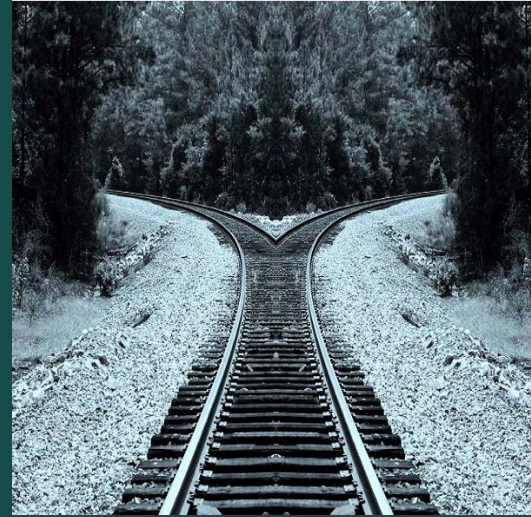
Strategic within SEA means...

NOT to assess effects as if they will happen



Strategic within SEA means...

Not to assess effects as if they will happen



But to assess opportunities
so that they can happen

And assess risks
to be avoided by changing pathways

The strategic role of SEA

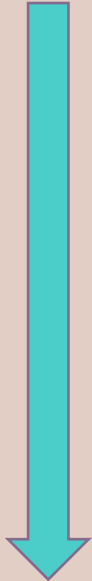


Using strategic and systemic thinking , recognizing uncertainty and complexity of systems

Effects based SEA

(logic: control of effects)

DEVELOPMENT



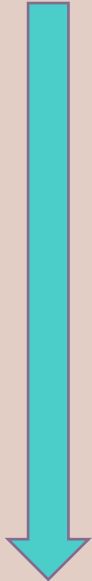
Scoping
Prediction
Assessment
Mitigation
Monitoring

Environmental effects

Effects based SEA

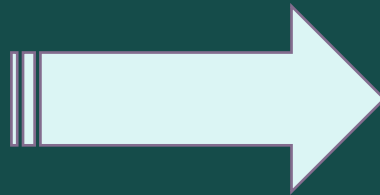
(logic: control of effects)

DEVELOPMENT



Scoping
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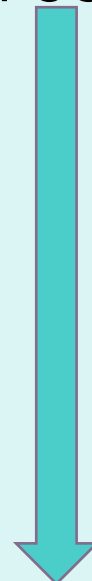
Environmental effects



Strategic thinking in SEA

(logic: design of development options)

Potential environmental and social value



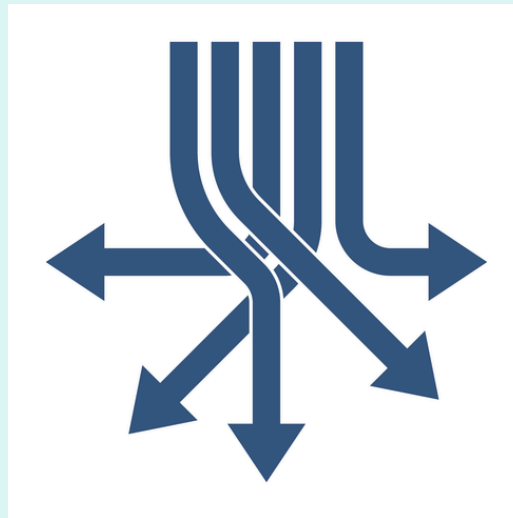
Focus
Strategic options
Assessment
Guidelines
Monitoring
Evaluation

DEVELOPMENT

Strategic thinking in SEA

(logic: design of development options)

Potential environmental and
social value



Focus
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Snap Poll



Direct Your Questions via the CHAT function to.....?

- Is SEA Being strategic?
- What needs to be done, and;
- How could the Tallinn Forum assist





Debate Closure



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Feedback from the Chat room

