Cyd-bwyllgor Corfforedig De-Ddwyrain Cymru | South East Wales Corporate Joint Committee

Report for:	ACTION
Contains Confidential or Exempt Information	NO

For Consideration By	South East Wales Corporate Joint Committee
Report Title	Strategic Development Sub-Committee: Governance Transition
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Date to be Considered	24th November 2026
Implementation Date	Immediate
Affected Council Areas	All
Keywords / Index	Strategic Development Sub-Committee; Constitution; Strategic Development Plan (SDP)

1. Report Summary

1.1 The South East Wales Corporate Joint Committee (SEWCJC) has a statutory duty under the Planning (Wales) Act 2015 and the Local Government and Elections (Wales) Act 2021 to prepare a Strategic Development Plan (SDP). Following Welsh Government approval of the Delivery Agreement in August 2025, the next step is to formally convene the Strategic Development Sub-Committee (SDSC), which already exists in the SEWCJC Constitution as the sub-committee established to exercise/oversee the SDP function**.**

1.2 The SDSC will provide a clear and transparent governance framework for SDP preparation, ensuring compliance with statutory duties and accountability to the full SEWCJC. It will replace the informal preparatory Working Group and will report formally to the SEWCJC in accordance with the terms of reference set out in the Constitution.

2. Recommendations

2.1 The South East Wales Corporate Joint Committee (SEWCJC) is asked to:

(1) Note that the Strategic Development Sub-Committee (SDSC) already exists within the CJC Constitution and Standing Orders as a Sub-Committee responsible for the Strategic Development Plan (SDP) function and now needs to be formally convened (“stood up”).

(2) Approve the activation of the SDSC to oversee preparation and delivery of the SDP.

(3) Authorise the changes to the quoracy rules for SDSC as set out in paragraph 7.2 of this Report

3. Reasons for Report

3.1 To enable the South East Wales Corporate Joint Committee (SEWCJC) to fulfil its statutory duty under the Planning (Wales) Act 2015 and the Local Government and Elections (Wales) Act 2021 to prepare a Strategic Development Plan (SDP) by formally convening the Strategic Development Sub-Committee (SDSC). Establishing the SDSC will provide a transparent and accountable governance framework for overseeing the preparation, monitoring, and delivery of the SDP, replacing the existing informal Working Group and ensuring compliance with statutory and constitutional requirements. This ensures the SEWCJC can discharge its statutory planning responsibilities effectively, in line with Welsh Government guidance and constitutional provisions.

4. Legislative & Policy Context

4.1 Regulations made under the Local Government and Elections (Wales) Act 2021 impose upon Corporate Joint Committees statutory duties relating to regional economic wellbeing, spatial planning and transport planning. The SEWCJC has a statutory duty to prepare a Strategic Development Plan under the Local Government and Elections (Wales) Act 2021.

4.2 The aim is to promote collaborative regional working to deliver more effective outcomes for communities by ensuring key issues, development and associated infrastructure is planned for in an integrated and comprehensive way across a wider geographical area.

4.3 This represents a more joined-up approach than has previously been employed; aligned tightly to economic development ambitions and Welsh Government's vision for a more strategic approach to both land-use and transport planning.

4.4 In regard to spatial planning, the statutory duty to prepare both a Local Development Plan (LDP) and an SDP is set out in the Planning and Compulsory Purchase Act 2004 (as amended). SDP Regulations were made enabling CJCs to prepare an SDP and a draft SDP Manual was issued to all Local Planning Authorities (LPAs) in autumn 2022, which will be finalised in 2026.

4.5 The SDP is a statutory strategic land-use and spatial plan that will:

- Set a long-term vision for the sustainable development of South East Wales.
- Cover the anticipated timeframe of 2026 to 2052.
- Identify and coordinate the delivery of regionally significant infrastructure.
- Provide a robust evidence base for local planning and investment decisions.
- Ensure consistent responses to cross-boundary planning issues across the region.
- Support delivery of national policy objectives as set out in Future Wales.

4.6 The SDP will cover the full geographic area of the SEWCJC, comprising the following Local Planning Authorities (LPAs):

- Blaenau Gwent County Borough Council
- Bridgend County Borough Council
- Caerphilly County Borough Council
- Cardiff Council

- Merthyr Tydfil County Borough Council
- Monmouthshire County Council
- Newport City Council
- Rhondda Cynon Taf County Borough Council
- Torfaen County Borough Council
- Vale of Glamorgan Council
- Bannau Brycheiniog National Park

4.7 The SDP will also provide spatial expression of wider regional policy objectives, including those within the Regional Economic Framework and Regional Transport Plan.

5. Activation of the Sub-Committee

5.1 The SDSC is already established under Part 3B of the SEWCJC Constitution as a Sub-Committee. No amendments are therefore required to establish it; it simply needs to be convened (stood up) to undertake its formal role. The SDSC has, to date, operated informally as a working group overseeing preparation of the Delivery Agreement. This informal arrangement will cease once the SDSC is formally activated.

6. Membership

6.1 Membership is as set out in Part 3B of the Constitution:

- 13 Members in total:
    - 10 Executive Members with planning responsibility from each Constituent Council
    - 1 representative from Bannau Brycheiniog National Park Authority (voting)
    - 2 non-voting SEWCJC Members (Chair and Deputy Chair)

6.2 Provision also exists for co-opted non-voting members and observers (for example, Welsh Government representatives). No change to these arrangements is proposed.

7. Quorum

7.1 Quorum is governed by Part 4B of the Constitution and is set at one-quarter of the total membership (currently four members), unless otherwise provided in the Sub-Committee's Terms of Reference.

7.2 A 100% quorum is not considered workable. It is proposed that the quorum for the SDSC be aligned with the approach taken for the CJC itself—**70% (eight members)**—in line with the SEWCJC Regulations 2021, to ensure balanced representation while maintaining decision-making efficiency.

7.3 There is no requirement for the National Park Authority member to be present for the meeting to be quorate.

8. Sub-Committee Voting Procedures

8.1 Sub-Committee voting procedures set out in Part 4B of the Constitution:

- Decisions are made by simple majority of voting members present.
- The Chair does not have a casting vote for Sub-Committee business.

- In the event of a tied vote, the matter will be referred to the SEWCJC (as the parent body) for determination.

8.2 **Casting Vote SEWCJC Level:** Part 4A (paragraph 11.5) of the Constitution provides that the SEWCJC Chair holds a casting vote where a tied vote concerns the SDP function at the full CJC level.

8.3 **Deadlock Resolution:** No additional fallback voting mechanisms (e.g., Qualified Majority Voting or referral to an Independent Advisory Panel) are proposed at this stage, as these are not provided for in the Constitution. However, where a voting deadlock or unresolved disagreement arises, the matter could be referred to the Governance and Audit Committee for consideration, while the SDSC continues to operate under the existing Constitutional arrangements in the interim.

9. Powers and Functions

9.1 Under paragraph 1.5.4 of Part 3B of the Constitution, the SDSC's remit already includes:

(a) The preparation of a SDP for approval by the SEWCJC, setting out the objectives for development and land use across its area and policies for their implementation; and

(b) Keeping under review matters likely to affect the development or planning of its area.

9.2 These broad provisions already encompass oversight of evidence base preparation, technical studies, consultation, and budget monitoring. It is not recommended to prescribe these functions further within the report.

10. Procedural Rules

10.1 Procedural rules for the SDSC are covered in Part 4B of the Constitution, including provisions for:

- Frequency: Meetings to be held at least quarterly, or more frequently as required, with flexibility to align with the SEWCJC's meeting schedule.
- Public Access: Meetings to be held in public, with papers and agendas published in accordance with SEWCJC Standing Orders.
- Format: Meetings may be held in-person, remotely, or in hybrid form, provided quorum is achieved.

10.2 The SDSC has the power to establish Thematic Working Groups to take forward specific areas of work (e.g., housing, economy, environment, infrastructure). These should be established formally through a report and resolution of the Sub-Committee.

11. Conclusion

11.1 The SDSC already exists within the SEWCJC Constitution as the statutory Sub-Committee responsible for the SDP. The next step is to formally convene the Sub-Committee in accordance with existing constitutional provisions.

11.2 This approach ensures robust and transparent governance for the SDP process without unnecessary duplication or over-prescription, while maintaining compliance with statutory requirements and the CJC's established governance framework. This will ensure a sound and transparent governance structure to support delivery of a robust, statutory SDP that reflects regional priorities and national policy.

11.3 The Terms of Reference for the SDSC are attached at **Appendix A**, setting out its purpose, membership, functions, and procedural arrangements in accordance with the SEWCJC Constitution.

12. Comments of the Director of Resources and Section 151 Officer

12.1 No direct financial implications arise from this report. Resource implications for SDP delivery will be managed within approved budgets and reported to the SEWCJC as necessary.

13. Comments of the Director of Legal & Governance and Monitoring Officer

13.1 The recommendations are consistent with the SEWCJC Constitution and the legislative framework governing Corporate Joint Committees.

14. Equality, Diversity and Inclusion

14.1 The SEWCJC is subject to the Public Sector Equality Duty and the Socio-Economic Duty as defined by the Equality Act 2010.

14.2 The SDSC must, in the exercise of its functions, have due regard to the need to:

(1) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act;

(2) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not; and (3) foster good relations between persons who share a relevant protected characteristic and persons who do not.

14.3 The characteristics protected under the Act are:

- Age
- Disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

14.4 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard to the need to:

(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

14.5 The socio-economic duty requires public bodies to, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.

14.6 Officers are of the view that the decisions recommended in this report will have a positive equalities impact.

14.7 An Equalities Impact Assessment is attached at **Appendix B** to this report.

15. Well-being of Future Generations

15.1 The Well-being of Future Generations (Wales) Act 2015 places a duty on public bodies to carry out sustainable development, meaning the process of improving the social, economic, environmental and cultural well-being of Wales by taking action aimed at achieving the well-being goals of:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

15.2 To act in accordance with the sustainable development principle, when exercising its functions, the SDSC must take account of the following things:

- the importance of balancing short-term needs with the need to safeguard the ability to meet long term needs;
- the need to take an integrated approach to achieving the well-being goals;
- the importance of involving others with an interest in achieving the well-being goals and of ensuring those persons reflect the diversity of the population of the region;
- how acting in collaboration with others could assist to meet the region's well-being objectives;
- how deploying resources to prevent problems occurring or getting worse may contribute to meeting the region's well-being objectives.

15.3 In developing the Recommendations of this report, regard has been had to the well-being duty arising under the Well-Being of Future Generations (Wales) Act 2015 ('the Act').

15.4 A Well-being of Future Generations Assessment is attached at **Appendix C** to this report.

16. Welsh Language Implications

16.1 In accordance with the Welsh Language Standards (No.1) Regulations 2015, consideration has been given to the impact the recommendations made in this report may have on opportunities for people to use and promote the Welsh Language, whether the proposals treat the Welsh Language more or less favourably than the English Language, and opportunities for increasing the positive effects, or decreasing the negative effects, of the proposals on the Welsh Language.

16.2 No negative impacts were identified which would prevent approval being sought to implement the recommendations of this report.

17. Risk Management

17.1 Risks are manageable with effective governance arrangements in place. Establishing the SDSC reduces strategic, legal, and reputational risks associated with SDP delivery

and improves resilience, accountability, and compliance. Risk levels will be reviewed periodically by the SDSC to ensure continued compliance and effectiveness as the SDP progresses through statutory stages. A Risk Assessment is attached at **Appendix D** to this report.

18. Links to CCR Priorities

18.1 This report supports delivery of the Cardiff Capital Region's (CCR) Regional Economic and Industrial Plan 2023–2028 by contributing to the following strategic outcomes:

- **Competitive** – Strengthening regional governance for strategic land-use planning will help create conditions for innovation-led, sustainable economic growth across priority sectors.

- **Connected** – Establishing the SDSC supports integrated planning of transport, digital and green infrastructure, reinforcing the region's decarbonisation and connectivity objectives.

- **Resilient** – A coordinated regional approach to spatial planning promotes balanced, inclusive growth, helping to reduce socio-economic disparities and enhance long-term resilience across communities in South East Wales.

19. Staffing/Workforce Implications

19.1 Establishing the SDSC formalises governance for the preparation of the SDP. This decision does not create immediate additional staffing requirements, but it does formalise reporting and support responsibilities for officers across constituent authorities.

19.2 The SDSC will be supported by the Strategic Development Team (when established) and relevant officers from constituent councils, including Chief Executives and specialist officers as required. Thematic Working Groups (TWGs) will draw on existing professional resources across Local Planning Authorities and partner organisations.

19.3 While the arrangements can be managed within current capacity at this stage, additional dedicated resources may be required as the SDP progresses to key statutory stages, including evidence preparation, consultation, and Examination in Public. Workforce planning will be undertaken on a phased basis and monitored by the SDSC, with any resourcing or budgetary implications escalated to the SEWCJC for consideration.

19.4 No changes to existing staffing structures arise from this decision. The governance transition supports clearer lines of responsibility, accountability, and coordination, reducing operational risk and improving clarity for officers working on the SDP.

20. Any Other Implications

20.1 There are no direct legal, financial, or environmental implications arising from this report beyond those already addressed. However, the establishment of the SDSC will formalise governance arrangements for the SDP, requiring coordinated officer support across constituent authorities and regular reporting to the SEWCJC. The transition from the informal Working Group to a formal Sub-Committee will strengthen decision-making transparency and accountability, with any future implications relating to resources, budget, or operational capacity to be reported separately to the SEWCJC as the SDP progresses.

21. Consultation

21.1 The report has been prepared in consultation with the SEWCJC Monitoring Officer.

22. Timetable for Implementation

22.1 The SDSC will be formally convened following approval of this report, with its inaugural meeting scheduled for January 2026. Subsequent meetings will be held quarterly, or as required, to oversee the preparation and delivery of the SDP in accordance with the approved Delivery Agreement.

23. Appendices

- Appendix A: Strategic Development Sub Committee -Terms of Reference
- Appendix B: Equalities Impact Assessment
- Appendix C: Well-being of Future Generations Assessment
- Appendix D: Risk Assessment

Report Author: Head of Strategic Development

Date of Meeting: 24 November 2025

Cardiff Capital Region Corporate Joint Committee

Strategic Development Sub-Committee (SDSC)

Terms of Reference

1. Purpose & Role

The Strategic Development Sub-Committee (SDSC) is established as a formal Sub-Committee of the Cardiff Capital Region (CCR) Corporate Joint Committee (CJC) to oversee the preparation, implementation, and monitoring of the Strategic Development Plan (SDP) in accordance with the Local Government and Elections (Wales) Act 2021.

2. Functions

Under paragraph 1.5.4 of Part 3B of the Constitution, the SDSC's remit includes:

(a) The preparation of a Strategic Development Plan for approval by the CJC, setting out the CJC's objectives for development and land use across its area and policies for their implementation; and

(b) Keeping under review matters likely to affect the development or planning of its area. These broad provisions already encompass oversight of evidence base preparation, technical studies, consultation, and budget monitoring. It is not recommended to prescribe these functions further within the report.

3. Membership

Membership is as set out in Part 3B of the Constitution:

- 13 Members in total:
    - 10 Executive Members with planning responsibility from each Constituent Council
    - 1 representative from Bannau Brycheiniog National Park Authority (voting)
    - 2 non-voting SEWCJC Members (Chair and Deputy Chair)

Provision also exists for co-opted non-voting members and observers (for example, Welsh Government representatives). No change to these arrangements is proposed.

4. Voting Procedures

Voting procedures are already defined in Part 4B of the Constitution:

- Decisions are made by simple majority of voting members present.
- The Chair does not have a casting vote for Sub-Committee business.
- In the event of a tie, the matter will be referred to the CJC (as the parent body) for determination.

However, Part 4A (paragraph 11.5) includes a specific provision granting the CJC Chair a casting vote where a tied vote relates to the SDP function at full CJC level.

No additional fallback voting mechanisms (e.g., Qualified Majority Voting or referral to an Independent Advisory Panel) are proposed at this stage, as these are not provided for in the Constitution.

5. Quorum

Quorum is governed by Part 4B of the Constitution and is set at one-quarter of the total membership (currently four members), unless otherwise provided in the Sub-Committee's Terms of Reference.

A 100% quorum is not considered workable. It is proposed that the quorum for the SDSC be aligned with the approach taken for the CJC itself—**70% (eight members)**—in line with the South East Wales Corporate Joint Committee Regulations 2021.

6. Meeting Arrangements

Procedural rules for the SDSC are covered in Part 4B of the Constitution, including provisions for:

- Frequency: Meetings to be held at least quarterly, or more frequently as required, with flexibility to align with the CJC's meeting schedule.
- Public Access: Meetings to be held in public, with papers and agendas published in accordance with CJC Standing Orders.
- Format: Meetings may be held in-person, remotely, or in hybrid form, provided quorum is achieved.

7. Secretariat and Officer Support

- Secretariat provided by the Head of Strategic Development and Democratic Services.
- Legal and financial advice provided by SEWCJC officers and/or constituent authorities as required.

8. Budget and Resourcing

- No separate budget will be allocated to the SDSC beyond governance support.

9. Term and Review

- The SDSC will remain in place for the duration of SDP preparation and may continue for monitoring and review post-adoption.
- These Terms of Reference will be reviewed annually and updated if necessary.

10. Key Principles

- Operate in accordance with CCR Standing Orders and the Local Government and Elections (Wales) Act 2021.
- Ensure transparency, inclusivity, and accountability in governance.
- Promote collaboration between all constituent authorities.

Appendix B

Equalities Impact Assessment

This Equalities Impact Assessment (EqIA) evaluates the implications of establishing a Strategic Development Sub-Committee (SDSC) to oversee preparation and delivery of the Strategic Development Plan (SDP) for the South East Wales Corporate Joint Committee (SEWCJC).

The assessment considers requirements under the Equality Act 2010 (Public Sector Equality Duty) and the Socio-Economic Duty, assessing how the governance changes may affect individuals and groups with protected characteristics, as well as communities experiencing socio-economic disadvantage.

As the decision relates to internal governance arrangements rather than direct service delivery or policy changes, no adverse equality impacts have been identified. However, establishing a formal and transparent governance framework for SDP preparation provides a positive foundation for embedding inclusive engagement, equalities considerations, and socio-economic duty compliance throughout the plan-making process.

Protected Characteristic / Duty	Impact	Explanation
Age	Neutral / Positive	Governance structure supports inclusive decision-making that will consider needs across age groups during SDP development.
Disability	Neutral / Positive	No direct impact from establishing SDSC. Meeting and consultation accessibility duties apply.
Gender Reassignment	Neutral	No barriers created by governance change.
Marriage & Civil Partnership	Neutral	Not affected by governance structure.
Pregnancy & Maternity	Neutral / Positive	Stronger governance promotes consistent equalities consideration for future spatial decisions.
Race	Neutral / Positive	Governance supports transparent and inclusive decision-making, which can contribute to fair strategic outcomes.
Religion or Belief	Neutral	No impact from governance transition.
Sex	Neutral / Positive	Formal structure supports equitable representation and accountability.
Sexual Orientation	Neutral	No barriers or impacts identified.
Welsh Language	Neutral	Addressed in Welsh Language section of report; no adverse effects.
Socio-Economic Duty	Positive	Strengthened governance supports decisions designed to reduce socio-economic inequalities region-wide.
Impact Summary		
No negative equalities impact identified. The governance arrangements strengthen transparency and support compliance with equality and socio-economic duties.		

Well-being of Future Generations Assessment

This assessment considers how the establishment of a Strategic Development Sub-Committee (SDSC) to oversee preparation and delivery of the Strategic Development Plan (SDP) embeds the sustainable development principle and supports the seven national well-being goals under the Well-being of Future Generations (Wales) Act 2015.

The decision concerns governance arrangements and does not introduce new policy interventions or operational changes. However, establishing a formal governance structure for the SDP strengthens long-term regional planning, transparency, and democratic accountability, supporting the Act's aims.

Well-being Goal	Contribution	Assessment
A prosperous Wales	Positive	The SDSC will oversee regional spatial planning aligned with economic growth, infrastructure planning, and sustainable development principles, helping create conditions for a more resilient and productive regional economy.
A resilient Wales	Positive	Establishing the SDSC supports strategic land-use decisions that can protect ecosystems, enhance green infrastructure, and support climate resilience.
A healthier Wales	Positive	Strategic planning has the potential to improve access to active travel, green space, healthcare facilities, and healthy environments; formal governance strengthens the framework for these objectives.
A more equal Wales	Positive	The governance transition promotes transparent, inclusive and equitable decision-making and enhances the ability to address inequalities across the region through future SDP policy.
A Wales of cohesive communities	Positive	The SDSC will help shape regional planning that supports sustainable, connected, and well-designed communities and strengthens regional collaboration.
A Wales of vibrant culture & thriving Welsh language	Neutral / Positive	No direct impact from governance structures but the SDP process, supported by this governance transition, will ensure bilingual engagement and support for Welsh language planning considerations.
A globally responsible Wales	Positive	Establishing effective governance for strategic planning enables a coordinated regional approach to carbon reduction, sustainable transport, and responsible land use.

Sustainable Development Principle

The five ways of working	Assessment
Long-term	Positive – Governance framework enables long-term planning to 2052; supports sustainable land-use decisions and infrastructure investment.
Prevention	Positive – Formal oversight enables early identification of risks, resource needs, and challenges in plan development, reducing risk of ineffective or delayed delivery.
Integration	Positive – The SDSC aligns strategic spatial planning with economic, infrastructure, and transport objectives, supporting integrated regional delivery.
Collaboration	Positive – Strengthens structured collaboration across 10 Local Authorities, National Park Authority, and key partners including Welsh Government.
Involvement	Positive – Ensures democratic accountability and supports transparent public engagement processes for the SDP. Encourages participation reflecting regional diversity.
Impact Summary	
Establishing the SDSC strengthens long-term governance for strategic regional planning, supports alignment with well-being goals, and embeds sustainable development principles. No adverse impacts identified.	

Risk Assessment

This assessment identifies and considers key risks associated with transitioning from an informal working group to a formal Strategic Development Sub-Committee (SDSC) to oversee the preparation of the Strategic Development Plan (SDP). It evaluates the likelihood and impact of risks and sets out mitigation measures.

Risk Category	Risk Description	Likelihood	Impact	Mitigation / Control Measures
Governance & Statutory Compliance	Failure to establish formal governance could result in non-compliance with statutory duties to prepare the SDP.	Low	High	Establish SDSC with clear Terms of Reference, decision-making rules, and reporting lines to the CJC.
Decision-making & Accountability	Ambiguity in roles/responsibilities may lead to unclear accountability and delays.	Low	Medium	Defined governance structure, documented responsibilities, officer support, and reporting mechanisms.
Resource & Capacity	Insufficient capacity or resources may affect effective plan preparation.	Medium	High	Regular monitoring of resource requirements by SDSC; escalation to CJC for budget adjustments.
Stakeholder Engagement	Ineffective engagement could undermine legitimacy and compliance with statutory consultation duties.	Low	High	SDSC oversight of engagement strategy; stakeholder representation themes; compliance with statutory consultation requirements.
Financial Management	Budget-related risks as plan progresses through evidence and examination stages.	Medium	High	Regular budget reporting to SDSC; CJC oversight; ability to escalate funding requirements.
Reputational	Failure to manage governance transition effectively may reduce confidence in the regional planning process.	Low	Medium	Transparent governance arrangements; clear communication on purpose and role of SDSC.

Political Risk	Divergent local priorities could create dispute or slow decision-making.	Medium	Medium	Structured decision framework, cross-authority collaboration, conflict resolution mechanisms.
Legal Challenge	Poor governance or procedural error could create legal challenge risk during plan adoption.	Low	High	Robust governance, monitoring officer oversight, compliance with statutory guidance.
Summary				
Risks are manageable with effective governance arrangements in place. Establishing the SDSC reduces strategic, legal, and reputational risks associated with SDP delivery and improves resilience, accountability, and compliance.				