Data Communications Company

Conclusion to Proposed Changes to Service Provider Performance Measures Contract - LRR

Seeking feedback from Parties on proposed changes to Long Range Radio Service Provider Contracts

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1. Executive Summary

1. In August 2013 Arqiva was awarded a major contract to provide communication services for smart meters in Scotland and the North of England for a period of 15 years. This contract was part of the Smart Metering Implementation Programme (SMIP), aiming to upgrade national energy infrastructure by rolling out smart gas and electricity meters to homes and small businesses. Approximately 4 million premises in the North Region currently rely on Long Range Radio (LRR) connectivity for smart metering services

2. The existing LRR-enabled service includes legacy technology approaching end of life. Therefore, any further investment needs to be carefully balanced alongside industry timelines for replacement of devices using this service with newer technology.

3. The service contract with Arqiva was set to expire in 2028, and DCC has been working with our customers, Ofgem and the Department for Energy Security & Net Zero (DESNZ) to secure a value for money LRR smart communication service in the North Region beyond this expiry date that meets DCC customer and consumer needs.

4. DCC has now agreed[1] commercial arrangements with the service provider as part of the Long Range Radio Committed Term (LRR CT) programme that maintains an effective service until end 2037. With sufficient due notice an earlier exit or extended period is permissible under the agreed contract that enables a planned and orderly transition as LRR devices are replaced.

5. As part of revised commercial arrangements, the service performance measures have also been reviewed and re-baselined to align with the ongoing service needs between extension of the existing service and its eventual retirement. Performance re-baselining was informed by two years' worth of data and comparisons against similar services in the region, and included an assessment on customer impacts. DCC is required to consult the SEC Panel and Parties on these prior to making any amendments.

6. In August 2026 we consulted[2] on proposed changes to relevant Service Provider Performance Measures. DCC's proposals include service performance increases, decreases and new measures, which are reflective of the service lifecycle.

7. The consultation closed in September 2026 and we provide our conclusions and next steps within this document. The key themes from respondents were:

    - Broad support for DCC proposals and a more outcome-focused framework.
    - Protection of service quality and customer outcomes is key and should be supported by clear evidence, transparent reporting and contractual accountability.
    - Continued DCC industry engagement through established SEC governance.
    - Ongoing review is needed as the LRR estate declines and approaches retirement.

8. 42. Having considered the consultation responses, DCC confirms that proposed Service Measures will be implemented as described other than removal of legacy measures, which will be subject to verification that the related activities and obligations have been completed. Our next steps are summarised within Section 4.

[1] https://www.smartdcc.co.uk/news-insights/dcc-secures-long-term-connectivity-for-britain-s-smart-meter-network
[2] https://www.smartdcc.co.uk/consultations/proposed-changes-to-service-provider-performance-measures-contract-lrr/

2. Background

9. The Data Communications Company (DCC) is Britain's digital energy spine, supporting the transformation of the energy system. DCC is licensed by the Government and regulated by the energy regulator Ofgem to connect smart meters in homes and small businesses across Great Britain to a single secure, digital network. DCC supports the roll-out and operation of second-generation (SMETS2) smart meters, as well as the operation of existing first-generation (SMETS1) meters on our network.

10. DCC manages the performance of DCC Service Providers through commercial agreements, defined within the DCC licence and the SEC as DCC Service Provider Contracts. These contracts are changed or renegotiated from time to time due to a change in service requirements or the period of service is near expiration.

2.1. SEC Requirements

11. The SEC requires that DCC consult with both the SEC Panel and SEC Parties before agreeing to any Service Provider Performance Measures changes within DCC Service Provider Contracts. This SEC requirement is set out within SEC H13.3 and further requires DCC to '*give due consideration to, and take into account, any consultation responses received*' and provide a statement that describes our '*reasons for proposing to agree such changes*'.

12. An extract of SEC H13.3:

> *H13.3 Prior to agreeing any changes to the DCC Service Provider Contracts that will alter the Service Provider Performance Measures, the DCC shall:*
>
> *(a) undertake reasonable consultation with the Panel and Parties regarding such changes;*
>
> *(b) give due consideration to, and take into account, any consultation responses received; and*
>
> *(c) provide to the Panel, the Parties, the Authority and (on request) the Secretary of State a statement of its reasons for proposing to agree such changes.*

13. DCC undertook consultation and related customer engagement to meet the requirements of SEC H13.3(a). This consultation conclusion document explains how DCC has considered the consultation responses for the purposes of SEC H13.3(b) and sets out its reasons for agreeing the changes for the purposes of SEC H13.3(c).

14. For completeness we are describing changes to measures in the contract referred to as performance measures and key performance indicators, on the basis that these all meet the SEC definition of Service Provider Performance Measure.

2.2. Customer Engagement on Long Range Radio

15. A significant programme of customer engagement has been undertaken throughout the Long Range Radio Committed Term (LRR CT) programme to ensure that customer requirements, operational considerations and commercial impacts have informed both the recommended solution and subsequent contractual negotiations.

16. In 2025 DCC established the Long Range Radio Customer Working Group (LRR CWG), bringing together representatives from across the SEC governance landscape. This approach provided

customers with greater access to programme information, commercial discussions and technical detail than would have been possible through existing governance forums alone.

17. During 2025 and 2026, the LRR CWG worked with DCC to establish the programme scope, customer and industry business needs, evaluation criteria and strategic objectives. Through this engagement, DCC gained CWG support for the preferred option of maintaining the LRR service until 2037. Engagement was also undertaken with CTG, OPSG, TABASC, SSC and SEC Panel at key governance points to ensure broad stakeholder input and support.

18. Following the CWG recommendation, TABASC endorsed the DCC preferred option from a technical perspective on 5 March 2026, OPSG from an operational perspective on 10 March 2026, and CTG from a transition perspective on 16 March 2026. SSC provided its non-objection from a security perspective on 22 April 2026. On 28 April 2026, DCC asked SEC Panel to support that the preferred option met the business needs captured through engagement with the CWG and sub-committees, and to endorse continued negotiations to exit the Arqiva contract no later than 2037, while keeping a 2033 exit under consideration in negotiations. Panel supported the alignment with business needs and endorsed the recommendation.

19. Following support through SEC governance, DCC continued to engage with customers through the LRR Customer Working Group as commercial negotiations progressed, providing updates on the developing contractual position, service performance arrangements, costs, risks and implementation considerations.

20. Future engagement will be aligned to key programme milestones and decisions requiring customer input, with DCC working through the appropriate SEC governance forums as implementation progresses.

2.3. Customer Engagement on Service Provider Performance Measures

21. On 30 July 2026, DCC engaged with the LRR CWG to provide an update on proposed amendments to the Service Provider Performance Measures framework.

22. During this engagement, DCC confirmed that the core programme principles, customer requirements and agreed business objectives previously supported through SEC governance had not changed. DCC outlined a proposed package of new and updated performance measures intended to better reflect the current position of the LRR service, its operational role and the extended technology lifecycle associated with the Committed Term.

23. DCC explained that the proposed framework comprised more than 40 performance measures covering service availability, operational performance, delivery obligations, contractual oversight and customer outcomes. The majority of existing measures remain unchanged or are strengthened. A small number of measures are proposed to be amended to ensure they align to technical realities or where they are not achievable through current technology capabilities, whilst maintaining equivalent customer and operational outcomes.

24. Members requested further information regarding the methodology used to calculate and report performance measures. DCC confirmed that any measures that are, or may become, Code Performance Measures would require updates to the Performance Measurement Methodology (PMM) and Reported List of Service Provider Performance Measures (RLoSPPM), which would be subject to separate consultation and governance processes where required.

25. In August 2026, DCC presented the proposed amendments to OPSG and invited customer views on several areas, including financial incentive arrangements and the definition of estate health outcomes. Members were provided with details of all proposed measures, including a clear explanation of the changes and rationale supporting them.

26. No material concerns were raised during the OPSG discussions. Customers were informed of the forthcoming consultation and invited to provide detailed feedback through the consultation process.

27. On 20 October 2026, DCC reconvened the LRR CWG ahead of contract signature to review the developing commercial position, consultation conclusions and performance framework. Members emphasised the importance of accurate measurement data, transparent reporting and continued industry engagement as detailed arrangements were developed. DCC confirmed that the contract would allow performance measures to evolve

2.4. Summary of Consultation Responses

28. DCC consulted between the 21st of August and 15th of September 2026. We received seven responses in total, with five from energy supplier parties, one response from a network party and one response from SEC Panel.

29. Overall, consultation responses are supportive of DCC proposals; however, this support included a number of additional points that we describe and address below.

3. Proposed Amendments Service Provider Contracts

30. As part of the commercial negotiations, DCC consulted on changes to its Service Provider Contracts for LRR to focus performance measures on service outcomes. The proposed changes comprised:

    - 14 existing measures that will have increased performance targets.
    - 3 existing measures that will be reduced.
    - 2 existing measures were proposed for removal.
    - 8 new measures that will be introduced to provide enhanced visibility of key operational outcomes.

31. These changes are detailed within our original consultation. There are also 18 existing measures that will remain unchanged and were not part of our consultation. The updated framework will contain 43 different measures in total.

3.1. Measures that will have increased performance targets

32. We asked the following question:

Q1	Do you agree with the proposed Service Level increases to the Service Provider Performance Contracts? *Please provide your rationale for your response*

33. We received seven responses in total, with five from energy supplier parties, one response from a network party and one response from SEC Panel. All responses were supportive of our proposals, noting that the proposed increases should lead to improved customer outcomes.

34. However, additional points were raised that we address below. These were:

    - A number of respondents noted that targets should be stretching, enforceable and backed by meaningful contractual consequences.
    - A number of respondents noted that measures should reflect end-to-end service or consumer outcomes, not connectivity metrics alone and that metrics alone do not necessarily demonstrate successful service delivery from an end-user perspective.
    - One respondent noted that targets and reported performance should be supported by credible data, assurance and transparent measurement
    - One respondent suggested that targets should be supported by independently validated performance data.
    - One respondent noted concern that these increased measures should not result in disproportionate additional costs for SEC Parties.
    - A number of respondents suggested that the framework or targets should be reviewed as the LRR estate declines.
    - One respondent questioned why measures related to Round Trip Time report high performance when non-communicating CHs are present.

DCC Response

35. DCC agrees with the points raised and can confirm that the proposed Service Levels have been reviewed and recalibrated to ensure they remain relevant, achievable and appropriately stretching throughout the Maintain and Exit phase. The Service Point regime has been redesigned to place greater emphasis on business-critical measures, meaning underperformance in key areas attracts more significant contractual consequences. The framework also includes flexibility to accommodate changes in the operating model and the declining LRR estate over time, ensuring incentives remain aligned to stakeholder priorities through to Contract Exit.

36. We agree that connectivity measures alone do not provide a complete view of service delivery from an end-user perspective. The revised performance framework therefore includes measures covering not only connectivity outcomes, but also Service Request delivery and broader estate health. Collectively, these measures are intended to provide a more balanced view of Service Provider performance and customer outcomes, whilst the revised Service Point regime places greater emphasis on those areas most critical to SEC Parties and consumers.

37. DCC acknowledges the importance of performance reporting that is transparent and representative of actual service outcomes. The proposed targets were developed using historic CSPN performance data and benchmarked against comparable service providers delivering similar services within the region. They were calibrated to remain both stretching and achievable. DCC has not sought independent assurance of the performance data used to inform these targets.

38. Performance measures are calculated in accordance with the agreed Performance Measurement Methodology and are aligned to the contractual reporting arrangements. DCC will continue to work with Parties through established governance forums to ensure that methodologies, exclusions and reporting arrangements remain clearly understood and support transparent reporting of service performance and customer outcomes

39. DCC also recognises the importance of ensuring that performance improvements are delivered efficiently and does not consider that the proposed Service Level increases will result in disproportionate additional costs for SEC Parties.

40. Round Trip Time measures capture the completed end-to-end journey of an SRV. Where a Communications Hub (CH) is non-communicating, that journey is not completed and there is no data to report in these measures. Non-communicating CHs therefore do not contribute data to the reported Round Trip Time performance. CH connectivity is captured in other measures.

41. Having considered the consultation responses and for the reasons set out above, DCC has decided to implement the proposed increases to the Service Levels. DCC will continue to review the effectiveness and appropriateness of the performance framework through established governance arrangements to ensure that it remains aligned with stakeholder requirements and the changing characteristics of the LRR estate.

3.2. Measures that will have reduced performance targets

42. We asked the following question:

Q2	Do you agree with the proposed Service Level decreases to the Service Provider Performance Contracts? *Please provide your rationale for your response*

43. We received seven responses in total, with five from energy supplier parties, one response from a network party and one response from SEC Panel. Five responses were supportive; one response did not support the proposed decreases and one response was neutral. A number of supportive responses noted the legacy technology constraints and recent performance levels can justify a pragmatic re-baselining and that existing targets are no longer achievable, while seeking safeguards against poorer outcomes.

44. The respondent that did not support the proposed decrease requested more evidence before providing support. The respondent argued that performance should improve rather than targets being lowered where the provider has historically underperformed. The respondent also requested greater transparency given the potential resource impact on Parties.

45. A number of supportive respondents also requested further evidence or assurance that the Access Node Availability proposals would not harm service users or customer outcomes. Respondents also emphasised that firmware updates remain critical to meter security, stability and performance, and that resending unsuccessful updates continues to impose a resource impact on energy suppliers.

46. These respondents also suggested that whilst the reductions could be supported, performance should remain monitored to avoid deterioration and be subject to ongoing review, escalation, and appropriate incentives/penalties. One respondent expressed concern that proposed reductions should not weaken incentives elsewhere in the framework.

47. The neutral response was received from a SEC Party that is directly impacted by the proposals and did not raise any specific concerns. The respondent was supportive of an ongoing review of performance measures to ensure they remain relevant and effective.

DCC Response

48. DCC supports the need for transparency as part of this process. The proposed changes have been developed following analysis of historical performance data and consideration of where operational outcomes are best measured within the revised framework.

49. We recognise the importance of ensuring that any reduction in Service Levels does not adversely impact SEC Parties or consumers. The proposed changes reflect the changing role and criticality of Access Nodes within the evolving operating model and the Maintain and Exit phase of the contract. The proposed reductions have been assessed against recent operational performance and the changing role of specific infrastructure. These measures continue to be subject to stretching Service Levels and contractual consequences for underperformance, providing assurance that service outcomes will remain protected. DCC will provide scorecard outcomes, performance updates and operational readiness updates as part of ongoing engagement.

50. DCC's assessment is that end-to-end connectivity, Service Request success and estate health measures more directly reflect SEC Party and consumer outcomes. DCC will continue to monitor these outcomes through the strengthened suite of measures, supported by contractual remedies and governance processes where underperformance occurs. DCC also intends to keep the framework under review to ensure that the measures remain appropriate throughout the remaining life of the service.

51. The revised Service Point regime has been specifically designed to strengthen the consequences of underperformance by concentrating a greater proportion of Service Points against business-critical measures. This ensures that performance shortfalls attract appropriate contractual consequences and provides stronger incentives for Arqiva to maintain service performance through to Contract Exit.

52. Having considered the consultation responses and for the reasons set out above, DCC will implement these reduced performance targets as proposed.

3.3. Removed performance measures

53. We asked the following question:

Q3	Do you agree with removal of the proposed Service Provider Performance Measures? *Please provide your rationale for your response*

54. We received six responses in total, with five from energy supplier parties and one response from SEC Panel. All responses were supportive, with most respondents considering the measures unnecessary because the relevant Communications Hub ordering, delivery and acceptance activities have either been completed or are unlikely to recur. Respondents considered that removal of the measures would avoid unnecessary reporting and associated administrative activities.

55. Respondents also raised a number of additional points, which are addressed below.

- Support for removal of these measures is conditional on DCC confirming, with appropriate supporting evidence, that there are no outstanding orders, acceptance activities, defects, claims, or remedial actions. These measures remain in force until DCC has formally verified completion.
- Some respondents requested confirmation that outstanding obligations, liabilities and operational accountability will not be lost and historic obligations and liabilities will not be waived or weakened.
- Where obligations continue, particularly in relation to replacement stock, inventory management, equipment returns, reclamation and disposal, DCC should demonstrate that these activities remain subject to appropriate contractual controls and transparent reporting.

DCC Response

56. DCC agrees that visibility and accountability for service performance must be maintained throughout the contract term. Whilst some legacy measures are proposed for removal because they no longer align with the future operating model, they have, where appropriate, been replaced by outcome-focused measures that better reflect the health, resilience and performance of the estate. This includes the introduction of measures relating to estate health and the proactive replacement programme. DCC has strengthened elements of the performance framework through revised targets and tolerances, ensuring that performance incentives remain robust and aligned with stakeholder outcomes through to Contract Exit.

57. DCC confirms that the proposed removal of Communications Hub delivery and acceptance measures is based on the expectation that the underlying activities will have been completed before the renewed contractual arrangements come into effect. These measures will remain in place until DCC has verified that all related activities, obligations and associated acceptance activities have been completed. This verification, alongside any associated changes to the operational model, will be discussed through the relevant SEC governance forums and committees.

58. The removal of these measures does not remove or weaken any remaining contractual obligations, liabilities or governance controls that continue to apply where relevant. Any residual activities relating to stock management, asset handling, inventory controls, replacement equipment, reclamation, disposal activities or other contractual obligations will continue to be

managed through existing contractual and operational governance arrangements. DCC will ensure that appropriate reporting, oversight and assurance arrangements are maintained throughout the transition and for as long as any relevant obligations remain in force.

59. Having considered the consultation responses and for the reasons set out above, DCC has decided to remove these performance measures subject to verifying completion of the related activities, obligations and associated acceptance activities. Further updates will be provided following completion of these activities DCC expects that the underlying activities will be completed before the revised contractual arrangements take effect and that any remaining obligations will continue to be managed through existing contractual and governance arrangements.

3.4. New performance measures

60. We asked the following question:

Q4	Do you agree that the proposed new measures should be included within the Service Provider Performance Contracts? *Please provide your rationale for your response*

61. We received seven responses in total, with five from energy supplier parties, one response from a network party and one response from SEC Panel. All responses were supportive, with some respondents seeking clearer definitions and implementation arrangements.

62. Broadly, the new measures were welcomed with most respondents highlighting the benefits of including estate health, connectivity and Service Request success. A majority of respondents also supported the additional change implementation metrics.

63. Additional points were raised that we address below:

- A majority of respondents requested greater clarity on the proposed measures. This includes fully defined reporting methodologies, calculation methods, thresholds, exclusions, reporting frequencies and clear time-bound completion measures. For example, infrastructure activities and critical path milestones do not clearly describe what performance is being measured in practice or how success will be assessed. One respondent suggested that these measures should assess whether activities have been completed within agreed timescales, or against another clearly defined and measurable criteria.
- A number of respondents suggested that the measures should enable Service Providers to be held accountable where performance deteriorates and that any contractual consequences should be proportionate to the level of underperformance.
- A number of respondents would support continued industry engagement and would expect DCC to consult through relevant working groups and governance forums as measures and targets develop and are finalised.
- One respondent requested that reporting is provided by DCC to identify replacement progress by geography and risk cohort.

DCC Response

64. DCC agrees that clear measure definitions, reporting arrangements and accountability mechanisms are essential. Detailed methodologies, calculation logic, reporting frequencies and

applicable exclusions will continue to be developed through Operational Readiness activities and industry engagement. Explicit timescales have been incorporated into the measure definitions and calculation logic for both the programme delivery measures and the associated milestone-based measures. These measures therefore assess not only whether planned activities have been completed, but also whether they have been delivered within agreed timescales, providing a clear basis for assessing delivery performance and accountability. Detailed methodologies, reporting frequencies and exclusions will be developed through operational readiness and industry engagement.

65. Reporting arrangements for replacement activities will be considered as part of this process, including the request for progress reporting by geography and risk cohort, to ensure stakeholders receive meaningful visibility of programme progress. The revised Service Point regime has been designed to ensure that business-critical measures continue to carry proportionate contractual consequences where performance falls below expected levels.

66. DCC will continue to engage with SEC Parties as the performance framework evolves. A DCC representative will continue to bring Service Measure updates and proposed changes to industry forums, including following contract signature, recognising that a number of Operational Readiness activities will continue beyond contract award. This ongoing engagement will support the development and refinement of measures and associated targets where required, ensuring they remain appropriate, measurable and aligned to stakeholder needs throughout the contract lifecycle.

67. DCC will work with Parties to consider and agree reporting that can be provided to track the progress of replacement activity.

68. Having considered the consultation responses and for the reasons set out above, DCC will implement these new performance measures as proposed acknowledging that further engagement through SEC governance is required to develop the supporting reporting arrangements.

69. Finally, we asked Parties whether they would like to share any other comments or observations:

Q5	Do you have any other comments or observations?

70. We received five responses in total, with four from energy supplier parties and one response from SEC Panel. Overall, responses reiterated points that we have captured within the earlier sections of the document, this includes the need for:

    - Clear definitions, methodologies, targets and transparent reporting arrangements are needed.
    - Effective accountability and contractual remedies must remain in place to hold the Service Provider accountable for performance. DCC should provide sufficient evidence to support the proposed reductions, finalising all outstanding measures through transparent SEC governance.
    - Continued consultation and engagement through SEC governance is important, whilst acknowledging DCC's engagement to date with SEC governance groups and the LRR customer working group.
    - The framework should continue to demonstrate value for money.

71. Additional points were raised that we address below, where these have not already been addressed as part of an earlier question.

- A number of respondents suggested that revised framework should protect connectivity, service request performance, and customer/consumer outcomes as the estate declines.
- A number of respondents suggested that further transition, retirement or LRR phase-out planning is needed. This includes a clear exit plan through to 2037, with decision points for earlier termination.
- A number of respondents suggested that additional operational measures should be considered beyond those consulted on, including Pre Payment request, Tariff Updates, Security Updates, Device Log and Restore HAN Device requests.
- A number of respondents noted that a review of the Performance Measures Methodology (PMM) and Reported List of Service Provider Performance Measures (RLoSPPM) should be considered as essential. The introduction of new measures and amendments to existing targets make it important that the methodologies and reporting arrangements accurately reflect the operational performance and outcomes they are intended to measure.
- One respondent noted that contracted metrics should cover Legacy Communications Hub returns and Trust Centre Security Swap Out (TCSO) performance, subject to agreed cost

DCC Response

72. DCC acknowledges the importance of effective planning and industry engagement to support the future phase-out and eventual retirement of the LRR service. DCC's view is that any performance measures specifically relating to Exit should be developed collaboratively with Arqiva and SEC Parties closer to the Exit phase, when the scope, timelines, dependencies and available data are better understood. This should include key milestones and decisions. The Proactive Replacement Programme measures referenced in the consultation are intended to support the deployment of new NGBS TKs and the recovery of legacy TKs and are therefore not designed to measure Exit planning activities. The contract includes provisions to update the performance framework, including the introduction of new measures and the reallocation of Service Points where appropriate. This flexibility will ensure that any future Exit-related measures remain relevant, measurable and aligned to industry needs.

73. DCC acknowledges the importance of ensuring that the proposed outcome-based measures provide robust visibility of service performance throughout the contract term. The Estate Health and Service Request Success measures have been designed to focus on the outcomes most relevant to SEC Parties and consumers, with key Service Requests incorporated where appropriate. Detailed definitions, calculation methodologies, reporting requirements and applicable exclusions are being developed as part of Operational Readiness activities and will continue to be refined through engagement with SEC Parties.

74. DCC agrees that effective governance, transparency and accountability will be critical throughout the remaining life of the LRR service to maintain quality. Planning activities associated with the Maintain and Exit phases will continue to evolve as the service progresses and will be developed in consultation with SEC Parties through established governance forums. The revised framework introduces enhanced visibility of estate health, service performance and replacement activities whilst maintaining contractual mechanisms to address underperformance. DCC will continue to review the framework to ensure it remains proportionate, represents value for money and supports the orderly transition and eventual retirement of the LRR service.

75. DCC acknowledges the suggestion that measures relating to Legacy Communications Hub returns and TCSO activities could provide additional operational visibility and is considering the introduction of a return's metric within the Performance Framework. DCC will continue to review the suitability of the performance framework as operational priorities evolve during the remaining contract term. Any future measures will be considered against stakeholder requirements,

available reporting mechanisms, proportionality of implementation costs and the overall objectives of the Maintain and Exit strategy.

76. DCC acknowledges the importance of ensuring that the PMM and RLoSPPM remain aligned to any revised measures and targets. Detailed definitions, methodologies and reporting arrangements are being developed through Operational Readiness activities and will be updated as necessary through established governance processes.

4. Next Steps

77. As a summary of commitments within this document, DCC will:

- Implement our proposed changes to the Service Provider Performance Measures. Different measures will become active at different stages of the contract life cycle. DCC will engage with SEC committees on the management of these arrangements.

- Continue stakeholder engagement in Q1 2027 through established SEC governance, working with Parties to agree the right forums to present on key milestones and support evidence-based decisions. DCC will work with our customers to identify and provide any required information that supports the decisions made as part of this consultation or for future decisions relating to the service.

- Develop and refine reporting methodologies including a consultation on the PMM and RLoSPPM as defined by SEC governance arrangements. This will start in Q1, led by when revised measures become active within the contract.

- Develop future Maintain and Exit arrangements in consultation with established SEC governance groups to support changing requirements of the contract.