

# Business plan 2025-26





# Our Purpose

To protect the interests of rail and road users, improving the safety, value and performance of railways and roads, today and in the future.



# Our business plan 2025-26

The effect of Government reforms to the Civil Service, regulators and the railway will be a thread running through our work in the coming year.

We are committed to supporting the Government's agenda for Civil Service efficiencies and savings, through improvements to our own operations. This year we will be focusing on the increased use of technology, including AI, to automate and streamline our processes, reduce bureaucracy and improve response times. This will have positive benefits for both the ORR and the industries we work with, increasing our productivity and delivery to all our stakeholders.

This business plan also commits us to furthering the Government's agenda for regulatory reform. We will be engaging with infrastructure managers on how to reduce the administrative burdens we impose. We will also complete an ongoing review, reporting to HM Treasury, into how to encourage more private sector investment into the rail network.

We will continue our work to support Government on rail reform. We are already working to provide the necessary safety permissions as English passenger train operators move into public ownership. We will be providing advice to Government and working with stakeholders as legislation is developed to set up Great British Railways.

As well as working through these changes, we will also remain focussed on the day job. Change can be beneficial, but it must not be a distraction. Our essential day job of frontline regulatory activities across the rail and road industries – from health and safety inspections and new train authorisations to holding companies to account on better customer service – will continue to be delivered. And we will continue to bring our expertise and independence to bear to achieve this.

I thank my colleagues for their continued professionalism in their work to protect the interests of current and future rail and road users, and to support growth in the sectors. We are committed to developing our people's skills and providing a supportive workplace where everyone can work together to meet ORR's and industry goals.



**John Larkinson**  
Chief Executive



# Who we are and how we work

We are an independent, non-ministerial UK government department, established by and accountable directly to Parliament.

We regulate Network Rail, including targets it is expected to achieve, and report regularly on its performance. We regulate health and safety standards and compliance across the whole rail industry. We oversee competition and consumer rights issues – driving a better deal for rail passengers and taxpayers. We also regulate the High Speed 1 link to the Channel Tunnel.

We hold National Highways to account on its commitments to improve the performance and efficiency of England's strategic road network.

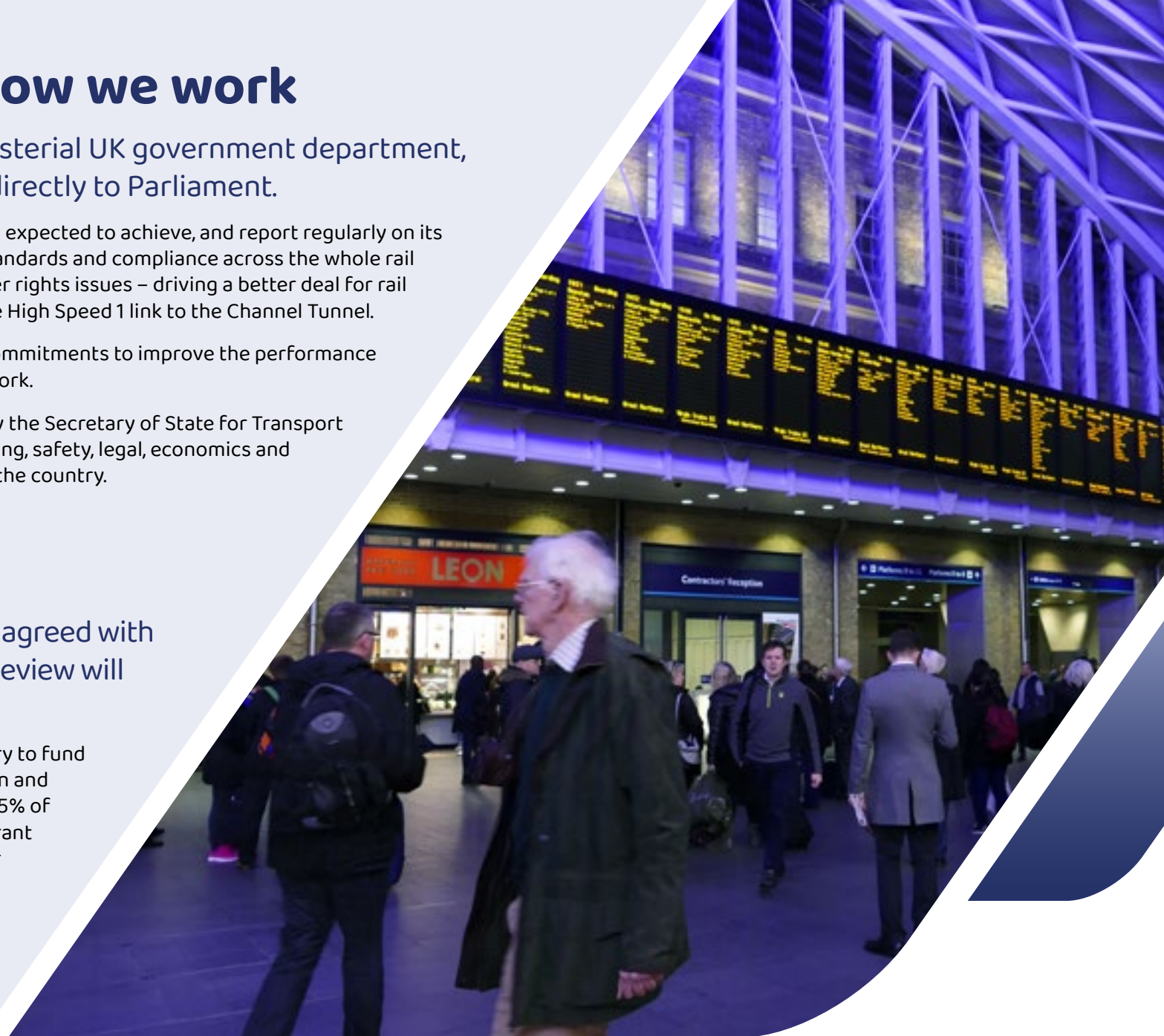
ORR comprises a governing board appointed by the Secretary of State for Transport and over 360 professionals, spanning engineering, safety, legal, economics and competition, operating from six offices across the country.

## Funding

Our funding for 2025-26 has been agreed with HM Treasury. The 2025 Spending Review will set our budget up to 2028-29.

Most of our income comes from the rail industry to fund our core work, with health and safety regulation and economic regulation accounting for 46% and 45% of our annual income respectively. We receive a grant from the Department for Transport to fund our regulation of the strategic road network.

Our total budget for 2025-26 will be £43.5m. We will raise £40.1m in statutory charges to spend on the railways and our roads budget will be £3.4m.



# Our values



## Inclusive

- Include and value others by demonstrating fairness and respect
- Proactively help others and be open to receiving support
- Treat everyone respectfully and be considerate of others' needs



## Professional

- Recognise the knowledge and skills that we all bring
- Take pride in - and accountability for - the quality of our work
- Aspire to be an expert in our field



## Ambitious

- Continuously seek innovative ways to improve & deliver outcomes that make a difference
- Constructively challenge ourselves and each other to achieve our best
- Take ownership of our professional development



## Collaborative

- Work together to achieve better outcomes
- Be open minded to the ideas of others
- Share expertise and build networks across ORR and more widely

# Our strategic objectives

Our business plan summarises what we aim to achieve each year to meet our four strategic objectives:



A safer railway



Better rail customer service



Value for money from the railway



Better highways



This year we have also added a section on regulatory and rail reform.





# A Safer Railway

Our important health and safety regulatory role for Britain's railways remains unchanged at a time of transformation in the industry. Our essential day-to-day responsibilities, proactive interventions, and role in driving continuous improvement to safeguard passengers, the public, and workers continue.

We will work in a collaborative way with industry, providing advice and support as we seek to influence change. We will encourage feedback on how we work and how we can be more efficient.

We will continue to maintain focus on the types of events and risks that could result in **potential major train accidents** including: an industry strategy to reduce **overspeeding**; looking at the **competence** of key safety-critical railway staff such as drivers, incident controllers and signallers; understanding the causes of trains **passing the end of their movement authority** (including Signals Passed at Danger 'SPADs'); managing **fatigue** risks; and a targeted inspection campaign on safety at **level crossings**.

In the second year of **Control Period 7 (CP7)**, we will continue to work with Network Rail on the safety commitments in its Delivery Plan. We will look at its capability to deliver asset maintenance and continue to inspect its Modernising Maintenance Programme.

**Occupational health, and the safety and wellbeing of rail workers** remains a priority. We will focus on exposure to **welding** fumes, and on the control of **manual handling** risks, which is a major factor in staff absences. We will also collaborate with industry on **welfare** provision for railway workers, including a national intervention project.

**Extreme weather events** and their impact on buildings and structures management remain a priority, with earthworks failures a specific concern. We will continue our extreme weather strategic project, including drainage inspections, where we now have good data on assets.

As new technologies and advanced digital systems become more prevalent across industry, we recognise that the risk profile associated with **software-related failures** is changing. We will drive a coordinated systems approach to managing digital safety and security, continue to develop our in-house expertise and carry out inspections.

We will monitor and influence **major new schemes** to foster a culture of safety by design, supporting the TransPennine Route Upgrade, East-West Rail project and HS2 as the projects progress.





# A Safer Railway

Our focus with **Transport for London** includes management of its civil assets and risks from ageing infrastructure.

We continue to support and influence the **tramway sector**, reporting on the safety of pedestrian, cycle and bridleway crossings on tram networks, and inspecting operators' contractor management arrangements.

Our engagement with the **heritage sector will include** delivering workshops with the Heritage Railways Association on competence, level crossings, occupational health and use of the Risk Management Maturity Model (RM3). Our inspections will focus on derailment risk, following an increase in 2024-25, and the general safety of selected railways.

We will input on **industry policy, legislation and guidance** as it relates to health and safety. This year we will continue close working with government and industry to introduce a reduction in the minimum age for train drivers and then to achieve wider reform of the train driving licensing regime to streamline processes and reduce bureaucracy and costs. We will also conduct, on behalf of government, another statutory review of the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS) to assess whether the legislation still meets its original objectives.

Our important **day-to-day proactive and reactive work** of inspections, investigations, enforcement, and statutory activity, such as issuing of safety certificates and authorisations, train driving licences and renewals, level crossing orders and RAIB recommendations follow-ups to support how dutyholders deliver for customers, will continue across the year.

A large piece of work will be to continue to support the **Fatal Accident Inquiry** into the circumstances surrounding the tragic deaths and injuries from the train derailment at Carmont, Aberdeenshire, in 2020.

We will continue to take a **data-driven approach**, augmented by inspector expertise, to address sector-specific risks, provide visibility of our decision-making, and focus resources in the right areas. Our workplan for 2025-26 includes learning opportunities for our trainee Inspectors and Inspector Assistants.







# Better Rail Customer Service

**Accessibility** of the rail network and services for all customers, and in particular customers with disabilities, remains a priority area for ORR this year. We plan to establish a new framework for **benchmarking operators' provision of assistance** and to publish the first annual report in the autumn.

This will help us judge how well train and station operators are meeting the obligation to provide assistance free of charge to anyone who needs it, irrespective of whether the help is booked in advance or requested at the station. By assessing performance in a more robust and transparent way we aim to both focus our efforts on the worst performing companies and disseminate good practice across the industry.

In parallel, we will drive improvements in the quality of industry data on assistance outcomes, requiring companies to report new data to us every month from April.

We will also publish a report on how staff at busy stations communicate with other stations about the needs of **passengers who have been assisted onto trains**. We will consider how to reduce the risk of a customer being left on a train at their destination, including the role that technology can play.

In 2024 we were asked by the Secretary of State for Transport to review train operators' and retailers' **revenue protection practices**, such as how they communicate ticket conditions and the use of

penalty fares and prosecutions and we have also drawn on passengers' experiences. We want to support the right balance between punishing people who are trying to evade fares and recognising genuine mistakes. We will publish recommendations to government in May. We will also finalise the work initiated on the **Retail Information Code of Practice**, taking into account a number of our findings from the revenue protection review.

We will continue to hold companies to account for the quality of their **passenger information**, particularly during disruption; and for the quality and timeliness of their complaints handling and compensation processes.

We will continue to monitor the **Rail Ombudsman's** effective delivery of, and improvements to, its service. This includes delivery of the ombudsman's accessibility road map, which sets out actions to ensure that the service is working well for disabled people, and others who might have specific accessibility needs. With Trainline recently joining the Ombudsman, we will continue to engage with other ticket retailers to encourage their participation and access to the service for their customers.





# Better Rail Customer Service

“High-performing and resilient timetables are an essential part of providing a good service to passengers and freight customers.”



**Access to the network and licensing of railway operators** will remain a significant area of work this year. We will carry out our day-to-day role of reviewing and approving decisions taken between Network Rail and train operating companies about use of the network, including a continued focus on the competing applications for the May 2025 and December 2025 timetable changes. We will also continue to protect the public interest by ensuring that operators of rail assets are appropriately licensed.

We will continue to work with **First Group** as it prepares to implement new open access services between London and Wales, and London and Scotland. We will also continue to check that **Go-op** is making enough progress towards using the rights we gave it to operate regional open access services in the West Country. We will conclude our examination of depot capacity for new **international train services** and continue to work with applicants as they seek to develop their plans to introduce competition in the Channel Tunnel.

High-performing and resilient **timetables** are an essential part of providing a good service to passengers and freight customers. It is going to be particularly important that Network Rail continues to comply with established industry timescales in producing timetables, given the importance of successfully implementing the long-delayed new East Coast Mainline timetable in December 2025, and we will be holding them to account on this. We will continue to ensure transparency around the industry's delivery of timetabling and network access processes by publishing data on our website and ensuring that Network Rail and operators continue to make use of it.





# Value for Money from the Railway

**Holding Network Rail to account**, as infrastructure manager for the GB mainline rail network, is one of the central ways in which we ensure that the railway is run in the most efficient way for users and funders. We also seek to enable an environment in which investment and growth can flourish.

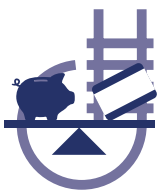
One way we do this is through setting and monitoring stable funding settlements for infrastructure, noting that both **Network Rail** and **London St Pancras High Speed (HS1 Ltd)** both spend significant amounts with the rail industry supply chain. Similarly for international services our work on access to essential facilities – including track, stations and depots – helps create an environment for entry and growth by new train operators.

Better **train performance** continues to be a focus; setting ambitious but realistic train performance targets is important for securing the continued recovery of passenger services following the pandemic. In PR23, we put in place firm targets for the first two years of Control Period 7 (CP7) and indicative targets for the remaining three years (April 2026 to March 2029). This year we will be consulting and concluding on **a reset of Network Rail's passenger train performance targets for the last three years of CP7**.

In our **annual assessment of Network Rail**, we will look back at the company's performance in the first year of CP7, setting out our views on delivery to stakeholders across its regions and functions against the targets set in the periodic review (PR23). We will follow this up with our **annual efficiency and finance assessment**, to report on how well its funding is being spent.

Further, we will undertake our day-to-day work holding the company to account for delivering **train service improvements** against its current targets. We will continue to be proactive in the way we do this, as we were for the Eastern Region last year, stepping in to protect the interests of passengers and freight users where we consider that Network Rail is not doing enough to deliver train performance.





# Value for Money from the Railway



“We will continue our focus on the productivity of the rail industry, building on our previous publications and looking to refine and improve our understanding of the efficiency of the sector.”

This business year will be the first year of Control Period 4 (CP4) for **London St Pancras High Speed (HS1 Ltd)** and we will be publishing our annual assessment of the service, including a review of HS1's delivery in Control Period 3.

Fair and effective **competition** is an important driver of value for money. This year we are conducting a review of the remedies on rolling stock leasing put in place in 2009 by the then Competition Commission (now Competition and Markets Authority (CMA)). We will also monitor implementation of the recommendations from our previous market studies on station catering, signalling and ticket gates.

We will consider any complaints arising about **anti-competitive behaviour**, opening new cases under our competition enforcement powers where appropriate.

We will provide advice to the CMA on rail-related mergers and will also provide competition advice to government and other stakeholders. We intend to publish our open access monitoring report in the second quarter of the year.

We are the publisher of **official statistics** for rail, gathering and reporting information on safety, industry finance, passenger usage and performance. The transparent reporting of statistics provides valuable and accessible information to the public and industry.

This year we will continue to improve the efficiency of our data capture, storage and reporting through **increased automation**. This will include launching an API that will allow users of our data to more efficiently extract the data they find useful, saving time and resources for us and our customers.

We will continue our focus on the **productivity** of the rail industry, building on our previous publications and looking to refine and improve our understanding of the efficiency of the sector.





# Better Highways

**National Highways** is required to operate, maintain and enhance an efficient, safe and reliable strategic road network (SRN), which is made up of the motorways and major A roads in England.

The focus of our work across the coming year will be a mix of closing out the **second road period (RP2)** that ends in March 2025, preparing for the next five-year period, **the third road period (RP3)**, due to start next business year in April 2026, and overseeing the settlement for the **interim period in 2025-26**.

We will report on National Highways' performance and its delivery of the final year of RP2 and five-year second road investment strategy (RIS2) in our Annual Assessment (to be laid in Parliament) and regional benchmarking work.

We will publish our fourth **annual assessment of safety performance on the strategic road network**. Its ongoing value has been recognised by a number of industry and parliamentary stakeholders.

Looking toward the **third road investment strategy (RIS3)**, we will carry out our Efficiency Review of National Highways' draft Strategic Business Plan this year and deliver our independent expert advice to the Secretary of State for Transport. Ultimately, our recommendations will help the government maximise the long-term benefits of its investment in the strategic road network, leading to better outcomes for road users, improved environmental impacts, and better value for money for taxpayers.

We will work with the Department for Transport and National Highways to ensure that National Highways has a refreshed and clear **performance framework for RP3** with challenging and deliverable commitments for which we can hold the company effectively to account. Alongside this, we will publish the outcome of the public consultation on **our holding National Highways to account policy** and issue a refreshed version to take effect from 1 April 2026.

Following the investigation into National Highways that we concluded last year, National Highways has made good progress on the implementation of its improvement plan and we expect to close out the remaining issues this year.

We have paused our Road Expert Panel for 2025-26. We have agreed with the Department for Transport that we will use the space provided this year between road periods to take stock of how we can build on the positive outputs of the panel in an efficient way. We will also publish research on **how National Highways engages with its stakeholders** and consider any recommendations that flow from that.



# Our People and Performance

Our talented people, evidence-based approach and sound methodology are central to the effective delivery of our regulatory duties, all underpinned by our values: to be inclusive, professional, ambitious and collaborative.

This year we will build on **improving our efficiency**, with the help of technology. In last year's culture audit our staff fed back that there is too much internal bureaucracy, and we have therefore been looking at what more we can do to streamline processes and harness Artificial Intelligence (AI) and automated tools to improve the ways in which we interact and deliver projects.

The development of our new three-year **technology strategy** 'Empowering ORR through Digital Transformation' has allowed us to better understand how technology can support the organisation's needs. We will focus on three objectives this year: **transformed systems**: investing in integration and automation; **digital skills at scale**: training our staff to maximise the benefits of the new, more efficient administrative tools at our fingertips; and **driving digital adoption**: building a network of IT Champions who can champion digital change and support colleagues in accelerating digital readiness.

Maintaining robust **cyber security** remains a priority. We will focus on the outcomes from audits, security testing and government measures to align ORR with industry best practice. The expanded remit and expertise of our **Information Governance Group** will strengthen our data governance.

One example of how technology and innovation will be improving our processes is our new **HR Helpdesk**, which will be embedded this year. It is intended to drive self-service and give managers insights into the types of queries coming from employees, identifying trends and potential improvements in communications.

Having a wide range of talent enables us to be more innovative and also resilient. Diversity of background brings new experience into the organisation and also allows us to engage better with our stakeholders. But it's not just about attracting diverse talent, it's about creating the right culture where people want to stay and contribute their best. We will therefore continue to implement our **three-year diversity and inclusion strategy**.





# Our People and Performance



We continue to focus on **attracting and developing talent** for the organisation.

We will launch a new recruitment applicant tracking system to make the recruitment process less bureaucratic and more impactful.

We will continue to support **early careers**, through our internship programme and multi-discipline apprenticeship programme.

To support our people in the workplace, we will be rolling out **training on the new sexual harassment legislation**, giving employees the tools to identify and then act if they witness or experience harassment at work.

We continue to work to the Greening Government Commitments (GGC) 2021-25 and our **Corporate Environmental Strategy** and will aim to meet any new GGC commitments that come through this year.

We will continue to explain the value of our work in effective and independent regulation to **media and stakeholders** and listen to feedback. We will expand our **digital communications** and outreach via social media and continue to ensure transparency in our activity through publication across a range of channels, including our website. Internally, we will ensure our staff feel valued for their work and are kept informed of matters which affect them and that there is regular dialogue with management on changes due from rail reform.

Our **legal** team will also continue to provide a high quality, specialist service in respect of preparing cases and ensuring our decisions are always based on robust and pragmatic legal advice. Combining in-depth industry knowledge with expertise in commercial, public, competition, consumer and criminal law, the team's lawyers are ideally placed to support the work of the organisation right across its functions.

# Reform

## Rail reform

There are two linked parts of rail reform, one moving the English passenger train operators into public ownership and the second centred on the setting up of Great British Railways (GBR).

The first part will require us to provide the necessary safety permissions within defined timescales. Working with stakeholders, we will also provide scrutiny and constructive challenge to any proposals to ensure that change is managed safely.

The timetable and deliverables for the second part are primarily set by the Department for Transport (DfT). DfT is currently consulting on the proposals, but we expect work in the first half of this year (up to September) to focus heavily on the decisions that need to be taken to introduce legislation in the Autumn, and subsequently the Parliamentary process will raise further issues. Alongside that, there will be significant ongoing work for us in supporting DfT in the development of the governance framework and funding framework for GBR. The specific areas we are currently (or expect to be) involved in are:

- **Revision of our functions and duties** - the duties that govern ORR are being reviewed and streamlined to ensure that they are aligned with the new sector model, as well as allowing us to align with wider government priorities like promoting growth.
- **A new financial framework** - a new five-year funding process is being developed which will determine our role in assessing business plans, settlement viability and assuring major changes to GBR's plans or funding within the five-year period.
- **A new access appeals mechanism** - we will lead on the development of a robust appeals mechanism to ensure fairness and non-discrimination for third parties such as freight and open access operators wishing to access and use GBR's network and associated facilities.
- **A new governance framework** will be developed for GBR and the roles and responsibilities of each party will need to be defined.
- **A reformed retail model** - GBR will perform the functions the Rail Delivery Group (RDG) performs today for all retailers. RDG currently determines the terms of licences with third parties, taking decisions on matters such as charges and commission rates. DfT will consider where this role should sit in the future, which could include GBR, ORR, or possibly another body.
- **A new passenger watchdog** - a watchdog to advocate for passengers and hold both GBR and non-GBR operators to account for improving the passenger experience will be created. It will likely absorb some passenger-focused regulatory functions of ORR, but we will retain all enforcement powers.





# Reform

## Reform of regulators and regulations

In March 2025 HM Treasury (HMT) published 'New approach to regulators and regulations supporting growth' which stated a commitment to **reduce bureaucracy for businesses and cut administrative costs for business by 25%** by the end of the Parliament. For rail, this links to the previous section on rail reform which will lead to significant changes in what we do and how we do it.

But we need to start on this 25% reduction before GBR is set up and we also need to expand the scope of work to include other companies we regulate or provide services to. Hence, we are engaging with:

- The rail infrastructure managers Network Rail, London St Pancras Highspeed and National Highways. We will review the reporting requirements we place on each organisation, the escalation processes we use when we consider there could be a problem, and the way we report publicly on the companies. We will ask each company to set out any proposals they have to reduce administrative burdens we impose. We will produce an initial report on Network Rail by end Q1.
- The companies whom we provide services to and our performance in doing this. We have a set of KPIs which we use (see Service Standards section) but we will be engaging with the sector to check if the rail industry-facing KPIs are both relevant and challenging and whether other KPIs would be more useful. We will report on this work by end Q2.

In relation to the **competition regime**, the HMT March publication committed to consulting in the coming months on legislative reform proposals where the Government can take action to improve the pace, predictability and proportionality of the UK's competition regimes. We are the competition regulator for railway services, holding concurrent powers with the CMA. We will engage fully with this consultation, building on our previous engagement with the CMA on the recent concurrency review which concluded in December 2024.

The HMT March publication also referred to competition regulators regularly reviewing the necessity for any binding remedy coming out of a market investigation. As described elsewhere in our plan, we have already commenced a review of the remedies following the **rolling stock leasing market investigation** from 2009 (and last reviewed in 2020).

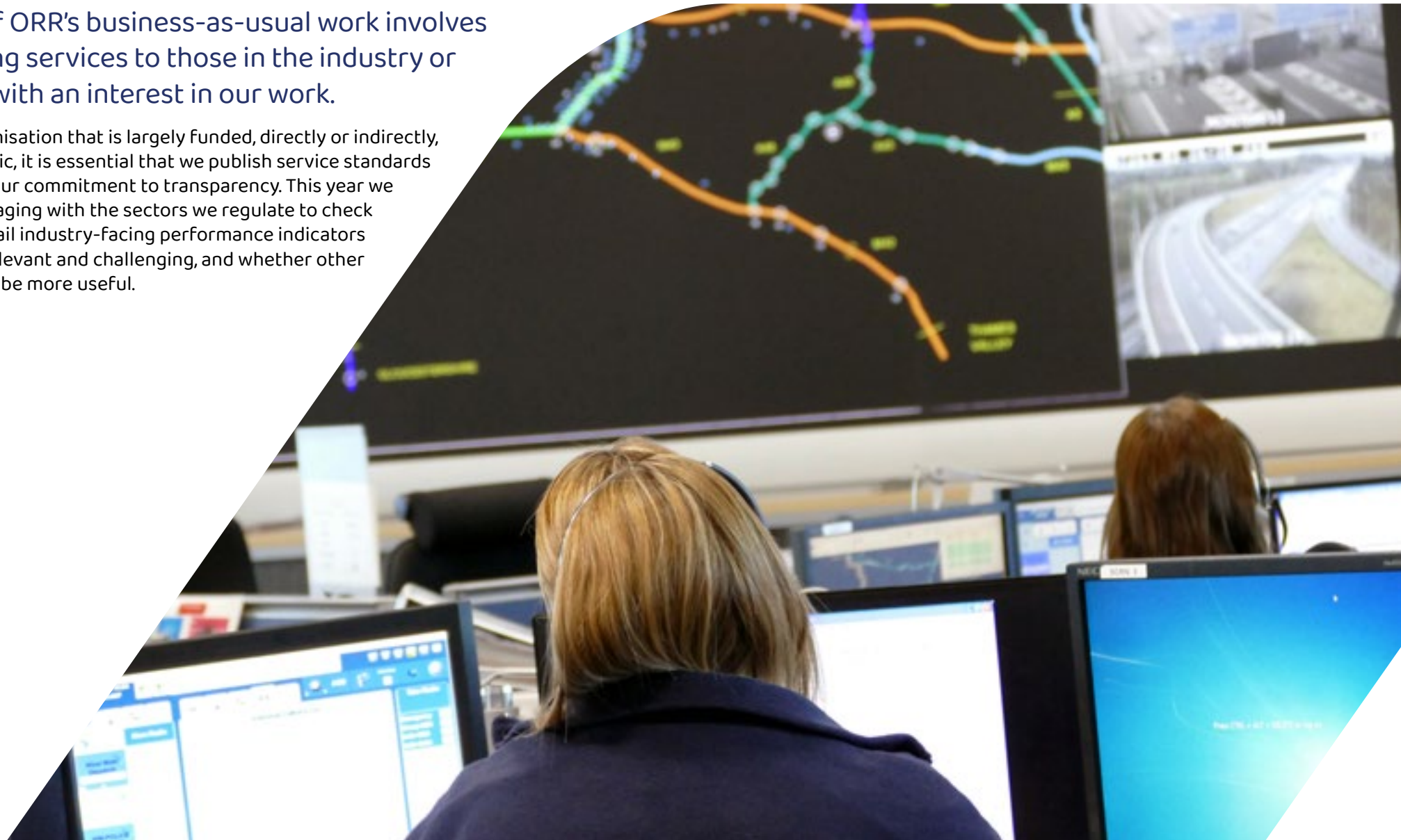
Finally, the HMT March publication committed us to conduct a **deep dive into the rail network investment framework** with the rail supply chain to encourage direct investment into railway infrastructure. This work is already underway, and we have had initial engagement with industry and intend to carry out more in Q1 at the end of which we will report on our initial findings. Our initial findings will determine the next steps we intend to take with the supply chain and other stakeholders to support growth and investment in rail infrastructure.

Alongside this work we will continue to challenge industry and ourselves on **understanding the cost and benefits of managing and controlling risks**. For example, following the recommendations from our review of approaches to assessing the costs and benefits of health and safety interventions in rail (published in March this year), we will continue to work with industry and report on progress in addressing the recommendations for ourselves and industry mid-way through the year. By the end of the business year we will complete a **full stocktake of progress** against the recommendations from our March report.

# Service Standards for 2025-26

Much of ORR's business-as-usual work involves providing services to those in the industry or others with an interest in our work.

As an organisation that is largely funded, directly or indirectly, by the public, it is essential that we publish service standards as part of our commitment to transparency. This year we will be engaging with the sectors we regulate to check if our key rail industry-facing performance indicators are both relevant and challenging, and whether other KPIs would be more useful.





# Service Standards for 2025-26

| Provision  | Standard  |
|--|---|
| Issue new or revised train driver licences   | 100% of applications decided within 1 month of receipt of all necessary documentation   |
| ROGS safety certificates and authorisations (Railway and Other Guided Transport Systems Regulations) | 100% decided within 4 months of receiving completed application   |
| Report to the Rail Accident Investigations Branch (RAIB) on the progress of its recommendations      | 100% response to RAIB recommendations within 1 year of associated RAIB report being published   |
| Efficient processing of technical authorisations   | 100% of responses within 28 days of receiving complete submission   |
| Approve the Accessible Travel Policy of a new licence holder   | 100% approved within 6 weeks of receipt of all relevant information   |
| Track, station and depot access applications   | 100% decided within 6 weeks of receipt of all relevant information  |
| Operator licence and licence exemption applications  | 100% decided within 2 months of receipt of all relevant information   |
| Freedom of Information requests  | 100% of requests for information responded to within 20 working days of receipt*  |
| General enquiries and complaints, including adjustment to account for cases investigated             | 95% of enquiries and complaints responded to within 20 working days of receipt  |
| Data access rights requests  | 100% of all data access requests responded to within 1 month of receipt   |
| Prompt payment of suppliers' invoices to ORR   | 90% paid within 5 days of valid invoice<br>100% paid within 30 days of valid invoice  |
| Publication of the four accredited official statistics quarterly/ biannual statistical releases      | 100% published within 4 months of quarter or half-year end  |
| Market studies   | 100% of interim market study reports published within 6 months of launch of market study<br>100% of final market studies reports published within 12 months of launch of market study |
| Proactive, preventative regulatory interventions   | 50% of ORR inspector time spent on proactive, preventative regulatory interventions   |

\*includes responding to the requestor to indicate a time extension beyond 20 days will be necessary, for example to consider the application of a public interest test.


# Deliverables 2025-26

The following table summarises specific, time-critical actions ORR will deliver over the next 12 months.

| What we will deliver  | When we will deliver it   |
|---|---|
| <b>A SAFER RAILWAY</b>  |  |
| Report on civil assets management by London Underground   | Q2  |
| Carry out industry consultation as part of a statutory review of ROGS   | Q2  |
| Provide an update on progress against the recommendations from our March 2025 costs and benefits of safety report             | Q2  |
| Run a targeted inspection campaign on level crossing safety   | Q3  |
| Working with DfT, implement minimum age change for train drivers and secure wider reform of train driving licensing regime    | Q3  |
| Release annual rail safety statistics   | Q3  |
| Monitor Network Rail's CP7 Delivery Plan commitments, including how Modernising Maintenance delivers safe and reliable assets | Q4  |
| Deliver inspectors training to improve our capability in managing digital safety  | Q4  |
| Undertake inspections on management of worker fatigue risk  | Q4  |
| Deliver joint ORR/Heritage Railway Association workshops  | Q4  |
| Complete review of implementation of recommendations from our costs and benefits of safety report                             | Q4  |



# Deliverables 2025-26


| What we will deliver  | When we will deliver it   |
|---|---|
| <b>BETTER RAIL CUSTOMER SERVICE</b>   |  |
| Publish report on effectiveness of communications between stations about passengers who require assistance to travel                              | Q1  |
| Publish recommendations to government on rail companies' revenue protection practices   | Q1  |
| Publish response to consultation on benchmarking train operating companies' provision of assistance to passengers                                 | Q1  |
| Conclude examination of depot capacity for new international train services   | Q1  |
| Publish six-monthly data on ORR and industry's compliance with sale of access and timetabling deadlines   | Q2 and Q4   |
| Complete review of the Retail Information Code of Practice  | Q3  |
| Review our Accessible Travel Policy (ATP) guidance requirements on redress for failed passenger assistance and consult on any proposed amendments | Q3  |
| Conduct and publish annual review of Network Statements for all regulated infrastructure managers   | Q4  |

# Deliverables 2025-26

| What we will deliver                                       | When we will deliver it   |
|--|---|
| <b>VALUE FOR MONEY FROM THE RAILWAY</b>                    |  |
| Consult on CP7 passenger train performance reset           | Q2  |
| Publish annual assessment of Network Rail                  | Q2  |
| Publish annual assessment of HS1                           | Q2  |
| Monitor and report on open access                          | Q2  |
| Conclude CP7 passenger train performance reset             | Q3  |
| Publish annual efficiency and finance assessment           | Q3  |
| Release rail industry finance statistics                   | Q3  |
| Complete review of rolling stock market transparency order | Q3  |
| Report on Network Rail's stakeholder engagement            | Q3  |
| Release statistics on annual estimates of station usage    | Q3  |
| Report on productivity in the rail industry                | Q4  |



# Deliverables 2025-26

| What we will deliver   | When we will deliver it   |
|--|---|
| <b>BETTER HIGHWAYS</b>   |  |
| Publish our Annual Assessment of National Highways' performance                          | Q2  |
| Publish consultancy report on how National Highways engages with stakeholders            | Q2  |
| Carry out Efficiency Review of National Highways' Strategic Business Plan for RIS3       | Q3  |
| Publish regional benchmarking of National Highways' performance                          | Q4  |
| Publish our Fourth Annual Assessment of Safety Performance on the Strategic Road Network | Q4  |
| Publish our refreshed policy on how we hold National Highways to account                 | Q4  |

# Deliverables 2025-26

| What we will deliver  | When we will deliver it |
|---|-------------------------|
| <b>OUR PEOPLE AND PERFORMANCE</b>                                   |                         |
| Embed new HR Helpdesk   | Q1                      |
| Launch new recruitment applicant tracking system                    | Q2                      |
| Conduct IT hardware review and begin phased rollout of new hardware | Q3                      |
| Formalise the Digital Champions Network within ORR                  | Q3                      |
| Provide staff training on new sexual harassment legislation         | Q3                      |

# Deliverables 2025-26

| What we will deliver  | When we will deliver it |
|---|-------------------------|
| <b>REFORM</b>   |                         |
| Report on our initial engagement with Network Rail to reduce administrative burdens we impose | Q1                      |
| Publish the initial findings of our deep dive into the rail investment framework              | Q1                      |
| Review of our rail industry-facing KPIs following engagement with the sector                  | Q2                      |





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