OFFICE OF RAIL AND ROAD

Business plan 2026-27

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 2026-27

This year ahead will be one of considerable change for ORR, as we begin a major programme of transformation to support the UK Government's ambitions on reforming the railways, reforming regulators and driving economic growth.

The Railways Bill will lead to changes to what we do and how we do it. We will recruit to improve our capabilities in new areas while preparing to transfer some of our work to Great British Railways.

In parallel, we must continue to support the UK Government's wider reform of regulators, identifying more ways to reduce administrative burdens on business and create the right environment for growth. An independent review of ORR is also expected to be published in the Spring and we will respond constructively to its findings.

We have, however, already started our transformation process, with changes to our Rail Safety Directorate to speed up decision-making and improve assurance processes. We will step up our deployment of AI across ORR following successful trials and optimise its use for better productivity.

This year we also expect to take on new and significant regulatory roles for the Lower Thames Crossing and in providing assurance on Transport for London's capital programme.

And alongside all of this, we must remain focused on our essential 'day job' of frontline work to support the road and rail industries.

This is my final business plan as I retire after 20 years at ORR and seven as Chief Executive. I am immensely proud to have had the opportunity to lead the organisation and to build on its core strengths of being independent, expert, trusted and transparent. We are evolving as an organisation, reinventing the ways we work to have a more focused impact while minimising burdens.

It has been a real privilege working with colleagues and stakeholders across the road and rail sectors, and I thank everyone for their support, professionalism and engagement over the years.

I am pleased to confirm that my interim successor will be Feras Alshaker and I wish him the very best for the future.

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 370 professionals, including engineering, safety, legal, economics and competition, operating from six offices across the country.

Funding

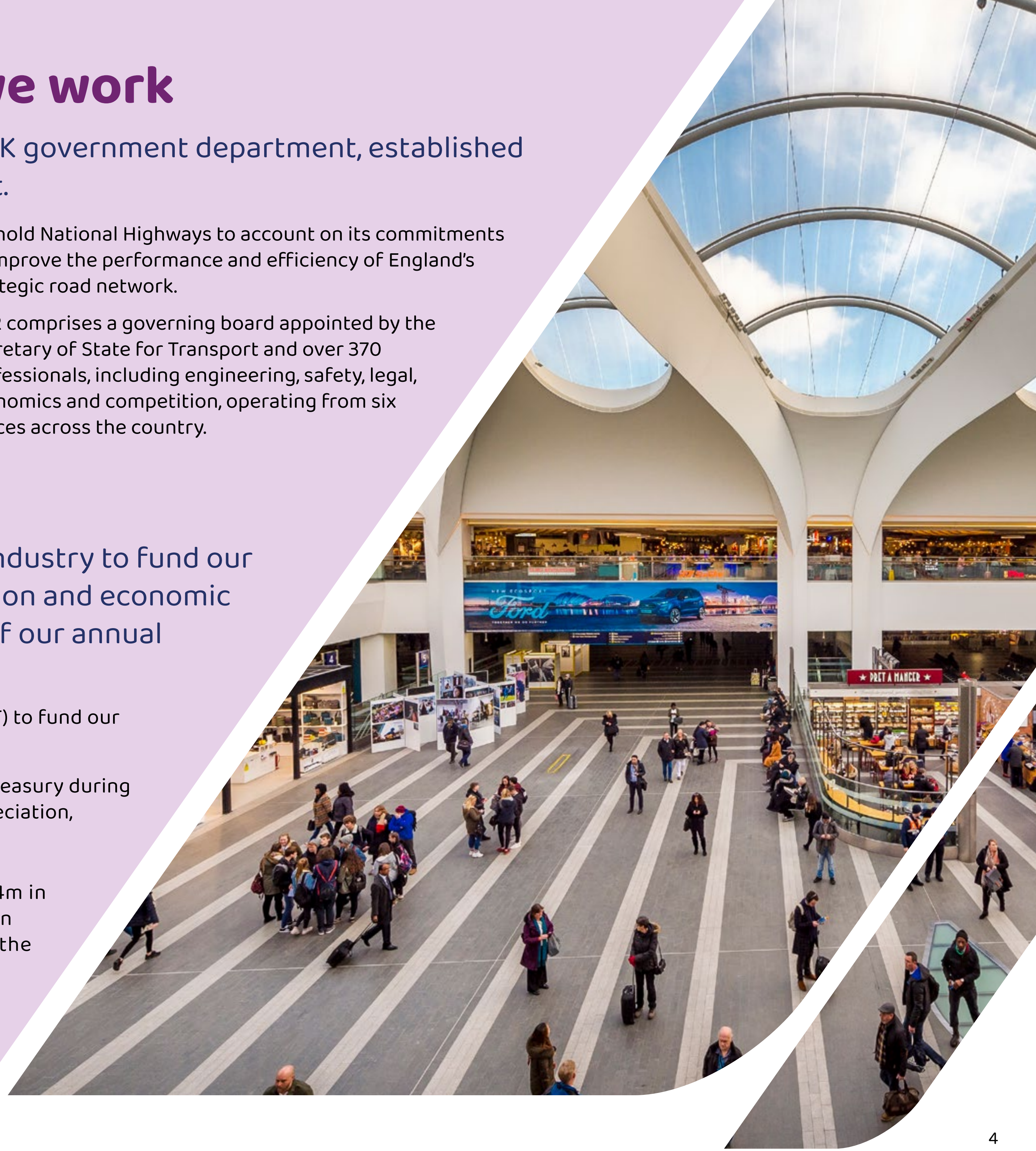
Most of our income comes from the rail industry to fund our core work, with health and safety regulation and economic regulation accounting for 44% and 48% of our annual income respectively.

We receive a grant from the Department for Transport (DfT) to fund our regulation of the strategic road network.

Our funding for 2026-27 to 2028-29 was agreed with HM Treasury during the 2025 Spending Review. Our settlement, excluding depreciation, is set out below.

Year	£m
2026-27	44.1
2027-28	44.4
2028-29	44.5

In 2026-27, we will raise £39.4m in statutory charges to spend on the railways and £4.4m from the Department for Transport for our highways work. £0.3m will come from sublet income.



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 healthier and safer railway
- Better rail customer service
- Value for money from the railway
- Better highways

It also covers transformation in respect of regulatory and rail reform.

Transformation

The UK Government has embarked on fundamental reforms to the rail sector and, separately, to the role of regulators and regulations in helping to drive economic growth across the UK. Supporting and implementing these changes will be a major focus for ORR in the coming business year.

Rail reform

The first part of rail reform is already underway and involves **transferring passenger train operators into public ownership**.

ORR is required to provide the necessary safety permissions for these new services within defined timescales. Last year, South Western Railway, C2C, Greater Anglia and West Midlands Trains were added to those previously nationalised, and we will continue our programme to certify the remainder by the end of 2027. We will also work with stakeholders to ensure that all change is managed safely.

In parallel, the Government has introduced a Railways Bill (in November 2025) to **establish Great British Railways (GBR)** as the sector's directing mind, with streamlined regulation and greater accountability to the Secretary of State. The Bill is expected to achieve Royal Assent in the Autumn this year. We now have a clear baseline from which to move forward and greater clarity on ORR's new role and responsibilities, including as an independent, expert advisor to the Secretary of State for Transport.

Alongside this, we will continue to support the Department for Transport (DfT) in the development of policy and the governance and funding frameworks for GBR. Examples of specific areas we expect to work on this year are:

- **Assessing the effectiveness of GBR's safety management system** – we will work with industry stakeholders to engage in the development of GBR's safety management system. This work will take place ahead of our statutory assessment in the 2027-28 work year to determine whether necessary statutory safety permissions can be issued.
- **A new financial framework** – we will start preparing the framework for the new five-year Funding Period Review for GBR (formerly the Periodic Review of Network Rail) including our role in assessing GBR's business plans and settlement viability and advising the Secretary of State.
- **A new access appeals mechanism** – we will formally consult on detailed proposals for a new access appeals mechanism, as our role changes to an appeals body, and will develop and engage the industry on proposals for how we intend to monitor access to the GBR network.
- **Access and use policy** - we will continue to advise DfT and Network Rail on the development of GBR's access and use policy, in our capacity as statutory consultee on this critical policy.
- **Revision of our functions and duties** – we will continue to work with Government and stakeholders to develop policy for delivering our future functions and duties and will consult on relevant aspects in due course.
- **A reformed retail model** – working alongside DfT, we will lead development of a new retail code of practice. The code will oversee and set expectations for a range of functions and activities to be undertaken by GBR in its future role as both a retailer and the operator of key industry retail systems.
- **A new passenger watchdog** – a watchdog will be created out of Transport Focus to advocate for passengers and drive improvements in both GBR and non-GBR operators to enhance the passenger experience. It will absorb some passenger-focused regulatory functions of ORR but we will retain an enforcement role. We will work with Transport Focus on developing this new structure.

Within ORR we are undergoing an important **transformation programme** focused on creating an agile organisation with the right capability and a strong culture that reflects our talented people and embeds our commitment to diversity and inclusion. This will ensure we are fit for the future and have the appropriate people, processes and policies in place to integrate into the sector wide reform programme, as well as supporting the UK government's agenda on regulatory reform and economic growth.

As part of the transformation programme, we are **building new capabilities** to ensure that we are equipped to monitor whole-system railway delivery. For example, we are strengthening our capability to monitor strategic decisions around rolling stock and delivery of train services, and to monitor arrangements for how GBR will support the ticket retailing market. Where our role is being refocused, for example to focus on hearing appeals relating to access decisions and on enforcing the Passenger Watchdog's consumer standards, we are working closely with industry partners to deliver a smooth transition.

We are also committed to **further developing our health and safety regulatory capability** and **improving our efficiency** as part of our regulatory excellence programme. Ten new inspectors have been recruited, with their development supported by a new bespoke training team.

Reform of regulators and streamlining of regulations

We continue to support the UK Government's agenda for economic growth across the UK and the streamlining of regulations to facilitate this. Following last year's requirement from HM Treasury (HMT) to **reduce bureaucracy and administrative costs for business by 25%** by the end of this Parliament, we will work to reduce regulatory burdens and drive best value and efficiency. Our duties and functions are also being changed by the proposals in the Railways Bill to ensure they are aligned with the new rail sector model described above.

In December 2025 Dr Richard Judge was appointed by the Department for Business and Trade (DBT) to review ORR as part of a broader review of regulators. **We await recommendations and will incorporate any agreed actions into our workplans**.

We will continue to support growth in the road and rail sectors, removing market barriers and reducing administrative burdens. Examples of this work in the coming year include:

- following up on the work we started last year regarding the reporting requirements and processes we place on Network Rail, London St Pancras Highspeed and National Highways;
- implementing our findings of the review we did last year on the KPIs we use for the rail industry companies to which we provide services;
- continuing to use our competition powers to reduce barriers to new market entrants and ensure the right conditions are in place for market growth;
- concluding our deep dive into the Rail Network Investment Framework, as requested by HM Treasury, with recommendations for streamlining the guidelines and encouraging more third-party investment in the rail supply chain, supporting government plans for economic growth; and
- challenging industry and ourselves on the costs and benefits of managing and controlling risks, continuing to embed a new approach on health and safety interventions across the rail industry.

AI and innovation

As the rail and road sectors adopt increasingly data-driven and digital technologies, we continue to develop our understanding of AI and how it can be used to drive innovation and efficiency. Artificial intelligence can help us handle growing volumes of information, improving the quality and consistency of analysis and targeting regulatory effort where it adds most value.

In response to a ministerial commission focused on how regulators can use AI to raise productivity and support economic growth, we have committed to publishing a plan by May 2026 setting out how we will support the safe adoption of AI across the rail and road sectors through our regulatory activities. We will report annually on how this has been achieved, ensuring our regulatory frameworks, guidance and processes remain effective and proportionate as AI enabled products and services evolve.

Alongside this external role, we are using AI to improve our own productivity and effectiveness. We have established a dedicated AI innovation fund (up to £100,000) to support internal projects, such as testing how AI can reduce manual effort, improving the accuracy and consistency of analysis, and enabling better use of data. This builds on our investment in Microsoft Copilot and wider digital tools, helping to free up professional judgment for more complex issues and ensuring ORR remains an effective regulator as the use of AI continues to grow.

A Healthier and Safer Railway

ORR has important day-to-day responsibilities to drive continuous improvement in health and safety on Britain's railways, to safeguard passengers, the public and workers.

We will continue to engage with **Network Rail** as it delivers the safety commitments in its CP7 Delivery Plan, including a focus on asset management and renewals. We will take a **safety by design** approach to influence the capability of GBR's management to deliver all aspects of health and safety, supporting preparation of an effective health and safety management system in advance of assessing GBR's safety authorisation in 2027.

We will conduct a **targeted workforce Health and Safety Inspection initiative** focused on how Network Rail and its contractors manage multiple hazards during possessions.

Addressing the **risk of catastrophic train accidents** remains a priority, with work continuing on the following: securing necessary improvements to industry's approach to managing **overspeeding risk**; understanding the causes of **trains passing the end of their movement authority** (including Signals Passed at Danger 'SPADs'); and managing **fatigue risks**. Following a spike in fatalities, we will continue to engage with industry on safety at **level crossings**. **Asset management** forms an important part of our work, and we will continue to pursue improved compliance with structures and operational property examination and assessment requirements.

Occupational health and the safety and welfare of rail workers is a strong focus. We will develop a new occupational health strategy and initiatives will include **hand-arm vibration syndrome (HAVS)**, which we will monitor following our enforcement notice; and **welfare** provision for railway workers, including progress on a national intervention project.

Violence against rail staff has long been a concern across the sector, particularly towards customer-facing roles such as revenue protection officers and train crew. We continue to work with the Rail Delivery Group (RDG), trade unions and others to reinforce our regulatory presence in this area, promoting awareness of employers' legal obligations and how we expect them to manage risk, and sharing information and best practice.

A Healthier and Safer Railway

Extreme weather events are now a permanent feature of running the railways and our work this year will focus on reviewing Network Rail's delivery and implementation of its Weather Resilience & Climate Change Adaptation (WRACCA) plans and supporting systems.

A key output this year will be the delivery of our **digital safety strategy and new strategic risk chapter**, setting out how we intend to drive improvements across industry as new technologies and advanced digital systems become more prevalent.

Our focus with **Transport for London (TfL)** will include Platform-Train Interface (PTI) risks; how TfL manages its civil assets and ageing infrastructure; and delivering their safety authorisation renewal.

We continue to support and influence safety in the **tramway sector** and will focus on earthworks and highway crossings. Our engagement with the **heritage sector** will include delivering six further risk management workshops with the Heritage Railway Association and our inspections will target derailments, occupational health, SPADs and the general safety of selected railways.

We continue to input on **industry policy, legislation and guidance**. This year we will work with the Department for Transport (DfT) and stakeholders to prepare for, and implement, the legislative change to reduce the minimum age for licensed train drivers to 18. We will engage with DfT to develop firm consultation proposals to secure wider reform of the train driving licensing regime and assist with proposed DfT-led reviews on interoperability and standards. We will also publish guidance for using 14 to 16-year-old volunteers on heritage railways, as required by the UK government's Employment Rights Act 2025.

We will deliver our report following our **Post Implementation Review of the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS)** conducted last year on behalf of the Secretary of State. We will start work to improve ROGS and its supporting guidance, if our recommendations are accepted.

Our important **day-to-day proactive and reactive work** continues, including frontline inspections, investigations, enforcement and statutory activity, such as issuing of safety certificates and authorisations, level crossing orders, RAIB recommendation follow-ups and significant volumes of train driving licences and renewals.

We will continue to embed the recommendations from our review into how duty holders assess the **costs and benefits of health and safety interventions**.

Better Rail Customer Service

Accessibility across the country's rail network and services for all customers, particularly those with disabilities, continues to be a focus this year.

With our new framework for **benchmarking operators' provision of assistance** now in place, we are better able to judge how well companies are meeting their obligation to provide help free of charge to anyone who needs it, and target our interventions accordingly. We will publish our annual benchmarking report in the Autumn and review the approach we used last year, including considering whether there are new evidence sources we can draw on.

Following our 2025 report on how staff at different stations communicate about **passengers who have been assisted onto a train**, we are now supporting operators with trials on using technology to move from phone calls to electronic handover. The aim is to improve the efficiency and accuracy of handover processes and ensure a good service for passengers who need help boarding or disembarking. The operators will report the trial outcomes to ORR.

Last year we introduced a new approach to monitoring operators' compliance with requirements in their Accessible Travel Policies to provide **disability awareness training for passenger-facing staff**. Further work will be done this year to gain assurance on the delivery and quality of staff training.

We continue to hold companies to account for the quality of their **passenger information** and will review operators' processes for ensuring that information provided on station facilities – such as lifts, car parking and help points – is accurate.

We will continue to monitor the quality and timeliness of **industry's complaints handling processes** and how train operators take measures to raise passenger awareness of **delay repay compensation**, improve processes, and enable passengers to submit claims via authorised parties. We will separately undertake policy work to consider if any changes are needed to how disabled passengers seek redress when their booked assistance fails.

We continue to monitor the **Rail Ombudsman's** effective delivery of, and improvements to, its service. This includes its accessibility road map, which sets out actions to ensure that the service is working well for disabled people and others with specific accessibility needs. We will continue to engage with the Independent Rail Retailers group to encourage more of its members to participate in the ombudsman service, thereby ensuring access to alternative dispute resolution for their customers.

Better Rail Customer Service

> "We will continue to work with applicants as they seek to implement their plans to introduce new international train services in the Channel Tunnel."

Access to the network and licensing of railway operators remains 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 operators of passenger and freight services and during 2026 we expect to reach decisions on a number of **open access** applications, affecting a wide range of communities across Britain's rail network.

We will continue to work with applicants as they seek to implement their plans to introduce new **international train services** in the Channel Tunnel. We will chair the International Regulators Group for Rail during 2026, to help support growth in the international rail market and its supply chain.

High-performing and resilient **timetables** are an essential part of providing a good service to passengers and freight customers. We will hold Network Rail to account in complying with established industry timescales in producing timetables, critical to the timely implementation of the long-delayed East Coast Mainline timetable last December. This remains an area of focus due to the significant set of timetable changes planned for December 2026.

We will publish **data** on our website to provide **transparency** around the industry's delivery of timetabling and network access processes and will ensure that Network Rail and operators continue to make use of it.

Value for Money from the Railway

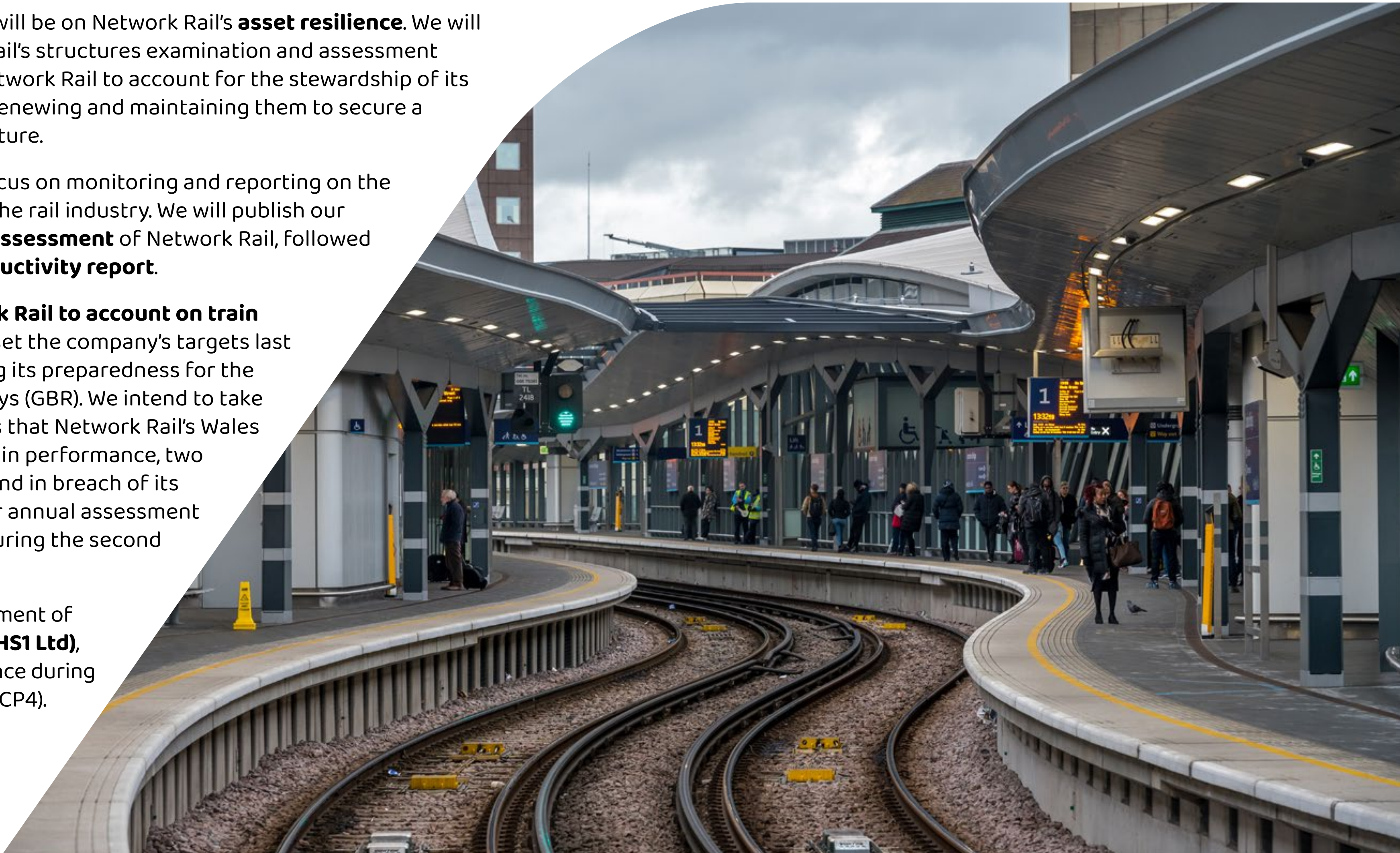
ORR plays an important role in supporting **investment and growth** in Britain's railway. We hold Network Rail and others to account for their efficiency and productivity in how the railway is run, ensuring value for money for users and funders; and we are working with our regulated companies to reduce the burden of regulation to support growth.

A priority area of work this year will be on Network Rail's **asset resilience**. We will continue our work on Network Rail's structures examination and assessment backlog, and continue to hold Network Rail to account for the stewardship of its assets, with a focus on how it is renewing and maintaining them to secure a sustainable asset base for the future.

This year, we will continue our focus on monitoring and reporting on the **productivity and efficiency** of the rail industry. We will publish our **annual efficiency and finance assessment** of Network Rail, followed by our **annual rail industry productivity report**.

We will continue to **hold Network Rail to account on train service performance**, having reset the company's targets last year, and will focus on monitoring its preparedness for the transition to Great British Railways (GBR). We intend to take a close look at the improvements that Network Rail's Wales & Western region has made in train performance, two years after the company was found in breach of its licence. In July we will publish our annual assessment of Network Rail's performance during the second year of Control Period 7.

We will publish our annual assessment of **London St Pancras High Speed (HS1 Ltd)**, looking at the service's performance during the first year of Control Period 4 (CP4).



Value for Money from the Railway

> "We will continue to publish official rail statistics throughout the year, providing transparency for the public and industry by gathering and reporting information on safety, industry finance, passenger usage and performance."

Fair and effective **competition** is an important driver of value for money. Having completed our review of the remedies on rolling stock leasing, we will launch a new market review early in the business year and continue to engage with the Competition and Markets Authority (CMA) as they progress their review of civil engineering in rail and road sectors. We will also monitor implementation of recommendations from our previous market studies on signalling and railway station catering.

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

We will continue to publish **official rail statistics** throughout the year, providing transparency for the public and industry by gathering and reporting information on safety, industry finance, passenger usage and performance.

Better Highways

National Highways is the strategic highways company for the strategic road network (SRN) – comprising the motorways and major A-roads in England – and has statutory duties to manage, operate and improve the SRN.

Our role is to assess the company's performance and efficiency, investigate where we have concerns and take enforcement action if necessary. Ultimately, we hold the company to account to fulfil its duties on behalf of road users, taxpayers and communities.

We will kick off this year by focusing on determining whether National Highways has delivered what the UK government asked of it in the one-year interim period settlement for the funds available. We will report on National Highways' delivery in our **annual assessment** of the company's performance, to be published in late summer.

We will also be working to ensure that there is an effective transition to the **third road period (RP3)**, the next five-year period commencing on 1 April 2026, with a clear focus on where we can most likely promote the company's performance and efficiency.

In March 2026 we published our efficiency review advice to the Secretary of State on the challenge and deliverability of the third road investment strategy (RIS3) and our updated holding to account policy, which explains our monitoring and regulatory approach in the context of a drive from government to minimise the administrative burden of regulation. We also published a letter to National Highways on monitoring priorities, providing more detail on our approach to RIS3 in key areas such as large renewals.

We will follow these up in the first quarter of this business year by publishing our new **RP3 monitoring and reporting guidelines**, setting out our reporting requirements for the company. Taken together, these documents will support National Highways to evidence how it is delivering efficiently for road users, taxpayers and communities.

Our **annual assessment of safety performance on the strategic road network** will conclude on whether the company achieved its RIS2 safety KPI following DfT's publication of the official statistics for 2025 in the Autumn, we will publish our report towards the end of the business year.

We will publish our **capital delivery** and **benchmarking dashboards** of National Highways' performance and **regional performance summaries** to support transparency and public understanding.

We will continue to work with government to support its ambitions on **private investment** and growth in England's roads infrastructure and expect to take on a new and significant regulatory role for the Lower Thames Crossing.

Our People and Performance

A key piece of work this year will be to embed a new learning experience platform to make it easier for our people to access **continuous professional development**.

Our organisational values underpin all our work and support a positive and safe **workplace culture** for our people. We will continue our learning and training provision on the new harassment legislation under the **Employment Rights Bill**, and will update our internal **Health & Safety** policies and management systems. A new piece of work this year will be the development of a digital **rewards** platform, which builds on last year's good work to use technology to improve our internal systems.

Ensuring we have the right people at the right time is pivotal, which means attracting and retaining the very best **talent** available. We will also continue to develop **early careers and social mobility** through our internship and apprenticeship programmes and our popular business insight days.

Building on our TIDE Silver accreditation, we will continue to embed **Diversity and Inclusion** driving accountability, measurable impact and an inclusive culture.

In year two of our three-year **technology strategy**, Empowering ORR through digital transformation, we will continue to focus strongly on introducing automated tools to streamline processes and improve delivery. Better-integrated systems will support a more efficient, self-service approach, as demonstrated by our new HR and IT helpdesks. We will also continue to work with providers to develop, adopt and manage new platforms and services that automate routine tasks, enabling our people to focus on higher-value activity.

Alongside this, we will strengthen our **security and resilience** by ensuring real-time monitoring of vulnerabilities across applications and operating systems using our internal infrastructure management tools. We will also undertake a comprehensive review of all ORR technology assets and improve asset management practices to ensure greater visibility, control and lifecycle management across our digital estate.

Our People and Performance

Cyber security remains a priority. This year there will be a drive to replace hardware that is more than three years old, and bring all devices within our laptops and mobile device management solution, for greater digital security and integration. We will review the UK Government's new cyber security plan for 2030 and test our current security against it, to identify any vulnerabilities that require action across our internal and external infrastructure.

During the year, we will manage two **office moves** as the regional government hubs in Manchester and Bristol are relocated. This is part of the UK government's estates strategy to deliver a more efficient network of modern, sustainable office hubs that support regional growth.

We will continue to explain the value of our work in effective and independent regulation to **industry stakeholders, Parliamentarians and the media** and listen to feedback. We will maintain 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 that affect them, and that there is regular dialogue with management on changes from rail reform.

Our **legal** team will continue to provide a high quality, specialist service across all functions of the organisation: preparing cases and ensuring ORR decisions are always based on robust and pragmatic legal advice. This will include support for transformation as new rail legislation is enacted and ORR takes on new and different functions.

Service Standards for 2026-27

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.

In 2025-26 we engaged with the rail sector to review our key rail industry-facing service standards to check they are both relevant and challenging, and whether other standards would be more useful. This has resulted in some amendments to existing standards and several new standards added for 2026-27. Further information can be found in A review into our rail industry-facing service standards.

Service Standards for 2026-27

*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.

Provision	Standard
Issue new or revised train driving licences	100% of applications decided within one month of receipt of all necessary documentation
ROGS safety certificates and authorisations (Railway and Other Guided Transport Systems Regulations)	100% decided within four months of receiving completed application 100% of authorisations (including exemptions) to be published within five working days 100% of expired authorisations (including exemptions) to be removed from our website within five working days 100% of exemptions to be processed within four months of receiving a completed application
Report to the Rail Accident Investigations Branch (RAIB) on the progress of its recommendations	100% response to RAIB recommendations within one year of associated RAIB report being published
Efficient processing of interoperability authorisations	100% of responses within 21 days of receiving complete submission
Approve the Accessible Travel Policy of a new licence holder	100% approved within four weeks of receipt of all relevant information
Track, station and depot access applications	100% decided within six weeks of receipt of all relevant information
Track, station and depot access appeals	100% decided within six weeks of receipt of all relevant information
Operator licence and licence exemption applications	100% decided within two months of receipt of all relevant information
Market studies	100% of interim market study reports published within six months of launch of market study 100% of final market study reports published within 12 months of launch of market study
Competition complaints	100% of competition complaints will receive an initial response within 10 working days of receipt
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 one month of receipt
Data access rights requests	100% of all data access requests responded to within one month of receipt
Prompt payment of suppliers' invoices	90% paid within five days of valid invoice 100% paid within 30 days of valid invoice
Publication of the four accredited official statistics quarterly and biannual statistical releases	100% published within four months of the quarter or half-year end
Proactive, preventative regulatory interventions	50% of inspector time spent on proactive, preventative regulatory interventions

Deliverables 2026-27

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

What we will deliver	When we will deliver it
Rail reform	
Consult on and publish new Retail Code of Practice	Q3 & Q4
Launch consultation on ORR's GBR monitoring policy	Q4
Launch consultation on ORR's licence enforcement policy	Q4
Develop MoU between ORR and new Passenger Watchdog	Q4
Organisational design and culture:	
Procure partners for organisational design and development	Q1
Values, behaviour and purpose redefined	Q1
New Target Operating Model and culture state defined	Q2
Target Operating Model implemented	Q4

Deliverables 2026-27

What we will deliver	When we will deliver it
REFORM OF REGULATORS AND STREAMLINING OF REGULATIONS	
Publish London St Pancras Highspeed annual report, including an assessment of implemented administrative burden reduction measures	Q2
Publish monitoring reporting guidelines and performance monitoring statement templates for RIS3	Q2
Publish update letter to Network Rail on reducing the administrative burden	Q2
Review progress of new commitments for rail industry-facing service standards	Q2
Conclude our deep dive into the rail investment framework	Q2

What we will deliver	When we will deliver it
AI AND INNOVATION	
Publish action plan on safe adoption of AI in industry	Q1
Pilot new AI functionality	Q4

Deliverables 2026-27

What we will deliver	When we will deliver it
A HEALTHIER AND SAFER RAILWAY	
Launch the formal regulatory training programme for our new inspectors	Q1
Deliver a report on the Post Implementation Review of ROGS	Q1
Implement, with DfT, minimum age change for train drivers	Q1
Develop a new occupational health strategy	Q2
Engage with industry on the risk of violence to rail staff	Q2
Publish our first digital safety strategy and new Strategic Risk Chapter	Q2
Run a targeted mainline railway workforce inspection initiative on possessions	Q3
Release annual rail safety statistics	Q3
Undertake an intervention to assess London Underground's civil asset management arrangements	Q4
Deliver joint ORR and Heritage Railway Association (HRA) risk management workshops	Q4
Review earthwork risk management arrangements at selected light rail systems	Q4
Undertake interventions to assess the management of risks at highways crossings at selected light rail systems	Q4

Deliverables 2026-27

What we will deliver	When we will deliver it
BETTER RAIL CUSTOMER SERVICE	
Publish update on policy work on disabled passengers' redress for failed assistance	Q1
Publish six-monthly data on ORR and industry's compliance with sale of access and timetabling deadlines	Q2 & Q4
Publish annual benchmarking report on operators' provision of assistance	Q3
Report on Network Rail's stakeholder engagement	Q3
Determine 10 passenger open access applications no later than end of 2026	Q3
Review delivery and quality of industry's disability awareness training for passenger-facing staff	Q4
Conduct and publish annual review of Network Statements for all regulated infrastructure managers	Q4

Deliverables 2026-27

What we will deliver	When we will deliver it
VALUE FOR MONEY FROM THE RAILWAY	
Launch new market review	Q1
Publish annual assessment of Network Rail	Q2
Monitor and report on open access	Q2
Publish update on new market review	Q3
Publish annual efficiency and finance assessment of Network Rail	Q3
Release rail industry finance statistics	Q3
Release annual estimates of station use statistics	Q3
Conclude changes to Network Rail's rail investment framework	Q3
Report on productivity in the rail industry	Q4

Deliverables 2026-27

What we will deliver	When we will deliver it
BETTER HIGHWAYS	
Publish our Annual Assessment of National Highways' performance	Q2
Publish capital delivery and benchmarking dashboard of National Highways' performance	Q2
Publish regional performance summaries	Q3
Publish Annual Assessment of Safety Performance on the Strategic Road Network	Q4

Deliverables 2026-27

What we will deliver	When we will deliver it
OUR PEOPLE AND PERFORMANCE	
Complete 2030 cybersecurity review	Q1
Update internal health & safety management documentation	Q1
Launch new digital rewards platform	Q2
Enhanced governance in place for internal health and safety management	Q2
Complete hardware refresh	Q2
Lay ORR Annual Report and Accounts 2025-26 in UK Parliament and provide to Scottish and Welsh ministers	Q2
Deliver training on new sexual harassment legislation	Q3

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