

# ORR Business Plan 2025 to 2026

## 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.

## Introduction from Chief Executive John Larkinson



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