ORR Business Plan 2025 to 2026

Deliverables in 2025 to 2026

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

A Safer Railway

Deliverable	Period
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	Q3

Deliverable	Period
secure wider reform of train driving licensing regime	
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

Better Rail Customer Service

Deliverable	Period
Publish report on effectiveness of communications between stations about	Q1

Deliverable	Period
passengers who require assistance to travel	
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

Value for Money from the Railway

Deliverable	Period
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

Deliverable	Period
Report on productivity in the rail industry	Q4

Better Highways

Deliverable	Period
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

Our People and Performance

Deliverable	Period
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

Reform

Deliverable	Period
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

Deliverable	Period
Review of our rail industry-facing KPIs following engagement with the sector	Q2

- ← Previous Service Standards for 2025 to 2026