ORR Business Plan 2026 to 2027

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 budget. £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.

- ← Previous ORR Business Plan 2026 to 2027
- → Next Transformation