

ORR Business Plan 2026 to 2027

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.

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.

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