

ORR Business Plan 2026 to 2027

Deliverables 2026 to 2027

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

Rail reform

Deliverable	Period
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:	n/a

Deliverable	Period
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

Reform of regulators and streamlining of regulations

Deliverable	Period
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

Deliverable	Period
Conclude our deep dive into the rail investment framework	Q2

AI and innovation

Deliverable	Period
Publish action plan on safe adoption of AI in industry	Q1
Pilot new AI functionality	Q4

A healthier and safer railway

Deliverable	Period
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

Deliverable	Period
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

Better rail customer service

Deliverable	Period
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

Value for money from the railway

Deliverable	Period
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

Better highways

Deliverable	Period
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

Our people and performance

Deliverable	Period
Complete 2030 cybersecurity review	Q1
Update internal health & safety management documentation	Q1
Launch new digital rewards platform	Q2

Deliverable	Period
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

- [← Previous Service Standards for 2026 to 2027](#)