

# Business plan summary 2022-23



# Contents

---

Foreword .....	3
<b>OUR STRATEGIC PRIORITIES</b> .....	<b>4</b>
Health & Safety .....	4
Better Rail Customer Service .....	6
Better Highways.....	7
Policy and Rail Reform .....	8
Our People and Performance .....	12
<b>ANNEXES</b> .....	<b>14</b>
A. Funding ORR .....	14
B. Service Standards for 2022-23.....	15
C. Summary of planned outputs for 2022-23.....	16



## Foreword

---

Over the next twelve months, the transformation of the railway industry is planned to develop further as the Williams-Shapps Plan for Rail begins to be realised. At the same time the sector will be continuing to recover from the operational and financial impacts of the Covid-19 pandemic.

During this period of change for the railway, it is essential that we do not take our eyes off the day job. Our core purpose as an independent regulator is to protect the interests of users, ensuring the safety, value and performance of the railways. Planning and delivery of change must not be a distraction from crucial frontline activities, such as health and safety inspection and enforcement, authorisations and approvals, and holding the rail industry to account on its commitments.

Yet supporting the UK government's rail reform agenda will be a major area of work for ORR in 2022-23 and we have been allocated targeted resources from HM Treasury for this. As well as providing expert independent advice to government, we will work proactively with the Great British Railways Transition Team as the arrangements for Great British Railways (GBR) are developed.

Linked to this, the 2023 periodic review to determine the regulatory framework and funding for the mainline rail infrastructure will be crucial to the first five years of GBR. Our work on this will ramp up over this year ahead of our review of Network Rail's business plans in late 2022-23.

While that takes place, we will continue to hold Network Rail to account on its performance and value for money in the current control period. Likewise, as passengers continue to return to the railway, we will oversee that train operators keep their promises on accessibility and provide good passenger information and effective complaints-handling.

We will work throughout the year to ensure National Highways delivers its projects under the current road investment strategy for the benefit of all road users. We will also begin to prepare our advice to government on the third investment strategy and support progress of the Smart Motorways Action Plan.

Our agenda for 2022-23 is considerable. We will continue to support and develop our people and our resources, while keeping a tight grip on costs. With this approach we aim to deliver an effective, efficient and appropriate level of challenge and scrutiny on behalf of the travelling public, taxpayers and the wider community.



A handwritten signature in black ink, which appears to be 'John Larkinson'.

**John Larkinson**  
Chief Executive



# OUR STRATEGIC PRIORITIES

## Health & Safety

A priority for us in the coming year is ensuring effective **change management** during transformation on the mainline railway.

Just as frontline staff delivered a safe service during the challenge of the pandemic, we need to ensure that everyone maintains focus on the day job and that the health, safety and wellbeing of passengers and the workforce remains at the heart of how the railway operates now, and at every step in the process of reform.

We will support the transition to Great British Railways (GBR) through the secondment of staff and working with all parties including government, Network Rail, the Rail Safety and Standards Board (RSSB) and the Train Operating Companies (TOCs).

**London Underground** is also going through a programme of organisational change and we will support Transport for London (TfL) in maintaining its safety performance, with a focus on asset management. ORR remains central to the safe opening of **the Elizabeth Line** this year and will work with TfL throughout the testing period and into public operations, carrying out risk assessments and challenging operational practices.

As the industry recovers from the pandemic, we want to see a fast return to previous levels of **safety training, assessment and frontline assurance** regimes, and will test organisations on these areas as part of our routine inspection work in 2022-23.

We will promote **health and safety by design** during the development of new lines (such as HS2, the Transpennine Route Upgrade and smaller schemes) and will encourage the use of the Better Value Rail toolkit. A shift to new types of **technology**, including increasing use of safety critical software in new trains, will be the subject of inspection work. We will continue to support the industry's strategic plan for **electrification** to support government decarbonisation policy and the ultimate elimination of diesel from the network.

As **climate change adaptation and weather resilience** rise up the agenda, we continue to address the management of extreme weather and flood risk with industry, to identify high hazard areas and put mitigation in place. Following publication of the Rail Accident Investigation Branch (RAIB) report into the 2020 **Carmont** derailment, when a passenger train collided with debris washed onto the track, a focus for 2022-23 will be to follow up RAIB and other related recommendations for Network Rail, and to conclude our own investigation in the first half of the year.



**Trespass** and **suicide** remain significant issues. We will focus on security of the railway, influencing industry and carrying out proactive depot inspections. We will encourage Network Rail and the TOCs to continue their positive work on preventive measures and seek improvements where necessary.

We will maintain oversight of TOCs' activities to reduce the risk to passengers at the **platform-train interface (PTI)**, including progress with installation of tactile paving.

We will continue work around the competence of control room staff to manage operational incidents, focussing on cases where passengers have been held for extended periods on trains stranded between stations.

Safety in the **tram sector** will be a key focus this year, when we will monitor implementation of the recommendations from our review of the Light Rail Safety and Standards Board and help it deliver its objectives.

In the **heritage sector**, ORR will continue to push leadership, succession and operator capability, collaborating with the Heritage Railway Association on the delivery of common standards. This sector has suffered financially during the pandemic and it is essential that competences are high and all assets are fit to run as they re-open. The assurance role ORR plays on the safety of **rolling stock and infrastructure** across the whole of the industry will be particularly important.

Once new **Channel Tunnel** binational regulations are introduced by the Government, we will help put arrangements in place. We will secure the effective transfer of the Channel Tunnel Safety Authority (CTSA) to ORR and continue our strategic oversight.

We will continue to undertake a range of **policy** projects, including conducting Post Implementation Reviews on behalf of the Secretary of State, for example of the Train Driving Licences and Certificates Regulations 2010, and agreeing revised MOUs and working arrangements with other regulators and government bodies.

Improvement notices issued to Network Rail in 2019 in relation to **track worker safety** reach their deadline for compliance in July this year. ORR will be assessing whether Network Rail has fully implemented all the recommended preventive and protective measures through its Safety Taskforce and various work programmes.

We will be proactive in ensuring a strong focus on the **physical and mental health and wellbeing of the workforce** and that the positive momentum of recent years is not lost. We will continue to support the good work of the Samaritans and the Rail Wellbeing Alliance, to which we have contributed funding, and have signed the Railway Mental Health Charter (RMHC) to support our own employees.

Our **core proactive and reactive work of inspections, investigations, enforcements and statutory activity** (such as the issuing of safety certificates, train driving licences and level crossing orders) continues. We will manage the build and implementation of a new Train Driving Licence Portal by the end of May this year.

Finally, we will **drive improvement in our own performance**, through internal processes, including the management of an auditable competence management system for staff, the use of leading indicators on risk management and enhanced targeting and planning.

## Better Rail Customer Service

---

**Accessibility** to the rail network and services for all customers, and in particular customers with disabilities, remains a key focus area for ORR. In the coming year we will continue to monitor operation of companies' Accessible Travel Policies (ATPs) to ensure that the good practice we have been driving is properly embedded, and to identify opportunities for continuous improvement. Our compliance monitoring will include a focus on the coordination of assistance between stations and operators, which is critical to delivering reliable assistance.

From April 2022, customers will be able to book assistance for travel at two hours' notice and we will be working to ensure that companies offer a reliable service against this new standard. In the second quarter of the business year, we will also be publishing the outcomes of audits on train company websites, looking both at the accessibility of those sites and at the accuracy of information provided about accessibility at stations.

We have welcomed the industry's commitment to better **passenger information**, through the development of Passenger Information Pledges. We intend to accept these Pledges as regulatory commitments in April so that we can hold train companies to account against best practice. We will continue to proactively monitor the quality of information provided to rail passengers, particularly during periods of disruption on the network, and engage with companies to drive improvements.

In 2021, we consulted industry and stakeholders on our current **complaints handling guidance**, to review if it remains fit for purpose. In October, we will launch a statutory consultation based on the outcome of that consultation and proposals to bring new arrangements into train operating licences. On **delay compensation**, we will monitor companies' compliance with the new licence condition and code of practice that comes into effect in April 2022.

In early 2023, we expect to take on sponsorship of the **Rail Ombudsman**, delivering a commitment in the Williams-Shapps plan. This is a new and important oversight role for ORR that will provide greater confidence in the Ombudsman's independence as an arbiter between customers and companies.

At the start of the Covid-19 pandemic, we became responsible for ensuring that Eurostar and Eurotunnel complied with regulations from the Government on international travel. We are ready to resume this role should the Government decide that regulation is again needed.





## Better Highways

---

We hold **National Highways** (formerly Highways England) to account in meeting its obligations to road users and funders.

This year we will continue to monitor National Highways' performance under the **second Roads Investment Strategy (RIS2)**, which covers the current period 2020 to 2025. We will monitor the delivery of all projects to budget and to time and how well National Highways is executing its duties to run an efficient, safe and reliable strategic road network in England. We will use forward-looking indicators and the more regional-level disaggregated data that is now available. In the second quarter of the business year we will publish our Annual Assessment of National Highways.

Looking ahead to the next road period (Road Period 3 (RP3) - 2025-30), a key focus this year will be preparing for our independent expert advice to the Secretary of State for Transport on the **third Road Investment Strategy (RIS3)**. We expect our Efficiency Review of National Highways' plans to take place next year (2023-24). In preparation, this year we will focus on collecting more detailed evidence, including through detailed reviews into the company's capabilities to deliver efficiencies in RP3.

ORR also has a role in ensuring National Highways delivers on its actions in the **Smart Motorways Action Plan** and we will continue our monitoring over this year, including quality assurance of their annual Smart Motorways safety update report. We will also support the Department for Transport with the delivery and implementation of the Transport Select Committee recommendations on the rollout and safety of Smart Motorways.

Traffic levels are beginning to return to normal after the **Covid-19 pandemic**, but we will continue to work with National Highways and the Government to assess ongoing impacts on National Highways' performance and plans for the remainder of this road period, continuing to provide a flexible but appropriate level of challenge.



## Policy and Rail Reform

---

Over the coming year, the process of **rail reform** will provide the context for ORR's overall approach to regulating the rail industry.

Under current proposals for the creation of Great British Railways (GBR) set out in the Government's White Paper, we will have a wider set of responsibilities than at present. Many of our responsibilities which are currently focussed on rail infrastructure – such as train service performance and asset management – will be extended to include train operations. In this way more of our work will become like our current health and safety role which is across the whole industry. This will require changes in our approach and the development of new capabilities. We will start to develop these during the business year.

Over the next 12 months ORR will provide independent expert advice to government to help it achieve its policy objectives on rail reform and will work with the GBR Transition Team to support the industry as it goes through significant change. We have mobilised additional resources for this.

We will respond to the Government's consultation on rail reform legislation when it is published and will continue to work with the Department for Transport (DFT) and the GBR Transition Team on the development of any secondary legislation or updates to existing regulations that follow.

**Access to the network and licensing of railway assets and operations** will remain a significant area of work in 2022-23. We will carry out our day-to-day role of reviewing and approving decisions taken between Network Rail and train operating companies about use of the network, and of providing independent resolution where they cannot agree. In addition,





we will support industry development of proposals to revise the Network Code, to ensure it provides appropriate contractual certainty and fairness for all parties, and we will also look at how we can evolve and improve our practices and processes, including in light of rail reform.

We also have important work to do in relation to other networks where we regulate access. In the first quarter of the year, we expect to determine whether **HS2** can levy a charge from its future operators to recover the long-term investment in this new infrastructure. We will conduct an annual review of Eurotunnel's Network Statement and by the end of the year provide a significant update on our work to improve the transparency of **Eurotunnel's** recovery of long-term costs.

The Williams-Shapps Plan for Rail and DFT's Decarbonising Transport both commit to a net zero railway by 2050. Last year we consulted on developing the ORR's approach to **environmental and sustainable development** and in the first quarter of the business year we will publish our policy statement and update our environmental guidance to railway licensees, monitoring how industry responds to this, as well as to the wider challenges of government decarbonisation policy.

In our role as **a publisher of official rail statistics** we are working with industry towards reporting more environmental data – across the whole sector - to inform policy, regulatory and industry activity.

Throughout the year we will continue to monitor Network Rail's **timetabling** and its proposed changes to processes, which we will be asked to approve. We will focus on ensuring that Network Rail makes good use of new technology, the additional funding it has been given and the lessons learned from the pandemic to support the production of better-quality timetables.

## Value for Money from the Railway

---

As we see the return of customers to the railway, we will maintain our pragmatic approach to **holding Network Rail to account**, given changing travel patterns. We will focus on ensuring that lessons have been learned, aiming in particular to retain the historically high levels of train performance achieved during the pandemic.

During the coming year, as the rail industry undergoes a period of reform, we will continue our day job of ensuring that the railway is run in the most efficient way for users and funders, monitoring and escalating issues as they arise. We will publish our Annual Assessment of Network Rail in July 2022 and our Annual Assessment of Network Rail's Stakeholder Engagement in the third quarter of the business year.

Last year we launched the **Periodic Review of 23 (PR23)**, which determines what Network Rail must deliver in Control Period 7 from 2024 to 2029 (CP7), and the funding it requires to do this. The Williams-Shapps Plan for Rail has recommitted the Government to five-year funding for rail infrastructure and says that Great British Railways will be held accountable for delivery of the commitments made in PR23 when it succeeds Network Rail. ORR's periodic review process will therefore continue to play a crucial role, as the vehicle to determine the charges for use of the infrastructure and the mechanism by which infrastructure budgets and outputs are confirmed for CP7. It will ensure an enduring focus on safety, performance, asset sustainability, and efficiency in the railway during this period of change, while also needing to reflect the current prevailing fiscal challenges.



By the end of April, we will issue follow-up consultations on charging frameworks and financial incentives for performance. By the summer of 2022 we will publish further consultations on our approach to holding Network Rail to account. An important piece of work during the year will be to provide independent advice to the UK and Scottish governments in advance of their decisions on CP7 funding in the autumn.

Throughout the year we will be carrying out a number of reviews of **Network Rail's activities**, starting with: the Digital Railway programme; the accuracy of recording of activities at their Maintenance Delivery Units; and the effectiveness of their Structures Examination Compliance. This will be followed by reviews of the adoption of technology, using case studies within Network Rail, the management of depot plant assets and vegetation assets and the effectiveness of claims and contract management.

In October we will also consult on our approach to **PR24**, our five-yearly review of High Speed 1. This will be a challenging review given the impact of the pandemic on the international travel market.

Last year our competition team published a study of the **GB signalling market** and over the course of this year we will support Network Rail's plan to implement the recommendations. Although the **open access market** remains quiet, we will continue to monitor the impact of open access operators on the network and to ensure that benefits for all rail users and funders are maintained.

We will continue to gather and publish our annual **official statistics** on station usage, rail safety and industry finance, along with quarterly statistics on passenger usage and rail performance.



## Our People and Performance

---

As an organisation, we are committed to carrying out our regulatory duties efficiently, effectively and transparently, to deliver best value for money for all stakeholders.

We continue to invest in modernising our ways of working. In year three of our **technology strategy** we will embed the good practice we have developed, with increased automation of our systems and services, and further staff training, including on fraud prevention. Priorities will be enhancing our cybersecurity in summer 2022 and a focus on information technology, consolidating our data and maximising our investment in Microsoft 365. During the year we will start to plan for the next technology strategy, and we will deliver the plan in the last quarter of the business year.

Following the successful relocation to our new office in Birmingham last year, we are further reinforcing our **regional presence** in alignment with other government departments. This year we will plan our move into regional hubs in Glasgow and Manchester, scheduled to take place in 2023 and 2025 respectively.

At ORR we are an organisation built around **our people**. This year we will continue to provide training and upskilling, with the delivery of a new learning management system 'My Learning', which includes corporate induction and management development. We will roll out our compulsory Bullying and Harassment training in the first quarter of the business year, introduce a new drugs and alcohol policy and update our whistleblowing policy. Staff **welfare** remains a priority and, following a successful Wellbeing Week, we will continue to undertake activities to promote this.



As the post-Covid workplace continues to evolve, we have developed an effective **hybrid way of working** and in the coming year we will support this further, so that this blended approach works well for everyone. Everything is underpinned by our refreshed values and our commitment to be **inclusive, professional, ambitious, and collaborative** and we will work to embed these into the way we recognise and reward our people by the end of 2022.

We were delighted to achieve the ENEI TIDE (Talent Inclusion and Diversity Evaluation) Bronze Standard Award last year, a reflection of our commitment to progress on **diversity and inclusion**. We will continue to build on our success in a number of ways. On improvements to **recruitment** processes, we have launched an applicant tracking system and in 2022-23 will embed that to attract more diversity into the organisation. We will also run outreach programmes with schools in collaboration with Access Aspiration to help young people think about their careers, develop future talent and support social mobility and we will continue our successful **multi-discipline apprenticeship programme**.

As part of our new Sustainable Development Policy Statement to be published in April 2022, we will take action within the organisation to deliver the 2021-25 **Greening Government Commitments**, covering climate change mitigation and adaptation, waste, water and resource use, sustainable procurement, and nature recovery. We will raise awareness within ORR, including through staff briefings and training, and will report on progress to the Department for Transport and on our website.

We will maintain excellent **communications**, internally and externally, with our staff and stakeholders, to uphold our reputation for effective and independent regulation, and to ensure that our people's contribution is valued and that they understand the value they bring to our work.

We will continue to provide a high quality legal service, both in preparing cases and ensuring that our decisions are always based on pragmatic and robust legal advice..



# ANNEXES

## A. Funding ORR

---

We agreed our budget with HM Treasury for the next three years during the 2021 Spending Review.

On the rail side, we receive income from the rail industry to fund our core work, with health and safety regulation and economic regulation accounting for 47% and 46% of our annual income respectively. Our monitoring of the strategic road network is funded in the form of a direct grant from the Department for Transport and provides around 7% of the budget.

In money terms, this means we will be raising £38.3m in statutory charges to spend on the railways during FY 2022-23 and our roads budget from the Department for Transport will be £2.9m.





## B. Service Standards for 2022-23

Provision	Standard
Issue new or revised train driver licences	100% of applications processed within one month of receipt of all necessary documentation
ROGS safety certificates and authorisations (Railway and Other Guided Transport Systems Regulations 2006)	100% determined within four months of receiving completed application
Report to the Rail Accident Investigations Branch (RAIB) on the progress of its recommendations	100% response to RAIB recommendations within one year of associated RAIB report being published
Efficient processing of technical authorisation	100% of responses within 28 days of receiving complete submission
Access and licensing casework	100% decided within two months of receipt of all relevant information
Freedom of Information requests	90% of requests for information responded to within 20 working days of receipt
General enquiries and complaints including adjustment to account for cases investigated	95% of enquiries and complaints responded to within 20 working days of receipt
Prompt payment of suppliers' invoices to ORR	80% paid within 10 days of valid invoice, 100% paid within 30 days of valid invoice
Publication of quarterly statistical releases	100% published within four months of quarter end

## C. Table Of Deliverables 2022-23

What we will deliver	When we will deliver it
<b>HEALTH AND SAFETY</b>	
Work with GBR Transition Team and others on change management	Q1-Q4
Carry out risk assessments and other support to TfL on the opening of the Elizabeth Line	Q1
Promote use of Better Rail Value toolkit during design of new lines	Q1-Q4
Inspect new technology and security at depots use of new technology and depot security	Q1-Q4
Follow up earthworks and drainage related recommendations on Network Rail, post Carmont	Q1-Q4
Conclude our own Carmont investigation	Q1-Q2
Maintain oversight of TOC activities to effectively manage risk at the Platform-Train Interface	Q1-Q4
Inspect control room staff competence in TOCs	Q1-Q4
Monitor implementation of recommendations from Light Rail Safety and Standards Board review	Q1-Q4
Facilitate the heritage sector's delivery of common standards on good practice	Q4
Implement new Channel Tunnel binational regulations and secure transfer of the Channel Tunnel Safety Authority (CTSA) to ORR	Timescales subject to parliamentary processes
Conduct Post-Implementation Reviews for government legislation, in particular for the Train Driving Licences and Certificates Regulations 2010	Q3
Agree and deliver a revised tripartite Memorandum of Understanding (MOU) between ORR, Department of Infrastructure (Northern Ireland) and HSE NI	Q3
Assess whether Network Rail has complied with its track worker safety improvement notices	Q2
Deliver an inspection programme to review safety management arrangements across tramways on Signals Passed at Stop	Q3
Deliver an inspection project on the maintenance of tram system switches and crossings	Q4
Support Rail Wellbeing Alliance and other industry workforce wellbeing initiatives	Q1-Q4

What we will deliver	When we will deliver it
Core work of inspections, investigations, enforcements and statutory activity	Q1-Q4
Build and implement new Train Driving Licence Portal	Q1
Improve internal processes and performance	Q1-Q4
<b>BETTER RAIL CUSTOMER SERVICE</b>	
Publish the outcomes of audits on train company websites, looking both at the accessibility of those sites and at the accuracy of information provided about accessibility at stations	Q2
Accept Passenger Information Pledges as regulatory commitments	Q1
Launch statutory consultation on new complaints handling arrangements	Q3
Take on sponsorship of the Rail Ombudsman, subject to contract tender and licence modification processes	Q4
Inform DfT's review of the Station Design Code for accessible railway stations	Q1-4
<b>BETTER HIGHWAYS</b>	
Monitor National Highways' performance under RIS2	Q1-Q4
Complete capability reviews into National Highways' potential for further efficiencies in RP3	Q4
Publish the Annual Assessment of National Highways	Q2
Monitor National Highways' delivery of the Smart Motorways Action Plan	Q1-Q4
Support DfT with the delivery and implementation of the Transport Select Committee recommendations on the rollout and safety of Smart Motorways	Q1-Q4
Quality assure National Highways' annual Smart Motorways safety update report	Q1
Monitor the impacts of Covid-19 pandemic on National Highways' performance and delivery as the company continues to plan and adapt to changing factors e.g. road usage, delays, customer satisfaction, resources to deliver work	Q1-Q4



What we will deliver	When we will deliver it
<b>POLICY AND RAIL REFORM</b>	
Provide advice on rail reform to government and GBR Transition Team	Q1-Q4
Respond to consultation on new primary legislation implementing rail reform	Timescales subject to date of consultation publication
Conduct annual review of Eurotunnel's Network Statement	Q4
Review ORR regulatory approach and processes in response to rail reform	Q1-Q4
Determine whether HS2 can levy an investment recovery charge	Q2
Update our assessment of Eurotunnel's recovery of long-term costs	Q4
Update environmental guidance to industry	Q1
Monitor Network Rail's timetabling and oversee proposed changes to processes	Q1-Q4
Provide regulation of network access and resolution of access disputes	Q1-Q4
Support industry development of proposals to revise the Network Code	Q1-Q4
Continue access and licensing case work – all cases determined within two months of ORR receiving complete information	Q1-Q4
<b>VALUE FOR MONEY FROM THE RAILWAY</b>	
Issue PR23 consultations on our approach to holding Network Rail to account	Q2
Issue PR23 consultations on charging frameworks and financial incentives for performance	Q1
Publish Annual Assessment of Network Rail	Q2
Publish Annual Assessment of Network Rail's Stakeholder Engagement	Q3
Provide formal advice to UK and Scottish governments on CP7 funding and outputs	Q1
Issue Periodic Review 24 (HS1) consultation document	Q3
Carry out review into the recording of maintenance activities accuracy within Maintenance Delivery Units	Q1
Carry out review into the effectiveness of Structures Examinations Compliance within Network Rail	Q1

What we will deliver	When we will deliver it
Carry out review into technology adoption by use of case studies within Network Rail	Q1
Complete review of Management of Depot Plant Assets	Q2
Complete review of Management of Vegetation Assets for Risks and Opportunities	Q2
Review effectiveness of Network Rail Contract Management – management of claims and contract variations	Q3
Publish annual Rail Industry Finance statistics	Q3
Publish annual Rail Safety statistics	Q2
Publish quarterly Passenger Rail Usage statistics	Q1, Q2, Q3 and Q4
Publish quarterly Passenger Rail Performance statistics	Q1, Q2, Q3 and Q4
Provide scrutiny of Network Rail's delivery of efficiency targets for CP7	Q1-Q4

## OUR PEOPLE AND PERFORMANCE

Enhance cybersecurity by the introduction of more “Play Books” for automatic attack mitigation.	Q2
Consolidate information technology and data	Q4
Finalise workforce and location options for two regional office relocations, Glasgow and Manchester	Q3
Implement a more engaging and digital learning approach through the launch of our new learning management system	Q1
Provide and complete mandatory Bullying and Harassment training for all staff	Q2
Build values into employee recognition and reward	Q3
Build Diversity and Inclusion into governance processes and undertake further school outreach	Q3
Revise ORR Fraud Prevention Policy and deliver Fraud Awareness training to the Senior Leadership Group and Executive Team	Q2
Introduce a new Drugs and Alcohol Policy	Q1
Revise and publish Whistleblowing Policy	Q1
Deliver our Greening Government Commitments internally	Q1-Q4

What we will deliver	When we will deliver it
<b>INTERNAL AND EXTERNAL COMMUNICATIONS</b>	
Ensure ORR's expanded role in rail reform is understood by stakeholders and the media, delivering timely information on ORR's activities	Q2-Q4
Deliver a programme to emphasise the nature and importance of ORR's holding Network Rail to account among stakeholders, Parliamentarians and the media	Q2-Q3
Deliver a targeted stakeholder programme, maintaining good engagement with stakeholders, actively addressing their issues, and actively listening to stakeholder perspectives	Q1-Q4
Communicate PR23 developments via stakeholder engagement, media and speaking opportunities	Q2-Q4
Engage with Parliamentarians about ORR's activity and its work on behalf of users and funders, including regionally, ensuring members of the UK, Scottish and Welsh Parliaments have good opportunity to connect with the organisation at all times	Q1-Q4
Deliver a programme to explain ORR's consumer work among stakeholders, Parliamentarians and the media	Q2-Q4
Facilitate the high level of trust among and between ORR colleagues by ensuring their understanding of ORR's changing work and continuing to promote healthy and constructive dialogue between leaders and staff on topics which allow ORR's people to maximise their contribution	Q1-Q4
Maximise the ability of ORR's senior staff to connect regularly with stakeholders, explain our activities and garner views on topics of importance to them	Q1-Q4
<b>LEGAL</b>	
Continue to provide a high-quality legal service, both in preparing cases and ensuring our decisions are based on pragmatic and robust legal advice	Q1-Q4



© Crown copyright 2022

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit [nationalarchives.gov.uk/doc/open-government-licence/version/3](https://nationalarchives.gov.uk/doc/open-government-licence/version/3).

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at [orr.gov.uk](https://orr.gov.uk)

Any enquiries regarding this publication should be sent to us at [orr.gov.uk/contact-us](https://orr.gov.uk/contact-us)

