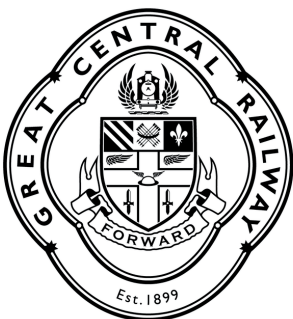




ANNUAL PLAN 2026



**GREAT
CENTRAL
RAILWAY**



gcrailway.co.uk

EXECUTIVE SUMMARY

This Annual Plan sets out the Great Central Railway's priorities and delivery commitments for 2026. It translates the objectives of the current 5-Year Business Plan into a focused, measurable programme of activity, providing a clear basis for organisational delivery, resource allocation and GCR Board oversight during the year ahead.

Building on the organisational changes and consolidation undertaken in recent years, 2026 is expected to be a year focused on delivery, assurance and forward preparation. The Plan reflects the continued importance of safety, regulatory compliance and financial control, alongside a strengthening emphasis on visitor experience, commercial resilience and readiness for Reunification.

The Plan is intentionally outcomes focused. Each strategic priority is supported by clearly defined objectives, named ownership, and measurable indicators of success. Supporting initiatives are identified where necessary, but emphasis is placed on what success looks like, rather than simply the volume of activity undertaken.

Delivery of the Annual Plan will be monitored through regular reporting to GCR Board, with progress reviewed against agreed objectives, measures and timescales. Exception-based reporting will be used to highlight delivery risks and emerging issues, enabling timely intervention where required.

CONTEXT FOR 2026

The context for 2026 is shaped by a combination of continued economic uncertainty, evolving visitor expectations, and the increasing complexity of operating a large heritage railway with ambitious long-term plans.

While inflationary pressures have eased compared with recent years, cost pressures remain, particularly in relation to staffing, utilities, materials and regulatory compliance. Consumer confidence is expected to remain cautious, with discretionary spending sensitive to wider economic and political factors. At the same time, domestic tourism continues to show resilience, and heritage and experiential attractions remain well placed to



benefit from demand for meaningful, high-quality leisure experiences.

For the Great Central Railway, 2026 represents an important point in our development, building on the organisational restructuring and stabilisation achieved in recent years. The focus now is on consistency, assurance and delivery, alongside the need to balance day-to-day operational demands with preparation for major future projects, in particular Reunification.

Key considerations influencing priorities for 2026 include safety and regulation, people and capability, visitor expectations, financial sustainability and long-term ambition. This context reinforces the importance of a focused, outcomes-led Annual Plan, and of disciplined delivery ensuring that limited



resources are directed towards the areas of greatest organisational value and risk.

Review of the 2025 Annual Plan

The 2025 Annual Plan set out an ambitious programme of activity across the organisation. In total, 85 actions were identified covering operational improvements, commercial development, governance, and longer-term strategic work.

By the end of the year, 33 actions had been fully achieved and a further 24 had been partially achieved, meaning that around two-thirds of the programme had either been delivered or made meaningful progress. This represents a solid level of achievement across a wide and varied set of objectives, particularly given the competing operational pressures faced during the year.

However, the review also highlights that 28 actions were not completed within the year. In some cases this reflects capacity constraints or the need to prioritise other operational activity. In others, the work proved more complex than originally anticipated and has therefore been carried forward for further development. Importantly, many of these

items remain active and form part of the ongoing work programme for 2026 rather than having been abandoned.

Taken together, the 2025 plan can reasonably be viewed as successful but not without lessons. The organisation delivered a substantial amount of work and maintained momentum in several key areas, but the level of partial and uncompleted actions indicates that we must continue to improve how we prioritise, resource and track delivery.

This review has informed the preparation of the 2026 Annual Plan. Where actions remain outstanding but still relevant, they have either been incorporated into the new plan or are continuing through normal departmental work activity. The intention is not simply to carry forward unfinished business, but to ensure that effort is focused on the activities that will have the greatest operational and strategic impact for the railway. As a learning from the 2025 experience, the tracking of the 2026 Annual Plan will be strengthened through Leadership Team meetings every month process to ensure greater visibility, accountability and progress monitoring throughout the year.

SAFETY MANAGEMENT

Strategic Priority: A Safe, Compliant and Environmentally Responsible Railway.

Safety underpins everything the Great Central Railway does. In 2026, our focus is on strengthening assurance, embedding consistent safety culture across all departments, and maintaining full regulatory compliance, while also taking the first structured steps towards improved environmental sustainability.

Objective	Business Plan Strategy	Owner	Measure	Target Date
Secure renewal of the GCR Non-Main-Line Safety Certificate	Strategy I	Head of Safety	ORR authorisation granted	Q2 2026
Strengthen safety assurance through a structured audit programme	Strategy I	Head of Safety	Audit plan implemented using RM3 framework	Q3 2026
Embed a proactive safety reporting culture across all departments	Strategy I	Chief Operating Superintendent	Sustained increase in near-miss reporting via HOPS	Q2 2026
Improve organisational understanding and application of risk assessment	Strategy I	Head of Safety	Consistent risk assessment processes embedded and evidenced	Q4 2026
Establish effective and visible safety governance arrangements	Strategy I	Head of Safety	Front-line Safety Committee established and meeting quarterly	Q2 2026
Take first formal steps towards improved environmental sustainability	Strategy I	Head of Infrastructure	Environmental Sustainability Plan developed (subject to funding)	Q4 2026

KEY INITIATIVES SUPPORTING DELIVERY

Safety Assurance and Compliance

- Complete outstanding work at height risk assessments across relevant activities.
- Fully implement depot protection arrangements at all applicable sites.
- Introduce incident response training for Duty Traffic Managers.
- Review and clarify communication arrangements for safety policies and procedures.

- Develop organisational understanding of the implications of Martyn’s Law and implement appropriate policy responses.

Safety Culture and Capability

- Introduce HOPS Spot Reporting for near-miss and hazard reporting.
- Encourage uptake of first aid training, including defibrillator awareness, across GCR People.
- Improve access to safe walking routes in operational areas where reasonably practicable.
- Establish clear Front-Line Safety Committee terms of reference, membership and reporting lines.

Health and Occupational Safety

- Undertake dust and fume monitoring in engineering and maintenance functions.
- Use monitoring outcomes to inform control measures and future investment priorities.

Environmental Sustainability

- Develop an Environmental Sustainability Plan, subject to a successful National Lottery Heritage Fund bid.
- Begin integrating environmental considerations into infrastructure planning and operational decision-making.

WHAT SUCCESS LOOKS LIKE IN 2026

By the end of 2026, the following should be evident:

- Continued confidence from the Office of Rail and Road in the GCR’s safety management arrangements;
- Clear evidence of proactive safety reporting and learning;
- Consistent application of risk assessment processes;
- Stronger governance visibility through a Front-Line Safety Committee; and
- A defined pathway towards improved environmental sustainability.

OUR PEOPLE

Strategic Priority: An Inviting, Inclusive and Supported Team.

In 2026, our focus is on strengthening capability, improving consistency, and creating an environment in which people feel supported, valued and able to contribute at their best.

Objective	Business Plan Strategy	Owner	Measure	Target Date
Strengthen volunteer recruitment, induction and retention	Strategy 2	Head of People Engagement	Improved recruitment pipeline and increased volunteer retention	Q1 2026
Embed a consistent induction and core training framework for all GCR People	Strategy 2	Head of People Engagement	Standard induction implemented and completed by all new starters	Q1 2026

Improve leadership capability and succession resilience	Strategy 2	Head of People Engagement	Leadership development delivered and succession plans in place for key roles	Q4 2026
Improve wellbeing, inclusion and psychological safety	Strategy 2	Head of People Engagement	Positive staff and volunteer feedback and increased uptake of wellbeing initiatives	Q4 2026
Improve people data, systems and workforce visibility	Strategy 2	Chief Operating Superintendent	Electronic time recording and improved people information available	Q3 2026
Strengthen organisational culture through recognition and engagement	Strategy 2	Head of People Engagement	Recognition scheme introduced and satisfaction survey completed	Q4 2026

KEY INITIATIVES SUPPORTING DELIVERY

Recruitment, Induction and Retention

- Overhaul volunteer recruitment, induction, training and retention processes.
- Implement a robust induction programme for all GCR People, including training in key systems such as HOPS.
- Create family volunteering opportunities and introduce youth volunteering groups, with a plan to increase participation by younger people.
- Recruit a Volunteer Ambassador, subject to a successful National Lottery Heritage Fund bid.

Leadership, Capability and Development

- Deliver leadership development training for managers and supervisors.
- Develop succession plans for key operational and leadership roles.
- Deliver media training for key managers
- Make IT training available to all GCR People via self-serve e-learning.

Wellbeing, Inclusion and Safety

- Introduce mental health first aid training.
- Improve awareness and understanding of neurodiversity across the organisation.
- Implement a plan for random drugs and alcohol testing in line with regulatory expectations.

Systems, Policies and Governance

- Introduce employee and volunteer handbooks.
- Review and update the HR policy suite.
- Explore the introduction of an HR Information System, including manager self-service functionality.
- Implement HOPS Time Register electronic sign-on.

Engagement and Recognition

- Continue to recognise the long service achievements of GCR People
- Introduce a broader recognition scheme for GCR People.
- Undertake a staff and volunteer satisfaction survey to inform future priorities.



WHAT SUCCESS LOOKS LIKE IN 2026

By the end of 2026, the following should be evident:

- More consistent recruitment, induction and training experiences;
- Improved retention and engagement of volunteers;
- Stronger leadership capability and reduced dependency on individuals;
- Better visibility of workforce capacity and activity; and
- A more inclusive, supportive and professionally run organisation.

VISITOR EXPERIENCE

Strategic Priority: A Compelling, Welcoming Visitor Experience for the 2020s.

In 2026, our focus is on improving consistency, deepening engagement and piloting elements of our future visitor experience model, ensuring that every visit feels welcoming, well-presented and worth repeating.

Objective	Business Plan Strategy	Owner	Measure	Target Date
Pilot and evaluate elements of the future visitor experience model	Strategy 3	Head of Visitor Experience	Pilot delivered and evaluated (subject to funding)	Q4 2026
Improve consistency and presentation standards across stations and trains	Strategy 3	Chief Operating Superintendent	Cleaning and presentation standards implemented and monitored	Q2 2026
Strengthen welcome and orientation for visitors	Strategy 3	Head of Visitor Experience	Welcome Hosts operational and visitor feedback improved	Q2 2026
Increase engagement through access, interpretation and activities	Strategy 3	Head of Visitor Experience	New experiences launched and delivered	Q2 2026
Enhance premium and differentiated visitor offers	Strategy 3	Head of Commercial & Visitor Services	Improved First Class offer launched	Q2 2026
Improve accessibility and inclusivity of the visitor experience	Strategy 3	Head of Visitor Experience	Identified accessibility improvements implemented	Q4 2026



KEY INITIATIVES SUPPORTING DELIVERY

Access, Interpretation and Engagement

- Enable regular visitor weekend access to the Loco Shed.
- Introduce a new Guided Tour product.
- Install Railcam.
- Develop a Kids Club to encourage repeat family visits.

Premium and Differentiated Experiences

- Further develop and refine the First Class product offer.

- Ensure premium experiences align with wider visitor expectations and brand standards.

Piloting the Future Visitor Experience

- Implement a pilot of the future visitor experience model (subject to a successful funding bid).
- Use feedback and evaluation from the pilot to inform longer-term planning.

Accessibility and Inclusion

- Improve accessibility and ease of use for less able and neurodivergent visitors.
- Ensure improvements are informed by visitor feedback and best practice.

WHAT SUCCESS LOOKS LIKE IN 2026

By the end of 2026, the following should be evident:

- A more consistent and welcoming experience across visitor touchpoints;
- Clearer evidence of increased engagement;
- Improved feedback relating to cleanliness and welcome;
- Stronger differentiation between standard and premium offers; and
- A clearer evidence base for future visitor experience investment.

Strategic Priority: A Compelling, Welcoming Visitor Experience for the 2020s.

In 2026, our commercial focus is on strengthening financial resilience, increasing secondary spend, and improving the effectiveness of marketing and sales activity through better use of capacity, targeted new products, and improved systems and partnerships.

Objective	Business Plan Strategy	Owner	Measure	Target Date
Strengthen commercial leadership and accountability	Strategy 4	General Manager	Commercial Lead appointed and in post	Q1 2026
Improve overall commercial performance and financial contribution	Strategy 4	Head of Commercial & Visitor Services	Increased secondary spend and improved contribution margins	Q4 2026
Establish a clear and deliverable long-term commercial strategy	Strategy 4	General Manager	Commercial Strategy Group established, and strategy approved and adopted	Q4 2026
Improve effectiveness of marketing, sales and customer access	Strategy 4	Head of Marketing	Improved conversion, reach and customer feedback	Q4 2026
Introduce new and refreshed commercial products and events	Strategy 4	Head of Commercial & Visitor Services	New products launched and performing to agreed targets	Q2 2026
Improve accessibility and ease of use for all visitors	Strategy 3/4	Head of Visitor Experience	Identified improvements implemented	Q4 2026

KEY INITIATIVES SUPPORTING DELIVERY

Commercial Leadership and Strategy

- Recruit a Commercial Lead to maximise growth opportunities and provide strategic focus.
- Create an advisory Commercial Strategy Group to develop and publish a long-term commercial strategy aligned to the Business Plan.

- Implement improved arrangements for communication of commercial and event information.

- Products, Pricing and Capacity Utilisation

- Make best use of existing capacity to maximise financial contribution.

- Introduce new First Class Dining experiences and refresh existing offers.



- Explore reintroducing GCR as a wedding venue.
- Introduce a Halloween event.
- Deliver a street food / farmers' market event at Quorn station.

Marketing, Sales and Partnerships

- Finalise implementation of refreshed GCR brand, including zoning maps.
- Undertake research to enable better understanding of our visitors, their needs and preferences
- Increase GCR presence in Loughborough town centre.
- Establish two new commercial partnerships.
- Promote group travel opportunities.
- Launch GCR on Patreon.

- Promote the GCR as a filming location more proactively.

Retail, Catering and Secondary Spend

- Reinvigorate the gift shop and online sales, including opening a GCR eBay shop.
- Improve performance of cafés and on-site retail.
- Encourage car parking donations at Quorn and Rothley from non-travelling visitors.

Systems and Access

- Implement a new online booking system.
- Introduce public Wi-Fi following installation of railway-wide broadband.
- Get 2027 products on sale by autumn 2026 in time for Christmas.
- Implement a local residents pass with supporting promotions.

WHAT SUCCESS LOOKS LIKE IN 2026

By the end of 2026, the following should be evident:

- Clear commercial leadership and strategic direction
- Improved contribution from existing activities;
- Stronger performance in retail, catering and secondary spend;
- More effective marketing and customer access; and
- A broader and more resilient mix of commercial income streams.

STRATEGIC PLANNING & MAJOR PROJECTS

Strategic Priority: Delivering Priority Projects and Preparing for the Next Phase of Growth.

In 2026, the focus is on progressing priority projects, strengthening project governance, and preparing the organisation for the next phase of long-term development, including Reunification.

Objective	Business Plan Strategy	Owner	Measure	Target Date
Develop a new 5-Year Business Plan for 2027–31	Strategy 6	General Manager	Business Plan approved by GCR Board	Q4 2026
Continue the review of the legal governance structure for GCR PLC	Strategy 6	General Manager	GCR Board and Shareholder endorsement of plan	Q4 2026
Strengthen governance and delivery of major projects	Strategy 6	General Manager	Delivery Board established and operating	Q2 2026
Commence construction of Reunification Factory Flyover	Strategy 6	General Manager	Construction works started on site	Q3 2026
Progress Reunification fundraising and readiness	Strategy 6	General Manager	Readiness milestones achieved and fundraising activity underway	Q4 2026
Advance planning for future visitor and operational facilities	Strategy 6	General Manager	Key facility plans developed and agreed	Q4 2026

KEY INITIATIVES SUPPORTING DELIVERY

Project Governance and Delivery

Strategic Planning

- Develop a new 5-Year Business Plan (2027–31), building on the existing strategic framework.
- Ensure alignment between the Business Plan, Annual Plans and funding priorities.
- Conclude the review of GCR PLC governance, presenting findings to Shareholders

- Establish a Project Delivery Board to oversee significant projects (excluding Reunification).

- Implement clearer project reporting, risk management and decision-making arrangements.

Major Capital Projects

- Begin construction work on the Factory Flyover (subject to final approvals and funding).

- Finalise Loco Shed relocation plans.
- Finalise the post-Reunification infrastructure plan for Loughborough Central.
- Progress Reunification fundraising activity.
- Continue work to ensure organisational readiness for future delivery phases.
- Future Visitor and Operational Facilities
- Develop plans for a Visitor Centre at Quorn & Woodhouse station.
- Ensure proposals are phased and aligned with funding availability.

WHAT SUCCESS LOOKS LIKE IN 2026

By the end of 2026, the following should be evident:

- An agreed strategic direction for the period beyond 2026;
- Improved confidence in managing complex projects;
- Tangible progress on priority capital schemes; and
- Clearer readiness for the next phase of Reunification delivery.

INFRASTRUCTURE

Strategic Priority: Delivering Priority Projects and Preparing for the Next Phase of Growth.

In 2026, the focus is on strengthening asset stewardship, improving resilience, addressing known risks, and putting in place the planning frameworks required to manage an ageing and complex asset base effectively.

Objective	Business Plan Strategy	Owner	Measure	Target Date
Improve resilience and reliability of core railway infrastructure	Strategy 1	Head of Infrastructure	Priority infrastructure works delivered as planned	Q4 2026
Strengthen long-term asset management planning	Strategy 6	Head of Infrastructure	Asset management plans developed and adopted	Q4 2026
Reduce safety and operational risks associated with infrastructure condition	Strategy 1	Head of Infrastructure	Risk-based works completed and risks reduced	Q4 2026
Improve the presentation and condition of public-facing assets	Strategy 3	Head of Infrastructure	Key sites visibly improved	Q3 2026

Improve security and resilience of operational sites	Strategy 1	Head of Infrastructure	CCTV and fencing improvements delivered	Q4 2026
Improve connectivity and enable future digital capability	Strategy 6	Head of Infrastructure	Railway-wide broadband fully operational	Q1 2026

KEY INITIATIVES SUPPORTING DELIVERY

Asset Management and Planning

- Develop a 10-year Permanent Way asset management plan.
- Implement a structured process for reactive building maintenance and repairs.
- Develop long-term plans for the repair of Bridges 332, 333 and 351.

Track, Structures and Civil Engineering

- Connect Rothley Down Lie-By and develop a plan to bring it into operational use.
- Undertake masonry repairs to Bridge 339.
- Refurbish switches and crossings in Loughborough Yard.
- Tidy lineside to improve safe access to infrastructure.

Stations, Yards and Visitor-Facing Assets

- Repair and repaint Quorn Signal Box.
- Undertake repairs to Quorn & Woodhouse and Rothley station canopy and stairs.
- Deliver a major tidy of Quorn Yard to improve visitor perception.

Security and Safety Enhancements

- Deliver a programme of fencing repairs to reduce trespass incidents.
- Extend CCTV coverage for Loughborough Loco Shed and Carriage Sidings.

Digital Infrastructure

- Complete installation of railway-wide broadband, enabling future operational and visitor-facing initiatives. Woodhouse station.
- Ensure proposals are phased and aligned with funding availability.



WHAT SUCCESS LOOKS LIKE IN 2026

By the end of 2026, the following should be evident:

- Improved confidence in infrastructure condition and resilience;
- Clear asset management frameworks guiding investment;
- Reduced infrastructure-related risks;
- Visible improvements to visitor-facing assets; and
- Improved digital capability supporting future growth.



LOCOMOTIVE & ROLLING STOCK ENGINEERING

Strategic Priority: Reliable, Presentable and Serviceable Rolling Stock.

In 2026, the focus is on completing key overhauls, improving the external presentation of passenger vehicles, and ensuring that locomotives and rolling stock are reliable, presentable and serviceable, while improving and meeting required standards of occupational health and safety and aligning engineering activity to operational requirements and visitor experience.

Objective	Business Plan Strategy	Owner	Measure	Target Date
Improve the external appearance and presentation of passenger coaching stock	Strategy 3	Chief Engineer	Coach exterior improvement programme delivered	Q4 2026
Progress key locomotive overhauls in line with agreed priorities	Strategy 6	Chief Engineer	Milestones achieved against overhaul plans	Q4 2026
Ensure adequate shunting traction is reliable and available	Strategy 1	Chief Engineer	Vacuum fitted shunting locomotive available for operational use	Q3 2026
Improve the passenger environment on our First Class Dining trains during the hot summer months	Strategy 4	Chief Engineer	Pilot a scheme to install air conditioning on First Class dining coaches	Q2 2026

KEY INITIATIVES SUPPORTING DELIVERY

Locomotive Overhauls and Availability

- Complete the overhaul of 70013 Oliver Cromwell and return to traffic.
- Make further progress with the overhaul of O4 No. 63601.
- Repair Class 08 shunting locomotive No. 08907 and return it to service.

Coaching Stock Presentation and Comfort

- Continue work to improve the external appearance

of passenger coaches.

- Explore feasibility and run a pilot of air conditioning/cooling for dining coaches, recognising cost, heritage and operational considerations.

Engineering Planning and Prioritisation

- Prioritise engineering activity in line with operational requirements, visitor experience expectations and available capacity.
- Maintain visibility of progress, dependencies and risks associated with major engineering projects.

WHAT SUCCESS LOOKS LIKE IN 2026

By the end of 2026, the following should be evident:

- Improved locomotive availability and operational resilience;
- Tangible progress on priority overhauls;
- Further visible improvements in coaching stock presentation;
- Reliable shunting capability;
- A better level of comfort on our First Class Dining Trains in the summer months; and
- Greater confidence that engineering effort is focused on areas of greatest organisational value.

FINANCE

Strategic Priority: Financial Performance, Control, Transparency and Informed Decision-Making.

In 2026, the focus is on reducing dependency on external funding sources, strengthening financial governance, improving the accessibility and quality of management information, and embedding consistent financial processes across the organisation.

Objective	Business Plan Strategy	Owner	Measure	Target Date
Deliver 2026/27 budget	Strategy 4	Head of Finance	Achieve budget P&L result at end of financial year	Q4 2026
Strengthen financial governance and policy framework	Strategy 4	Head of Finance	Updated finance and corporate policy suite approved	Q2 2026
Improve accessibility and quality of financial and management information	Strategy 4	Head of Finance	Regular, timely management information available to managers and GCR Board	Q3 2026
Embed consistent and efficient financial processes	Strategy 4	Head of Finance	Core financial processes fully implemented and in use	Q3 2026
Improve efficiency of managing the payroll	Strategy 4	Head of Finance	Full migration to HOPS timesheets completed	Q2 2026



KEY INITIATIVES SUPPORTING DELIVERY

Financial Performance

- Deliver the 2026/27 budget
- Reduce dependency on external funding sources for day-to-day operating costs

Governance and Policy

- Review and update the finance and corporate policy suite to ensure it remains current, robust and proportionate.
- Ensure policies are clearly communicated and understood by relevant managers.

Management Information and Decision Support

- Improve accessibility of financial and management information for budget holders.
- Enhance forecasting and reporting to support informed decision-making.

Financial Processes and Systems

- Complete full migration to HOPS for timesheets.
- Embed efficient and consistently applied financial processes across departments.

WHAT SUCCESS LOOKS LIKE IN 2026

By the end of 2026, the following should be evident:

- Stronger financial governance;
- More timely and reliable management information;
- Improved confidence in forecasting and control;
- Reduced reliance on manual processes; and
- A finance function that supports delivery as well as reporting.

OPERATIONS

Strategic Priority: Safe, Reliable and Resilient Day-to-Day Operation.

In 2026, the focus is on strengthening operational resilience, improving systems and preparedness, and developing plans for future operational capability.

Objective	Business Plan Strategy	Owner	Measure	Target Date
Improve consistency and resilience of operational systems	Strategy 1	Chief Operating Superintendent	Remaining safety-critical roles fully migrated to HOPS	Q3 2026
Strengthen preparedness for operational disruption and extreme weather	Strategy 1	Chief Operating Superintendent	Weather preparedness plans developed and implemented	Q2 2026
Develop credible and compliant plans for future operational initiatives	Strategy 3	Chief Operating Superintendent	Approved plans in place for future initiatives	Q4 2026
Improve operational sustainability and flexibility	Strategy 6	Chief Operating Superintendent	Strategic operational plans developed and agreed	Q4 2026

KEY INITIATIVES SUPPORTING DELIVERY

Operational Systems and Controls

- Complete migration of CMS and rostering for remaining safety-critical roles, particularly footplate and station grades, into HOPS.
- Ensure systems are consistently used and understood across operational departments.

Operational Resilience and Preparedness

- Develop and implement weather preparedness plans.
- Improve clarity of roles, responsibilities and escalation arrangements during disruption.

Future Operational Capability

- Develop a plan for the reintroduction of Travelling Post Office (TPO) demonstrations.
- Develop a strategic plan for locomotive water supply away from Loughborough.

WHAT SUCCESS LOOKS LIKE IN 2026

By the end of 2026, the following should be evident:

- Improved confidence in operational resilience;
- Consistent use of operational systems;
- Better preparedness for disruption;
- Credible, compliant plans for future developments; and
- Reduced operational risk through improved planning.



gcrailway.co.uk

Great Central Railway. Lovatt House, 3 Wharncliffe Road, Loughborough, LE11 1SL