27 May 2026
Sent to all colleagues

Dear colleagues,

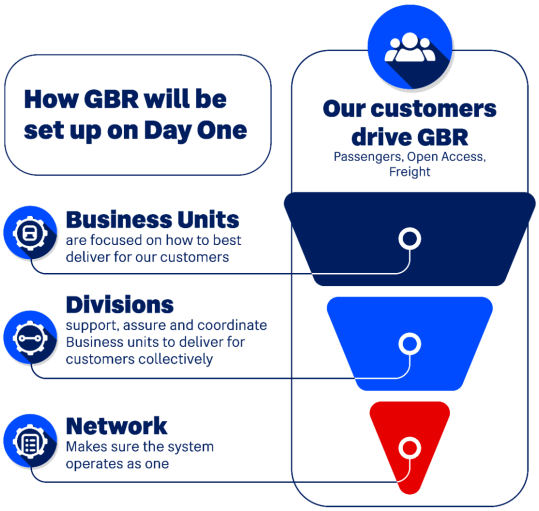
We're continuing to build real momentum on our journey to Great British Railways (GBR). Over the past year we've welcomed more train operators into public ownership, our integrated railways have begun to take shape, and we've developed a roadmap for continued improvements in customer experience – all of which is already creating a positive impact for customers. We're now taking an important next step on our journey, as we share our high-level operating model, which sets out how we'll operate as one railway.

At its core, this model is about putting customers first. It brings track and train together to deliver a more reliable, better-performing railway, with decisions made closer to the communities we serve so that we can respond more quickly to their needs.

Just as importantly, it's about shaping a new culture for GBR and creating an environment that helps us work better, together.

One that is more collaborative, more focused on shared outcomes and clear accountabilities, and where we can work across boundaries and harness the pride we all feel in delivering for our customers and communities.

Our operating model is built around three parts: **Business Units, Divisions, and the Network** – each with clear roles, working together as one system.



The GBR high-level operating model has been developed through collaboration across the industry, bringing together the expertise of colleagues and specialists to shape how GBR will operate. It hasn't been created in one go, but built through a structured process shaped by policy, customer (passenger and freight) needs and the realities of running our railway.



To understand more about how the operating model works in practice, please go to the Journey to GBR page.

What does this mean for you?

The journey to GBR will be slightly different for each area of the railway, reflecting local and regional needs, arrangements with devolved Governments and partners, and the progress of the public ownership programme. This will create a more aligned, joined-up system that works better for our customers and communities. If you work in Scotland or Wales, you'll receive additional updates to help you understand what this means for you in your area.

Colleagues working in train operators that are not yet in public ownership are still very much part of our GBR journey and we're looking forward to speaking with you and hearing your thoughts and ideas as we continue to move towards a more integrated railway.

What happens next?

We're now moving into the next phase of design, which will work through the roles, systems and ways of working we need at every level of the railway to make GBR a success.

GBR will bring some changes but by combining our collective strengths and expertise, we have a real opportunity to build a new organisation that brings the best of our industry into one place to deliver a better service for our customers and stronger outcomes for our partners and stakeholders.

We'll continue to share regular updates and ways for you to get involved as the design progresses. In the meantime, you can find more information, stories and FAQs on the Journey to GBR page.

A journey we're taking together

This is a once-in-a-generation opportunity to build a railway we can all be proud of - one that better connects people and places, supports our communities and creates a more sustainable future. By working together, supporting one another, and staying focused on our customers during this transition period we will bring GBR to life for our customers (passenger and freight), communities and country.

Thank you, as always, for everything you do to keep the railway running safely and reliably.

Best wishes,
Jeremy Westlake
Chief Executive, Network Rail

Alex Hynes
Chief Executive, DFTO