

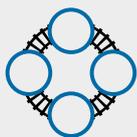
# Route Services

Our purpose is to supply routes with services they decide are best provided by a central team, enabling Network Rail to deliver for passengers and freight users. The route businesses chose to bring these particular activities together into a customer-driven, service delivery directorate. This approach allows national coordination, and means Network Rail benefit from economies of scale combined with greater efficiency from specialised delivery.

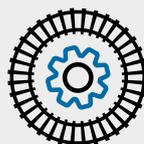
The vision of Route Services is to be our customers' and suppliers' trusted partner of choice: one team continuously improving our delivery performance, quality and cost-competitiveness for a better railway.

Delivered through a team of over 3,000 employees, the Route Services portfolio currently consists of 63 defined services. These are provided to the route businesses either directly or indirectly through other Network Rail functions.

Route Services consists of four primary functions:



**Supply Chain Operations** delivers the logistics, materials and components, as well as rail and road fleet, that enable the maintenance and renewal of the railway, whilst minimising disruption to passengers.



**Business Services** manages the support systems needed to keep Network Rail working effectively, including human resources services, training, our national records group and financial systems and processes.



**Information Technology (IT)** shapes, builds and runs the information technology services needed to support the railway, now and into the future.



**Contracts and Procurement (C&P)** strategically sources and manages contracts of scale in order to optimise value for money across the network.

Our business plan and underpinning transformation will deliver efficient and highly performing services which are market competitive and meet the needs of our customers.

Specifically, over the course of Control Period 6 (CP6) we will be delivering £369m of efficiencies across our services through new contracting strategies, exploitation of synergies, and embracing innovation and technology. Key components of this include:

- construction of a purpose built concrete sleeper factory, producing lower cost sleepers to support track renewals;
- the migration of our IT data centres and infrastructure to Crown Hosting, reducing our operating costs;
- the introduction of robotics into several of our processes, saving time and cost and improving accuracy;
- the implementation of integrated category management and;
- the commencement of service of our new rail milling train, reducing the volume of track renewals our customers will need to undertake.

We recognise the fundamental part that we play in delivering a high performing, safe railway for passengers and freight users. Our customers face diverse challenges in achieving these objectives and, as a result, we have to balance fluctuating and evolving demand for our services whilst achieving best value for money. Our customers have increasing expectations of us, and we must demonstrate safety, performance and value in our delivery and behaviours every day.

Through the implementation of our plan, our customers will experience excellent delivery and total confidence in a trusted, connected expert, and responsive partner. Our business will operate with agility, pace, innovation and commerciality delivering excellence and high performance. Our people will feel passionate, confident, valued and invested in their contribution to achieving the best outcome for passengers and freight customers.