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SERCO HONG KONG BUSINESS OVERVIEW

OCTOBER 2011

1.1 Manage, Operate and Maintenance of the Cross-Harbour Tunnel



Case Study—Cross-Harbour Tunnel

Tunnel Management, Toll Collection, Operation and Maintenance

Serco is contracted to manage, operate and maintain the Cross-Harbour Tunnel which has a daily total of approximately 120,000 vehicles throughput. Serco successfully won the contract in July 2010 and took over the operations starting 1st November 2010.

Approximately 210 staffs from the previous operator were transferred to Serco as part of the company's solution. Now, the contract has over 250 staffs. The Cross-Harbour Tunnel is the oldest tunnel under the Victoria Harbour in Hong Kong, connecting Kellett Island (a former island now connected to Hong Kong Island by reclamation) and Hung Hom Bay, Kowloon. Geographically and strategically placed on Hong Kong Route 1, the Cross-Harbour Tunnel, at 1.8 km-long opened in 1972, is the busiest tunnel in Hong Kong, generating around HK\$700 million in annual toll revenue for the Hong Kong Government.

This contract provides the management and support staff required to effectively operate the tunnels 24 hours a day; sometimes in conditions of high and congested traffic conditions and severe weather storms.

The vehicle recovery and operations teams are coordinated to provide efficient incident management to minimize the effect on the network through removal of roadside events and notification to travellers through Intelligent Transport Systems (ITS) devices. The ITS devices and communications networks are maintained to ensure satisfactory availability at times of need.

1.2 Manage, Operate, and Maintenance of the Aberdeen Tunnel



Case Study—Aberdeen Tunnel

Tunnel Management, Toll Collection, Operation and Maintenance

The Aberdeen Tunnel was opened in 1982, linking the North (Happy Valley) and South (Wong Chuk Hang) of Hong Kong Island. It is a 1.9km long, 2 lane twin tube tunnel and has an average daily traffic throughput of 59,000 vehicles.

Serco commenced management, toll collection services, operation and maintenance of Aberdeen Tunnel in 1998 following a competitive tender and has successfully re-bid the contract both in 2002 and 2008. The current contract runs up to September 2014.

Serco currently employs 142 staff for Aberdeen Tunnel and collects some HK\$110 million in toll revenue per annum. Aberdeen Tunnel has achieved both ISO9001 and OHSAS18001 since 2004.

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The vehicle recovery and operations teams are coordinated to provide efficient incident management to minimise the effect on the network through removal of roadside events and notification to travellers through Intelligent Transport Systems (ITS) devices. The ITS devices and communications networks are maintained to ensure satisfactory availability at times of need.

All operations are audited and reviewed to ensure 'value for money', an efficient operation and introduce innovation to provide continuous improvement.

1.3 Manage, Operate, and Maintenance of the Lion Rock Tunnel and Kai Tak Tunnel



Case Study—Lion Rock & Kai Tak Tunnels

Tunnel Management, Toll Collection, Operation and Maintenance

Serco is contracted to manage, operate and maintain the Lion Rock Tunnel in one contract package together with Kai Tak Tunnel. The first contract started in 1993 and was successfully retained at rebid in 1996, 2000 and most recently 2006.

The Lion Rock Tunnel which opened in 1967, provides a road link from north Kowloon to Shatin and the North Eastern New Territories. It is a 1.4km, 2-lane twin tube tunnel and has an average daily throughput of 89,000 vehicles.

The Kai Tak Tunnel, which opened in 1982 is 1.3km long twin-tube tunnel running beneath the runway of the former Kai Tak Airport linking the central area of Kowloon with Kwun Tong. On average, approximately 58,000 vehicles per day use the toll-free tunnel.

Approximately 100 civil servants from the Transport Department were transferred to Serco as part of the company's solution in 1993. Now, the contract has over 140 staffs.

In 1999, several Serco staff achieved certified trainer status by the Institute of Vehicle Recovery UK - a first for a private company in Hong Kong. Many more staff has since been certified and Light and Heavy Vehicle Recovery courses are now offered to other operators in Hong Kong. Serco also achieved both ISO9001 and OHSAS18001 for the Lion Rock and Kai Tak Tunnels since 2004.

This contract provides the management and support staff required to effectively operate the tunnels 24 hours a day; sometimes in conditions of high and congested traffic conditions and severe weather storms.

Serco collects some HK\$260 million in toll revenue annually.

1.4 Operation and Management of Eco Park



Case Study—Operation and Management of EcoPark

EcoPark Management, Operation, and Maintenance

EcoPark is the first Recycle Material Processing facility in Hong Kong. Serco is contracted to manage, operate and maintain the EcoPark.

Managing Hong Kong's first EcoPark, is a great opportunity for Serco to put environmental sustainability practices to work on behalf of the Hong Kong Government. Designed to promote the reuse, recovery and recycling of waste resources, previously sent offshore, the EcoPark provides rentable land to recycling and environmental industries.

Serco is responsible for the following:

- Day-to-day management of the park
- Security and Parking Management
- Maintaining and allocating the use of common facilities
- Monitoring environmental performance of tenants
- Environmental and occupational health and safety training
- Waste exchange programmes
- Marketing and Promotion Event Support

1.5 Supply, Installation, and Maintenance of the SWC TCSS System



Case Study—Supply, Installation, and Maintenance of the SWC TCSS System

TCSS System Design, Installation and Maintenance

The Hong Kong-Shenzhen Western Corridor is a strategic route from Hong Kong to Mainland China across Deep Bay avoiding the bottleneck of existing border crossings which are congested and cannot be further developed. The crossing itself is 5km dual 3 lane elevated carriageway incorporating a cable-stayed bridge across the central navigation channel.

The objectives of the project is to design, supply, install, commission and maintain a Traffic Control and Surveillance System (TCSS) for the operation of the Hong Kong Special Administrative Region section of the Hong Kong-Shenzhen Western Corridor.

The project is being pursued as a joint venture (Serco KML JV) between Serco Hong Kong, Serco Integrated Transport and KML Engineering. Serco Integrated Transport is supplying the control system together with associated testing training and support. Serco Hong Kong managed the contract on the ground, supply and install the CCTV, Vehicle Detection, Traffic Control devices and communications in association with KML Engineering.

The system includes 11 gantries incorporating lane control systems and variable advisory speed restrictions, Variable Message Signs including 8 full-function dual-language Chinese-English signs. The roadside equipment will be controlled by the central system either as part of a coordinated response to an Incident or manually by the operator as required.

The system is the third deployment of the NADICS system, originally developed by Serco for the Scottish Executive. The system was further developed in 1998 and deployed as the CMCS system for the Road Traffic Authority of New South Wales, Australia.