



## Case Study - Hong Kong Tunnels

### Tunnel Management, Toll Collection, Operation and Maintenance

Serco now provides management, toll collection services, operation and maintenance for four separate tunnels across Hong Kong. This started with a contract for the Lion Rock and Kai Tak Tunnels which Serco was first awarded in 1993. A separate contract for the Aberdeen Tunnel followed in 1998. All of these contracts have been successfully re-bid ever since and, in 2010, Serco was awarded the contract to operate the Cross Harbour Tunnel.

In total, the tunnels are used by an average of 350,000 vehicles every day and Serco collects some HK\$1.2bn (US\$155m) per annum in toll revenue.

As part of each contract, Serco provides the management and support staff required to operate the tunnels effectively 24 hours a day; sometimes in conditions of high and congested traffic conditions and severe weather storms. Approximately 100 civil servants from the Transport Department were transferred to Serco at the start of the Lion Rock and Kai Tak Tunnels contract. A further 140 staff are employed for the Aberdeen Tunnel and 250 more have recently joined Serco for the Cross Harbour Tunnel.

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 availability at times of need. 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.

All operations are audited and reviewed to ensure 'value for money', an efficient operation and introduce innovation to provide continuous improvement. Serco has achieved both ISO9001 and OHSAS18001 quality certification in support of this.

*Serco is recognised as a leading provider of traffic management and information systems and traffic management operations services. We provide an end-to-end service of; expert consulting advice, systems engineering and operations and maintenance. Our service is underpinned by rigorous and dependable project and change management capabilities.*

*We have designed, operate and supply traffic management solutions on more than 11,000 miles (18,000 km) of roads worldwide, including national systems for England, Wales, Northern Ireland and Scotland, as well as systems for New South Wales in Australia, Hong Kong, Stockholm and San Francisco.*

Serco provides the following services across the various tunnel contracts:

- Traffic Management, Control and Surveillance
- Tunnel and Road Patrol
- Vehicle Recovery
- Tunnel Washing
- Tunnel Maintenance
- Food Catering Service
- Landscaping
- Building Maintenance
- Maintenance of Tunnel equipment, systems and vehicles
- Air Pollution Monitoring and Control
- Information to the Transport Department and Police for Traffic enforcement
- Manual and Auto-Toll Collection
- Maintenance of a fully auditable accounts system
- Facility Security and the secured banking of tolls for the Transport Department of the Government of the Hong Kong Special Administrative Region



Using technology to reduce congestion and carbon emissions, increase safety and journey quality

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