

FOCUS

2013



LIFT AND ESCALATOR
INDUSTRY ASSOCIATION

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NO TIME LIKE THE PRESENT

The past year has seen a number of the Association's strategic objectives being realised, giving us the enthusiasm and momentum to continue moving forward at a challenging time for the industry. Statistics show there has been very little growth and the short-term prospects do not indicate that this will change. As with all sub-contracting work the process of getting paid is a critical issue and we are actively lobbying Parliament on payment and PQQS issues, which impose such a cost burden on contracting companies. The Association is also very supportive of the introduction of Project Bank Accounts and how this might ensure quicker payment as well as protect payments should the main contractor go out of business. See *Keeping the life blood flowing*, page 10.

LEIA has also been busy in developing and improving its direct services to members. The new LEIA website was launched 6th November 2012, providing a number of functions to help visitors and members to navigate easily around the website. There will be a continual updating of material available as well as regular posting of new information to members and visitors to the public pages. Last year we undertook the biggest overhaul of the LEIA Distance

Learning Course since it was first introduced in 1983. (See page 8 *Keep your distance*) The course has been hosted by the University of Northampton since those early days but due to industry demands and reduced funding levels from the University, the cost to students of course study units would have risen very significantly. It was decided that LEIA should take over responsibility, with the assurance that it would not only maintain the high levels of course content and learning outcomes that students and employers have experienced in the past but also aim to improve on the learning experience of the students.

Web technology is also being used to communicate interactively with members across the country, rather than face to face. For example a webinar was set up to enable members unable to attend the presentation at the Council meeting about the significant changes that have been made to the LEIA Distance Learning Course. Feedback on the webinar was very good and we may review what other topics could be covered using this medium in the future. Industry's commitment to health and safety has been further endorsed following a decision to make OHSAS 18001 a

mandatory requirement of LEIA membership. Such strengthening of membership criteria is always considered carefully, balancing the benefits of raising standards with the risk of deterring new members. We recognise that achieving this standard demands planning and resources, so members will be given time to put the necessary systems in place, helping to sustain the Association's objective of continuous improvement.

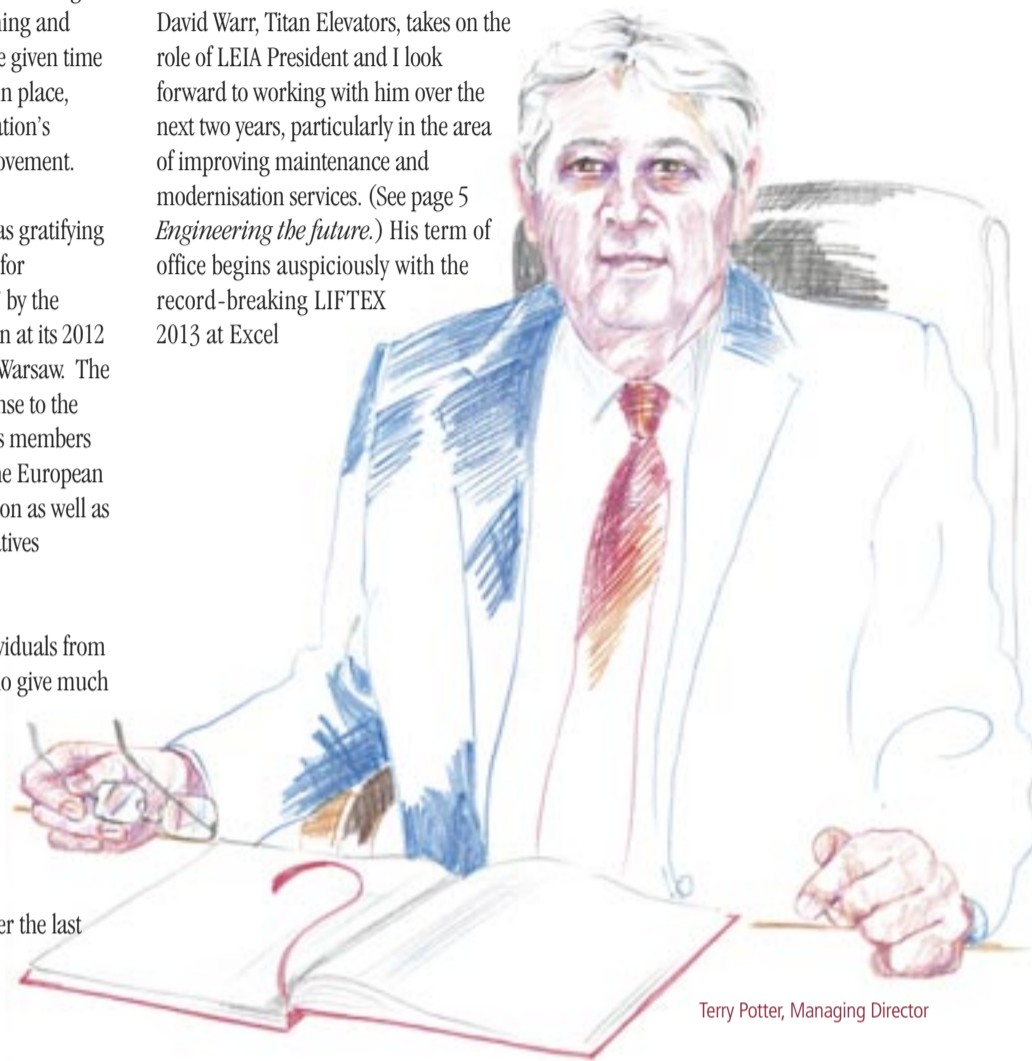
Against this background it was gratifying for LEIA to receive an award for 'Outstanding Performance' by the European Lift Association at its 2012 National Assembly in Warsaw. The award was in response to the work LEIA and its members contribute to the European Lift Association as well as LEIA initiatives undertaken in the UK.

I am very grateful to the individuals from LEIA member companies who give much time and energy to supporting the Association's work. It is encouraging to see increased attendance by members at LEIA Council meetings and growing Committee representation over the last year. In particular I would like to give my personal

thanks to Andrew Evans, KONE, who has been an energetic and committed LEIA President for the past three years, particularly in the area of health and safety. (See page 4.)

David Warr, Titan Elevators, takes on the role of LEIA President and I look forward to working with him over the next two years, particularly in the area of improving maintenance and modernisation services. (See page 5 *Engineering the future*.) His term of office begins auspiciously with the record-breaking LIFTEX 2013 at Excel

London, where I hope to have the opportunity of meeting many people from our industry and its customers.



Terry Potter, Managing Director

ENGINEERING THE FUTURE

The new President of LEIA, David Warr of Titan Elevators, is taking up his role with enthusiasm, building on the momentum for change encouraged over the past three years by his predecessor Andrew Evans of KONE. In line with LEIA policy of appointing its Presidents alternately from large and small member businesses, David Warr brings the experience of founding his own company and the particular issues facing smaller



David Warr, President

players in the industry. Undeterred by the workload, he regards becoming President as both a privilege and a commitment. "Why belong to something and not contribute?" he says, simply.

There is more consensus than difference across the sector, regardless of member company size. The drive to improve health and safety in the workplace, the need to provide a practical and

equitable approach to maintenance contracts and the importance of workforce training for example.

David believes these issues are interlinked and that underpinning them all is technical competence combined with talent management. "When running a company, you must know your people and then put them in the right place for their skills and abilities," he comments. He started Titan Elevators in 1997, with business partner John Flynn (recently retired) and now has a workforce of more than 70 direct employees.

His career in the industry began by chance, when his school careers advisor sent him on visits to several engineering companies, including Bennie Lifts – and he was hooked. "I loved it, I became an apprentice at 16, and have been in the industry ever since."

Trained firstly in construction, then in servicing, David believes that a service engineer must understand construction too. David also believes that all companies should be committed to continuous and appropriate training, so that a pool of talent is created that circulates in the industry. It is frustrating to take on so called 'qualified engineers' to discover they need retraining to be able to do their job correctly, he says.

He supports the principles of the proposed LEIA Code of Conduct on Maintenance, convinced that the people involved within the industry must understand the importance of quality and safety. They should also be the voice of reality, helping clients understand what they are actually getting for their money and also how the money paid is calculated to reflect the service they receive.



Modernisation rather than newbuild is another hot topic in the industry. Contrary to what many people might think, modernisation is not the short-term cheap solution at times of economic recession, says David. "Modernise an existing lift properly, and it can give another 30 years service," he says. A new lift could be installed for less money, but may have a significantly shorter lifespan. Clients need to be made aware of these facts before putting pen to paper.

Titan Elevators have just been awarded the contract to maintain the lifts, escalators and cradles at the iconic Lloyds of London building. The invitation came after the company had modernized the 14 escalators within the building. Clearly delighted at this success, David reverts to his earlier theme about talent management. "We must train people properly, and then let them get on with being engineers."

LEADERSHIP AT A TIME OF CHANGE

The past three years, in the specialized small world of the Association, has seen dramatic change. Not long after becoming President, the horror of three people losing their lives in four months convinced me of the importance of engaging with everyone necessary to bring about improving safety in the workplace. We initiated frank and open dialogue with the Health & Safety Executive and I am proud that this has become an established and productive relationship.

We also reviewed the structure of LEIA meetings, concerned to increase attendance and consolidate membership. This has really worked well, by establishing Council meetings in Manchester as well as London and

building other events around the country.

We have also sought to modernize some aspects of the Association. Whilst recognizing the importance of good practice and governance, it is important also to balance the need to be compliant with the need to understand and communicate with our members, their customers, regulatory bodies and the public. The world is changing and we need to move with the times, whilst never forgetting commitment to professionalism.

The past three years have also been challenging economically. The perceived wisdom has been that at time of downturn, maintenance and refurbishment are the solid anchor for

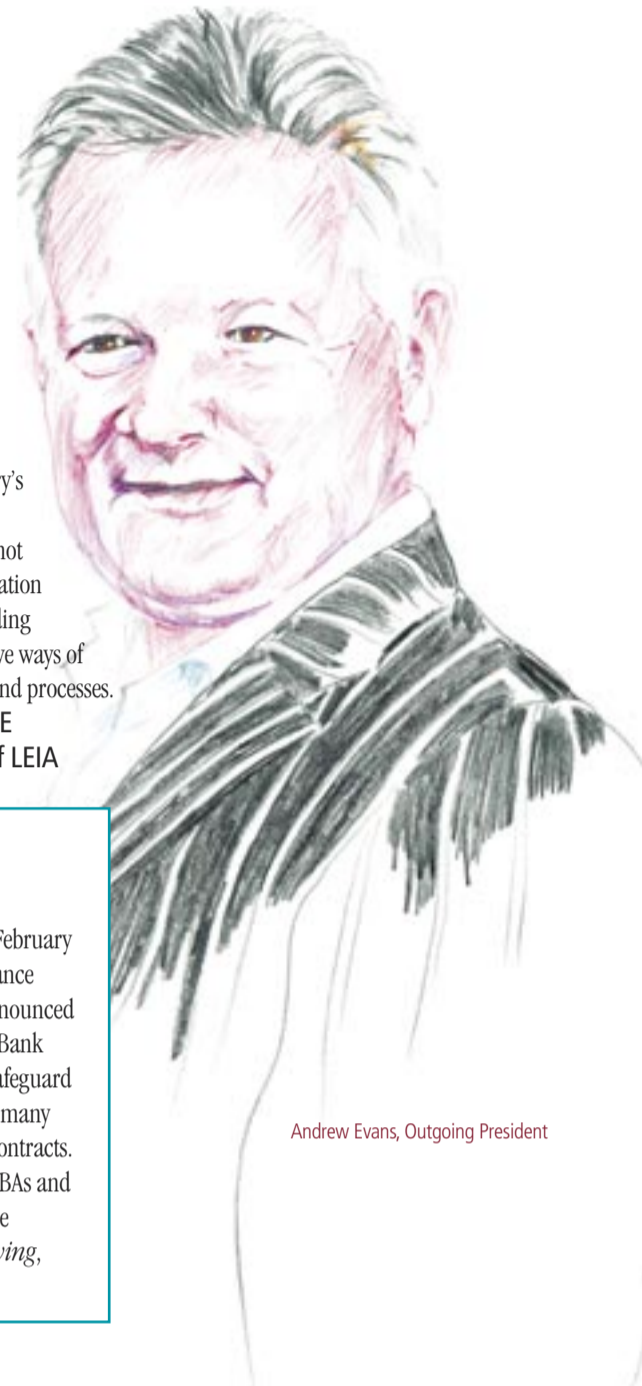
survival. But this can be illusory. When individual governments and customers, whether businesses or householders, stop spending, the belt can be tightened more quickly on the basic outgoings. That has been harder than expected.

The important thing for companies to do is to identify what their customers need to do to stay in business, helping them to find competitive advantage through products and processes. Retailers need to provide their customers with a pleasant and enjoyable and above all, safe environment in which to shop. The Duty of Care for suppliers and customers has increased significantly and in the increasingly litigious environment created by the no win, no fee policies of some legal

firms, it is down to private enterprise to come up with solutions rather than try to influence legislation.

This is where the decision by LEIA two years ago to report technical problems and issues openly on its website reflects the industry's decision to be proactive in raising standards. This is not only about safety in installation and in use, but also in finding innovative and cost effective ways of modernizing equipment and processes.

**Andrew Evans, KONE
Outgoing President of LEIA**



Andrew Evans, Outgoing President

BEYOND BOUNDARIES

While LEIA has been expanding its activities regionally over the past year, there have been significant moves in developing representation in the devolved nations through the Association's membership of the Specialist Engineering Contractors (SEC) Group. In June 2012, SEC Group Scotland was launched with the key aim *Getting work, getting paid*, through improving and modernising

procurement and delivery across the Scottish construction sector. At the launch, presided over by Lord O'Neill of Clackmannan, SEC Group's President, Alex Neil, Scottish Government Minister responsible for capital investment, announced that he wished to achieve a 'one-stop shop' for pre-qualification of construction firms in Scotland. Four months later, SEC Group Wales was launched, with a manifesto focusing on

three key areas including delivering 'more for less' through an inclusive approach to construction procurement and delivery, reducing waste and maximising efficiency by ditching outdated industry practices, and the need to acknowledge and prioritise those engineering specialists who have invested significantly in their own 'green' credentials.

Continuing the focus on fair procurement

and payment practices, in February 2013 Northern Ireland Finance Minister Sammy Wilson announced the introduction of Project Bank Accounts (PBAs), to help safeguard subcontractor payments in many government construction contracts. For more information on PBAs and how they are being used, see *Keeping the life blood flowing*, page 10.

INTEGRATED PROJECT INSURANCE: THE FUTURE?

Some years ago research carried out at Reading University revealed that approximately £1 billion a year was being wasted because of duplication in the myriad policies of insurance held by the different members of project teams. This is a startling figure; and today it is likely to be significantly larger.

Why is this waste perpetuated? Every project participant is taking out professional indemnity insurance, contractors all risk insurance and product liability insurance to guard against project-related risks. Often specifications and warranties insist that these policies are taken out without any thought given to the overall cost which feeds its way back to clients. For example, it is often required that lift firms take out professional indemnity insurance when, in the overwhelming majority of cases, it is not needed since they are not solely providing a design service – product liability insurance in the case of lift installation usually suffices.

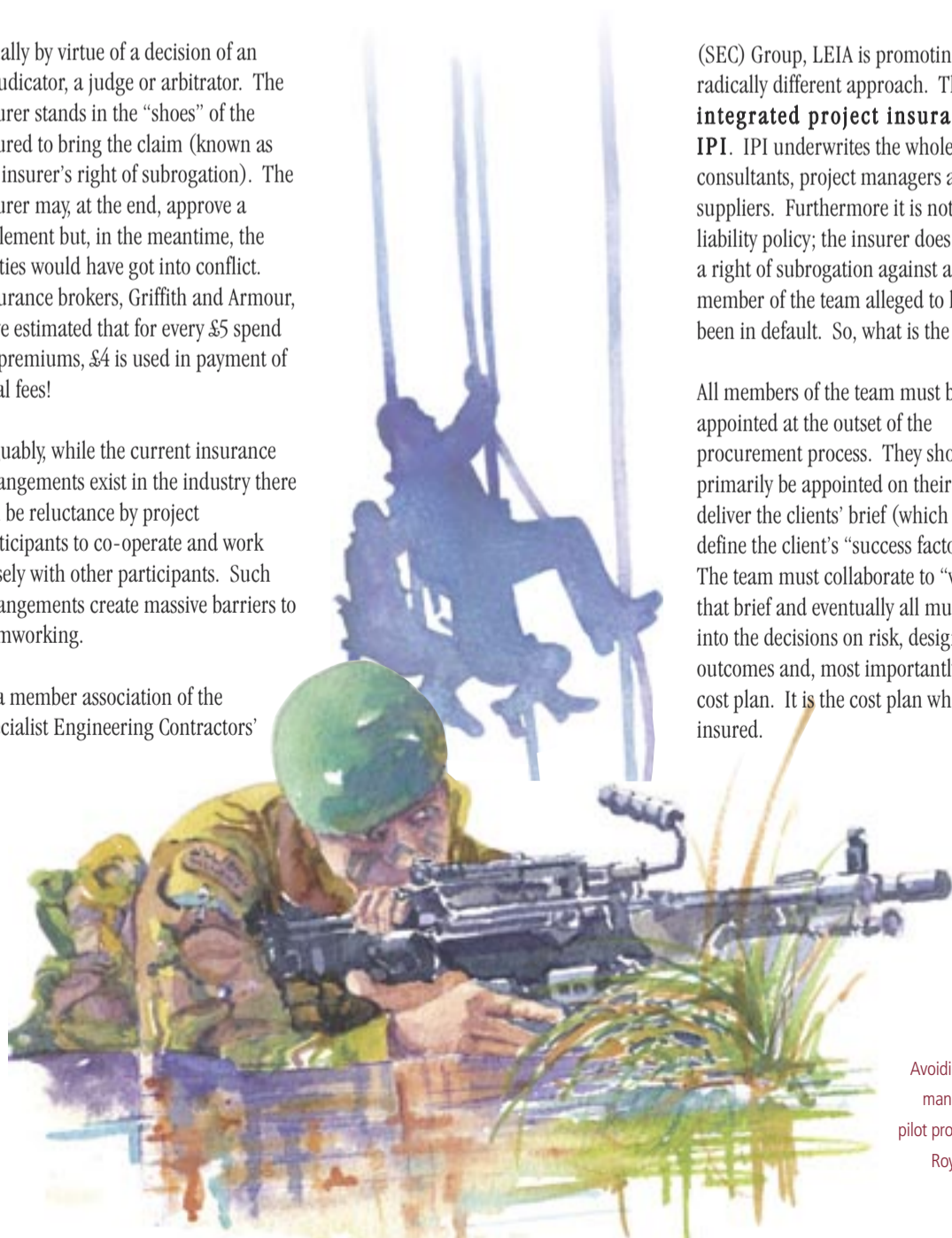
As a consequence of this haphazard and ill-thought out approach to insuring project risks, we discover the odd "black hole" – a risk materialises which is not covered by any policy of insurance.

Moreover all these policies of insurance are "liability" policies. They only pay out when a liability is demonstrated –

usually by virtue of a decision of an adjudicator, a judge or arbitrator. The insurer stands in the "shoes" of the insured to bring the claim (known as the insurer's right of subrogation). The insurer may, at the end, approve a settlement but, in the meantime, the parties would have got into conflict. Insurance brokers, Griffith and Armour, have estimated that for every £5 spend on premiums, £4 is used in payment of legal fees!

Arguably, while the current insurance arrangements exist in the industry there will be reluctance by project participants to co-operate and work closely with other participants. Such arrangements create massive barriers to teamworking.

As a member association of the Specialist Engineering Contractors'



Avoiding conflict, managing cost: pilot project for the Royal Marines

(SEC) Group, LEIA is promoting a radically different approach. This is **integrated project insurance** or **IPI**. IPI underwrites the whole team – consultants, project managers and suppliers. Furthermore it is not a liability policy; the insurer does not have a right of subrogation against any member of the team alleged to have been in default. So, what is the rub?

All members of the team must be appointed at the outset of the procurement process. They should primarily be appointed on their ability to deliver the clients' brief (which should define the client's "success factors"). The team must collaborate to "work up" that brief and eventually all must buy into the decisions on risk, design outcomes and, most importantly, the cost plan. It is the cost plan which is insured.

If the cost plan is exceeded the policy "kicks in". There will be a pain share/gain share arrangement under which the pain – to team members – will be the excess on the policy. The insurer will only underwrite the cost plan if the team has been scrupulous in identifying project-related risks and how they are to be managed, either by being eliminated altogether or by being reduced. To ensure that the team has been sufficiently robust in this the insurer will have audited the process. The premium is likely to amount to between 1% and 2% of the project cost.

This proposition is, of course, entirely new. But, as a result of lobbying by LEIA through the SEC Group, we now have a chance to test it. The Defence Infrastructure Organisation is building a new training centre for the Royal Marines. This will be the first IPI pilot project and is supported by the Government.

If this and other pilots prove successful this could be the future for construction procurement in the UK. It will require a fundamental change in culture but the ultimate prize will be substantially reduced costs to the client (through eradicating waste) and a healthier and profitable industry.
Professor Rudi Klein
Chief Executive, SEC Group

INCREASING MOBILITY

Most people, even those with no particular interest in sport, would acknowledge that London 2012 proved to be a great success, despite ticket purchase frustration, concerns about legacy and the impact on the national economy. The record-breaking achievements of so many individuals and the impressive facilities, combined with spectacular ceremonies and the contribution of thousands of volunteers, created a tremendous feel good factor. But perhaps the most striking impact was that of the Paralympics which followed. Records were broken for ticket sales, as well as for sporting achievement, leading the IPC President to declare the London 2012 Paralympic Games the greatest ever.

According to research, the Paralympics also had a significant effect on attitudes towards the disabled. In an Ipsos MORI poll, eight in ten (81%) British adults said that Paralympics 2012 had a positive impact on the way disabled people are viewed by the public. Channel 4 revealed that 80% of viewers enjoyed the fact that there were disabled presenters on screen and almost three quarters of the audience (74%) agreed that they enjoyed the matter of fact discussions about disability. The television channel has committed a further £250,000 over the next two years (additional to the £600,000 spent for the Paralympics) to both support and develop the existing disabled presenters across a

range of television genres and to continue to identify new opportunities for disabled talent on-screen.

How does this more positive climate created by the 'Superhuman Paralympians' impact on the day-to-day life of the disabled and less mobile in our society? The Government response has been to increase funding for local authorities. In December 2012, Care and Support Minister Norman Lamb announced an additional £40 million for Disabled Facilities Grants (DFG) in 2012/13, to be shared on an allocated basis to all 326 Local Authorities in England. This funding is in addition to the £180m already allocated to local authorities for DFG by the Department for Communities and Local Government.

Spending money on home adaptations for older and disabled people makes economic sense. According to a report from the London School of Economics in 2012, the Government's annual spend of £270 million on home adaptations is worth more than twice that in health and social care savings and quality of life gains. Increased life expectancy has significantly impacted on our society.

Whilst increased funding is welcome, there is concern that whilst the additional money is named for DFG use, it is not ring-fenced and this along with the Localism Act enables local authorities to spend the money how they see fit. Some people believe that those trying to balance budgets in the current challenging economic environment may be under pressure to use the funding in other ways than providing lifts and accessibility equipment provision. Some members of the LEIA Personal Lift Group (PLG) for example, do not see the increase in local authority funding being reflected in increased supply and installation of lifts and accessibility equipment.

As John McSweeney of Terry Lifts puts it, "The funding may be there, but it is difficult to see where it is being spent. We have seen the numbers of steplifts purchased by local authorities drop since last year, yet through floor lifts have remained the same, if not higher. Perhaps it is because decisions are based on what is essential, rather than discretionary, with ease of movement between floors being seen as more important. This can mean that a disabled person can move around inside their home, but may have great difficulty in leaving and returning to it."

Whether the funds are ring fenced or not, a major problem in effective delivery is a lack of resource within local authorities

and the application process itself. As Julia Skelton, Director of Professional Operations at the College of Occupational



Stuck indoors...

Therapists, says, "One of the problems is the length of time it takes to get expensive equipment and adaptations approved and installed such as lifts because of the complexity of the process through the local council system. An assessment by an Occupational Therapist working in social services is followed by means testing by Environmental Health and compliance with the requirements for the grant award. This can take many months".

disability charity Papworth Trust carried out a survey in 2012 amongst disabled and elderly people. In *Home solutions to our care crisis*, Papworth Trust reported that of its 640 responses, "a quarter of people who had received a DFG had waited more than a year. One respondent said she waited eight years for a DFG and in the end paid for the work herself."

Coventry Council has tried to improve the

Councils are supposed to decide on a DFG application within six months and process payment within a year. The

process by creating a central unit to hold its DFG funds, co-ordinate response and to provide equipment, including stairlifts,

When it comes to improving access in transportation, public spaces and the workplace, there is a mixed picture. Transport for London prided itself on providing accessible travel facilities throughout London 2012. Crossrail will be delivering a network designed to accommodate the disabled and elderly, for example with step-free access from street level to

Crossrail platforms in both directions at 29 out of 37 stations.

However, judging from a recent court case, there is still considerable room for improvement in some areas. In February 2013, Mark Daniels, a medical student and permanent

wheelchair user, accepted an out of court settlement from the owners of a nightclub who refused him entry and made taunting remarks. This is four years after from the landmark case in which the Royal Bank of Scotland had to pay damages to a young wheelchair user and install a platform lift in one of its branches in Sheffield.

on lease rather than purchase. This initiative is reducing costs and increasing response times, particularly with its fast passport system for work costing less than £4,000.

Meanwhile significant legislative change is being proposed. The College of Occupational Therapists has been lobbying on the draft Care and Support Bill, which is to replace the Chronically Sick and Disabled Act 1970. "It is unclear where equipment and low cost adaptations sit within the proposed new legislation and also its relationship with the Housing Grants Reconstruction and Regeneration Act which provides for DFGs," says Julia Skelton.

However, there is much emphasis on change 'so that the person is at the centre of the process.' Julia Skelton believes that this may allow service users to have the choice of equipment, rather than the obligation to choose from a local authority list, which could put pressure on manufacturers to improve design.

Craig Pilkington, of Wessex Lifts, is Chairman of the LEIA Personal Lift Group. "Despite the unstinting efforts of local authority Lift Engineers, Adaptation Officers and Occupational Therapists up and down the country, we are failing to provide disabled people and the elderly improved freedom of movement in and

around their homes. If we are really to effect change and as Julia Skelton states 'put the person at the centre of the process' we need to increase the level of DFG funding, re-instate the Ring Fence and ensure that the people resource is in place to effectively deliver."

But whilst the cross party committee commenting on the draft Care and Support Bill in March 2012 welcomes it for cutting through a complex web of arcane legislation, it is concerned that, "The introduction of a capped cost scheme, which will result in many more people being assessed and entitled to a personal budget, is likely to lead to an increase in disputes and legal challenges."

Moreover, the cross party raises doubts that current funding for adult care and support can deliver the transformation of services set out in the report. As Craig Pilkington says, "The Paralympics showed what can be achieved with appropriate funding. People are not disabled, it is the environment that is disabling."



KEEP YOUR DISTANCE

In the challenging aftermath from the Government's decision to remove University subsidies, resulting in the well-publicised £9000 course fees issue, LEIA carried out a detailed review of how best to deliver its distance learning course in the most cost-effective way for member companies and their workforces. The review also gave LEIA Education and Training Manager Lawrence Dooley the opportunity to identify a number of areas for improvement to the course, which had been delivered by the University of Northampton over a number of years.

As a result, LEIA has taken over the delivery and management of the distance learning course in lift and escalator technology. Phil Andrew, a retired University of Northampton lecturer, assisted with the revamping of the course material to present it in the new format.

One of the most innovative changes is the introduction of three starts in a year. Previously candidates were limited to the academic year format, with full units starting in September and half units in January. As Lawrence Dooley points out, "If you missed the

boat in September or January you had to wait another year before enrolling."

Encouragingly, LEIA had more than 80 applicants wishing to start in January 2013, with the majority undertaking The Introduction to Lift Technology (GT1F3) or The Principles of Lift Technology (GT2F4). Under the old scheme, applicants would not have been able to undertake these units until September. Some applications have been received for a May start, although most of these are for MSH4 IOSH Managing Safely, the course material for which has been revised for LEIA by the Rapid Results College.

Another improvement is a rationalizing of the study unit numbering, which originally implied a progression but which had become unsequential over time, as units were re-numbered or even omitted. Now there is no hierarchy and individuals can choose which to study.

There are also changes regarding accreditation, as a result of new



Lawrence Dooley

requirements under the Ofqual Qualifications Credit Framework. Previously, the 220 hours acquired through taking units GT1F3 and GT2F4 was sufficient for the award of a BTEC Advanced Diploma and a BTEC Professional Diploma respectively, but 370 hours are now required. As a consequence, LEIA has applied to

awarding body Pearson Work-based Learning for accreditation to award the BTEC Advanced Certificate (rather than Diploma) and BTEC Professional Diploma in Vertical Transportation Technology.

Information about the 'LEIA New Distance Learning Course' has been communicated in the form of a PowerPoint presentation directly to LEIA member companies, at the LEIA Council meeting and to company contacts in a webinar. Feedback from the first webinar on 16 January was very positive and Lawrence Dooley is planning further webinars to inform and promote the new course.

In addition, the presentation, along with demonstration parts of the Course Reference Book and Learning Packages and Computer Marked Assignment linked from the presentation itself, has been circulated to LEIA member companies. The package shows how the new course material has changed from that provided by the University of Northampton, including the cross-referencing interaction between different documents.

MANAGING SAFELY UPDATE

As part of the revision and improvement of LEIA Distance Learning Units, the material for Managing Safely has been rearranged and made more 'user-friendly' in line with the requirements of IOSH. Lift and escalator specific elements have been retained, including parts that reflect the LEIA Safety Charter principles.

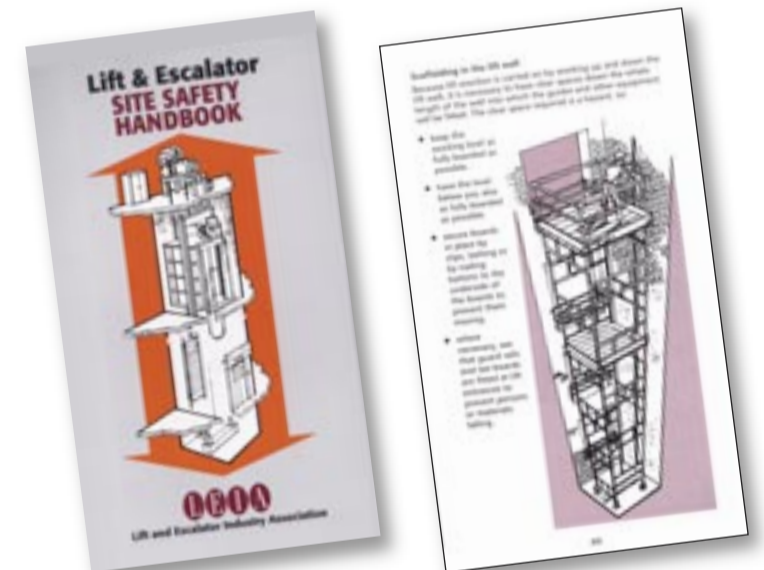
The revised material was submitted to IOSH on 17 December 2012. IOSH's first review on 6 February, has resulted in further work to the book and to the unit delivery, but LEIA are hopeful that this can be done in time for the May start.

Because the presentation of the Course Reference Book has been changed, this will be the only reference necessary for the unit. LEIA will no longer need to provide a copy of the *Principles of Health and Safety at Work* book as previously.

LEIA did not want to compromise the acceptance by IOSH of the revised material, so it was decided that although the End Test will be done online to the same timetable as other Distance Learning units, Managing Safely will continue to be completed by a Project submission on paper, rather than online.

Computer Marked Assignments will still be required by IOSH to ensure that LEIA can be confident that candidates are ready to take the End Test. Candidates' paper submissions will be marked by Agility UK, the company who undertook marking of the previous version of the unit.

NEW SITE SAFETY HANDBOOK



LEIA has produced a new handbook on site safety practice, in conjunction with the Safety Assessment Federation (SAFED). Designed in a neat, portable format, the handbook can be purchased from LEIA.

MEASURING UP

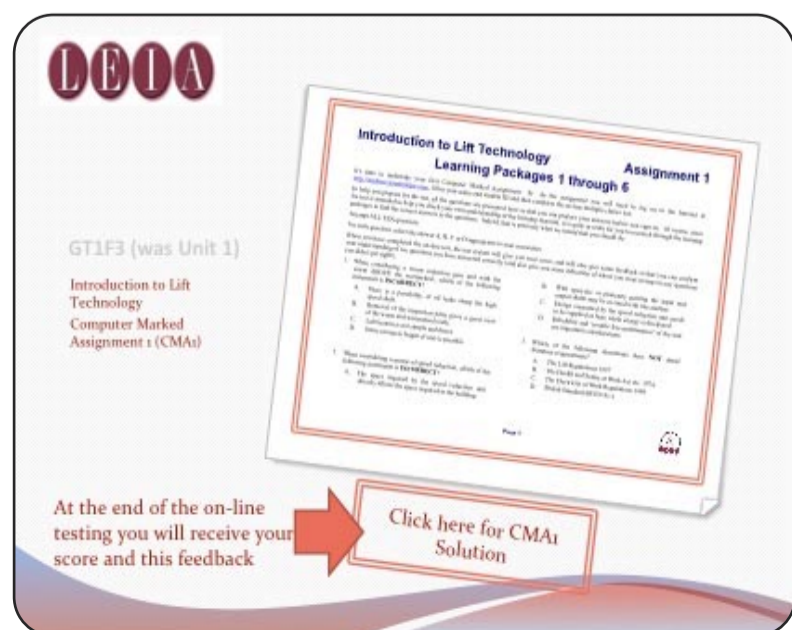
The process for gathering Europe-wide statistics for the lift and escalator industry has been completely revised, to create a system that is not only rigorous but also easier to populate. The European Lift Association (ELA) is replacing the Progetti electronic system with the confidential collection and consolidation of industrial statistics by the ELA Auditor Office in Brussels. LEIA is pleased to report that as part of this new system, the Association has the benefit of coordinating the collection of the industry statistics in a better format from member companies for onward transmission to the ELA Auditor, thus simplifying the process for members. The first report under the new system was presented at the ELA General Assembly in Istanbul on 3 April.

ELA is also determined to expand gathering of accident statistics on a

European basis to improve performance and remain at the forefront of industrial safety. Concerned that too few countries have participated in the past, ELA stresses that such reporting does not identify companies or accident victims. The table collects information on three categories of accidents (fatal, serious and minor) with a focus on fatal and serious. For fatal accidents, a description of where the accident has taken place is requested (in the shaft, in the car, on landing, in the pit, on the car roof). Even if the real causes of the accident can only be determined much later, it is important to collect data on every fatal accident in each country, even if they have happened on a lift that was not installed by a member of the national association. As ELA says, "The goal is zero accidents," – an aim firmly established in LEIA's core objectives. See *Managing Safely*, page 8.

Key elements of the new LEIA course

- 6 full units covering introduction to lift technology, further lift technology, mechanical systems, electronic systems, electric traction lifts and hydraulic lifts
- 5 half units covering stairlift and escalator technology, safety and contract management (commercial and site contracts)
- Course material available on CD, memory stick or SD card
- No need to download course material from the web
- Interactive material; no scrolling to find references
- On-line, open-book Computer Marked Assignments
- Invigilated End Tests at local computer centres
- Tutor support through Company contact or mentor, who in turn can refer to LEIA



Slide from the LEIA Distance Learning presentation

KEEPING THE LIFE BLOOD FLOWING...

Encouraging progress is being made to improve payment practices in the construction industry, driven by the commitment of major public sector clients together with lobbying by representative groups such as the Specialist Engineering Contractors (SEC) of which LEIA is a member. At a time of economic pressure, such moves are particularly welcome, to reduce the number of companies in the supply chain failing as cash flow is squeezed.

The Government is aiming to increase efficiency in the public sector by up to 20% by 2015 and as Chloe Smith MP, the Minister for Political and

Constitutional Reform said at an industry lunch in November 2012, "No business can be at its best when it is not being paid properly and by that I mean being paid the amount agreed, for work properly executed, and, just as importantly, in good time. Timely access to cash is critical to the survival of all businesses."

As part of the Government efficiency drive, the construction industry is set to benefit from faster and more secure payments through the use of Project Bank Accounts (PBAs) with £4 billion worth of projects to be awarded through this system by the end of 2014.

A high profile example of PBAs in action is Crossrail, where LEIA members KONE and Otis are installing lifts, incline lifts and escalators. Crossrail uses PBAs for all its Tier One contractors, the monies protected via the creation of a trust that is set up by the employer and contractor, under which each tier of the supply chain are the beneficiaries.

John Mead, Crossrail's programme supply chain manager, is committed to ensuring proper cash flow through the project. He has already identified through daily monitoring of contractors that Tier Two suppliers are paying their obligations more quickly than their own

are being met by Tier One suppliers. He believes that the current lack of easily available credit is a key factor in withholding payment. "Clients cannot simply assume that because they have paid their bills on time that contractors will be as timely in paying theirs."

John Mead, like Crossrail's procurement director Martin Rowark, brings experience of another major construction project that employed a myriad of contractors and specialists working to high specification - and a critical delivery date. The Olympic

Delivery Authority decided, after considerable debate, not to implement PBAs for London 2012, opting instead for careful monitoring of subcontractor payments and intervening when necessary to minimise the risk of supplier insolvency.

As John Mead says, "Time will tell whether PBAs will help in removing the risk of insolvency more effectively than using than the Dun & Bradstreet Delinquency Score system used at the ODA. But I am adamant that cash flow to and through the supply chain is like blood flow through the body, without it rot sets in and bits begin to die."

STANDBY FOR LIFTEX!

Keep safe, manage better, stay legal

LIFTEX International 2013 – at Excel London 22 -23 May - is proving to be the most successful event to date, with virtually all exhibition space sold out well ahead of schedule and strong visitor pre-registration. The decision taken by LEIA two years ago to take more direct control of this important industry exhibition, and the appointment of new event organisers Catalyst Events, has clearly paid off.

In addition to having access to a comprehensive range of exhibitors, visitors can attend seminar sessions providing valuable insights into current practice and topical issues. They will have the opportunity to listen to, and question, leading industry figures about matters ranging from the impact of new standards through health and safety to increasing customer satisfaction. Visitors will also hear an overview of the key elements of LEIA's new Code of Practice for Maintenance.

Day One, Wednesday 22 May: Regulations and standards.

Ian Jones will give a preview of the key changes in the new lift safety standards, which will be introduced by EN 81-20 and EN 81-50 due for publication in 2014. These will have a profound impact on the specification, building interface and design of new lifts. Ian Jones is convenor of TC10, the technical committee responsible for lifts within the European Standards Committee, which is writing the new lift design standards.

Robert Cooper, of the Health & Safety Executive (HSE), will provide an update on HSE's activities together with an overview of current issues ranging from control of unlocking keys



by owners and training in release procedures to Fee for Intervention and HSE surveillance activities.

A guest speaker from the London Fire Brigade will talk about the use, maintenance and modernisation of firefighting lifts. The use of lifts in the event of fire is always topical since there have been a number of significant changes in standards and regulations in recent years.

Day 2, Thursday 23 May: Maintenance

Ish Buckingham, editor of Elevation, will chair the session that features views of the maintenance market from a range of speakers.

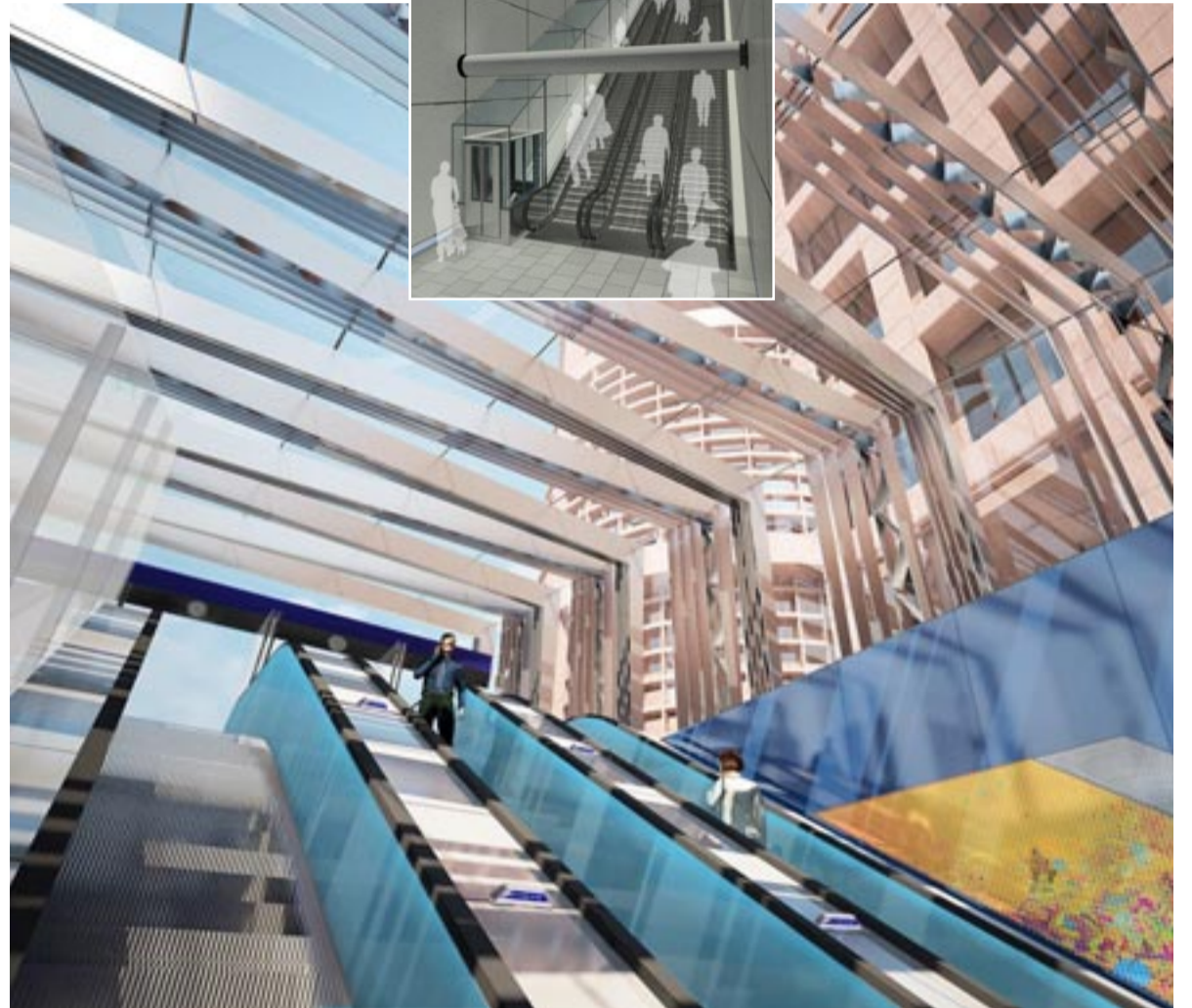
, of independent specialist engineers LECS, will give us a consultant's perspective and also share his distinctive thoughts on how training and safety in the maintenance sector could be improved.

David Warr, of Titan Elevators, will give the contractor's perspective, particularly in how to improve service by aligning more closely with clients' interests. Read more about his thoughts as newly appointed LEIA President in *Engineering for the future*. page 3

Finally, LEIA's Technical Director **Nick Mellor** will present an overview of its forthcoming Code of Practice for Maintenance, reflecting the Association's long commitment to quality, service levels and training in the industry.



www.liftex2013.com



Architects impression of elevators at Liverpool Street station and inset a diagram of the Crossrail incline lift

Crossrail is not only pioneering Project Bank Accounts, but also is leading the way on the use of incline lifts to deliver step-free access at two of the major central London stations on its route. Four innovative incline lifts will run alongside escalators at Farringdon and Liverpool Street Crossrail stations, where it is not possible to install vertical lifts. London Underground will also install an incline lift at Greenford station by 2014. LEIA member KONE is the contractor for the incline lifts, as part of the major contract the company won to install 50 lifts for the new Crossrail stations as well as five lifts for Bank, Greenford and Hammersmith Tube stations.

As Crossrail's procurement director Martin Rowark comments, "The new incline lifts offer an added benefit by allowing groups travelling together to have passengers with wheelchairs, buggies or large baggage to take an incline lift while friends and family take an escalator directly alongside."

Crossrail has also joined forces with London Underground (LU) to secure cost savings through combined purchasing and maintenance agreements, awarding a contract to Otis for over 100 escalators for Crossrail and the Tube network including 57 escalators for the new Crossrail stations in central London. Another objective is to deliver improved reliability and better value through the introduction of a

common industry standard escalator across the Tube network.

The combination of Crossrail and London Underground upgrading is expected to increase transport capacity by 30 per cent over the next 10 years. Crossrail's Martin Rowark says, "Every day millions of passengers on London's transport network are reliant on escalators to get them to and from station platforms. Crossrail will carry over 200 million passengers each year and escalators will play a crucial role in getting passengers into the massive new stations and onto trains that will whisk them across London."

There are over 428 escalators across the Tube network, each escalator operates for 20 hours a day and they are intensively used so need to be built to last. The cost of designing, building and maintaining a single escalator over its 40 year life is around £2.5m. This contract will see up to a 57 per cent capital cost saving per standard escalator.

Gareth Powell, LU's Director of Strategy and Service Development, says, "During the coming years, London Underground and Crossrail will install over 100 new escalators; providing a common industry standard escalator across the Tube network will deliver improved reliability and better value for customers."

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