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LONDON SW1P 3EB  
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My ref:

Your ref:

9 May 1985

Dear Mark

When we wrote to you seeking approval for the Prime Minister's foreword to this report, we promised to send a copy of the final document. I attach a copy of the published report, 'Mount Pleasant Airport.'

Yours sincerely

A handwritten signature in cursive script, appearing to read "S Vandervord".

MISS S VANDERVORD  
Private Secretary

Mark Addison Esq

CONFIDENTIAL

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COLLECTION DEVELOPMENT  
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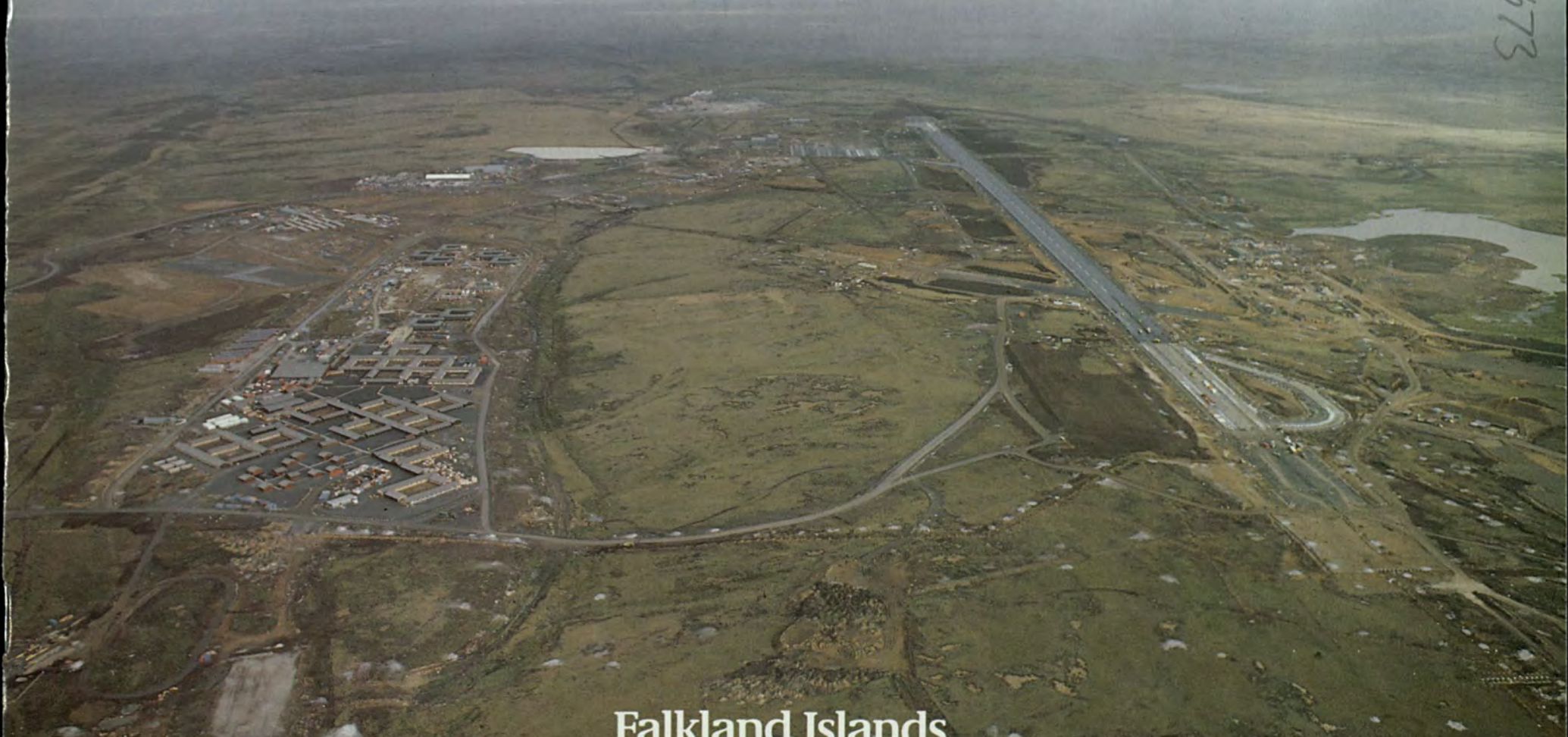






# Mount Pleasant Airport

*MEM 19/1673*



Falkland Islands

LAING-MOWLEM-ARC JOINT VENTURE

PROPERTY SERVICES AGENCY





10 DOWNING STREET

THE PRIME MINISTER



I pay tribute to the skills, efficiency and determination of everyone involved in building Mount Pleasant Airport on the Falkland Islands.

The opening flight will take place in mid-May as the first phase of the Airport is completed on time, 22 months from the signing of the contract. This is a triumph for which both Government and private industry can take credit. It has involved the Ministry of Defence which had to make important decisions about its requirements in a short time; the Property Services Agency which was responsible, with the help of its consultants, for designing facilities and letting and supervising the contract; and the consortium — the Laing-Mowlem-Amey Roadstone Construction Joint Venture — which has employed a British workforce and mainly British equipment and materials, almost all transported some 8,000 miles.

It is therefore a success story for Britain. It speaks volumes for what the British construction industry is capable of achieving in difficult conditions around the world.

The Airport represents both a significant step towards strengthening the defence of the Falklands and a key to the future economic development of the Islands. It will also bring renewed assurance to the people of the Falkland Islands.

My congratulations to all concerned!

*Margaret Thatcher*

### Chairman of the Joint Venture

It is with very considerable pride that we celebrate the completion of this stage of the new airport and that the almost impossible has been achieved by British Industry. We are more particularly proud of the achievement of men and women involved and in what has been accomplished in the last 18 months on this site. In what is one of the few remaining pioneering construction projects in the world a village for 2,000 people, 25 miles of access roads, a port facility that has handled over half a million tons of freight, service buildings, support facilities for a major airport and main runway have all been constructed.

The success of our Joint Venture has depended very much on the good relations with both the civil and military communities without whose help our task would have been much more difficult. From the first decision to proceed with the airport, the roles of the PSA and the UK Support Team have been fundamental in the integration of the design and construction, and we would like to thank them for their contribution.

All the people who have worked on the project from the first landing to the present day have overcome great difficulties and I would like to pay tribute to their achievements and their fortitude when separated from friends and family for so many months.

Oliver Whitehead

### Civil Commissioner of The Falkland Islands

In his Economic Study of the Falkland Islands in 1982, the Rt Hon Lord Shackleton KG OBE recommended the construction of a completely new airfield, either at Stanley or elsewhere, with a runway of 2,590 metres. Who would have dreamt that his recommendation could have been implemented in under 18 months from landing on a virgin shore?

The opening of Mount Pleasant Airport heralds a new era for the Falkland Islands. I am confident that it will play a progressively more important role in their economic and social development.

Thanks to the military sacrifices in regaining these Islands, the far-sightedness of the British Government and the British workers who carried out the construction works, we now have the basis of an international airport that will give the Islanders security, independence and hope for the future. On their behalf I should like to thank all those who made this possible.

Sir Rex Hunt, CMG

### Commander British Forces

The opening of Mount Pleasant Airport is a landmark in the history of the Falkland Islands and the manifestation of the close ties that bind the Islanders to their kinsfolk in Great Britain. It is a monument to those who, in 1982, gave their lives for the Islanders' freedom and to those thousands of Servicemen and women who have defended these Islands during the unfolding of this great project.

As the first aircraft touches down let us all remember the British sacrifice that restored the Islands to freedom; the British endeavour that made the airport a reality; and let us hope that the Falkland Islanders will now prosper in peace and security.

Major-General Peter de la C de la Billiere, CBE DSO MC

### Chief Executive of the Property Services Agency

The completion of the main runway and the beginning of flying operations at Mount Pleasant Airport provides an opportunity to publicise a significant achievement by the Property Services Agency, its consultants and its contractors, the Laing-Mowlem-Amey Roadstone Construction Joint Venture.

Since joining PSA a year ago, I have followed the building of the Airport with keen interest, and last December I visited the Falkland Islands to see for myself how the work was progressing. I walked the 2,590 metre runway and met many of the PSA staff and consultants on the job. The conditions were tough but my abiding memory is of everybody's energy and enthusiasm.

Gordon Manzie, CB





## THE PROJECT

May 1985 marks the opening of Mount Pleasant Airport (MPA) in the Falkland Islands for regular flights. Although Phase II of the development, including staff accommodation and support buildings will not be completed until next year, this probably represents a world record in construction time for a permanent airport — built moreover on a greenfield site 8,000 miles from its source of labour, equipment and materials. Such an airport would normally take a minimum of five years to plan, implement and complete. Mount Pleasant will have taken three.

Following the repossession of the Falkland Islands from the Argentines in June 1982, HM Government

decided that it was necessary to construct a new airport in the Islands capable of taking wide-bodied aircraft to provide for defence of the Islands and for their future development. This need had already been identified on purely economic grounds in the two reports by Lord Shackleton in 1976 and 1982, which recommended the provision of a runway capable of handling medium and long-haul aircraft.

Initially the Ministry of Defence (MoD) envisaged that the Royal Engineers (RE) would construct the airport but this would have created too great a strain on their resources so in September 1982 the Property Services Agency (PSA) of the Department of the Environment were given the responsibility. Although the greenfield site at Mount Pleasant had been selected by the Royal Engineers and the PSA, Ministers needed to be sure that it offered the most economic approach, so the PSA prepared estimates for two sites, at Mount Pleasant and the existing

airport in Stanley. In March 1983 PSA invited contractors, including the Laing-Mowlem-Amey Roadstone Construction Joint Venture (LMA), to tender for an airport and associated works at both places. Having received tenders Ministers chose Mount Pleasant because it was cheaper, had fewer construction difficulties and avoided the problem of interference with day-to-day military operations that would have occurred had Stanley been extended.

The need to achieve the earliest operational date for the airport was paramount. It is a remarkable feat of co-operation between the PSA, as the overall development managers, and LMA, as the main contractors that this has been achieved only 22 months from the instruction to proceed, and 16 months from the start of permanent works. The dates below illustrate this remarkable progress:

- June 1982 HMG decided to construct a new airport in the Falklands.
- Aug 1982 The first PSA team began preliminary surveys, following site selection by PSA/RE.
- Sept 1982 PSA asked to manage the project.
- Feb 1983 Full PSA team established to start detailed design and planning.
- Mar 1983 PSA invited tenders from interested contractors for the two sites. Contractors' teams visited Falklands to inspect sites.
- May 1983 Tenders returned.
- June 1983 Parliamentary announcement of location and LMA invited to proceed.
- Sept 1983 Ships "Merchant Providence" and "England" with pioneer workforce sailed from UK.
- Oct 1983 Both ships arrived at East Cove.
- Nov 1983 Pioneer workers' camp established at East Cove and work started on temporary access road to airport site.
- Dec 1983 Temporary access road reached site perimeter.
- 31 Dec 1983 Turf cutting ceremony on main runway by Commander British Forces.
- Apr 1984 Workforce moved to accommodation on site. Pioneer camp dismantled for use elsewhere.
- Apr 1985 LMA handed over main runway to PSA.
- May 1985 Official opening of airport and start of regular flying operations.
- Early 1986 Planned completion for LMA airport contract.



## ECONOMIC ASPECTS

Apart from aiding the development of the Islands' economy, the new airport will result in substantial savings in maintaining the Falklands garrison, currently running at about £648 million per annum. A large proportion of this expenditure covers the cost of using transport aircraft which have to be refuelled in-flight en route from Ascension.

With the opening of MPA, the use of wide-bodied aircraft will be possible with an estimated weekly saving of over £500,000 on fuel and other costs. There will be a reduction in overall travelling time from 34 hours in the early days of 1983 to 18 hours in 1985. Throughout its planning, PSA has put considerable emphasis on the use of the most economic combinations of systems and materials in the design and construction of the airport and its facilities; and also agreed with the Ministry of Defence to provide living accommodation to a basic training standard. An interesting example of an economy was the decision to adapt the contractor's temporary accommodation to meet the needs of junior ranks when the project has been completed, rather than build new.

## PLANNING TASK

The task was to design and build a new airport complete with supporting accommodation and services. This included a 2,590 metre main runway; a 1,500 metre secondary runway; hardstandings for passenger and military aircraft and helicopters; a hangar for a wide-bodied jet; an air traffic control tower; power stations; water supply; associated airport operational buildings; and domestic accommodation, to include sleeping, dining and recreational facilities, for the personnel needed to operate the airport.

Throughout the autumn of 1982, PSA had small teams devoted to costing the various alternatives requested for study by MoD. By February 1983 when Ministers had decided on the way ahead, PSA was able to set up a small management team for the project. After the initial outline proposals had been agreed, PSA formed six separate project teams with individual responsibility for major parts of the programme. To date, PSA has provided LMA with over 20,000 construction drawings at an average rate of 1,250 per month.

PSA retained full responsibility for the airport layout and design but Sir Alexander Gibb & Partners, consultant civil engineers, were to design all other civil engineering works including the roads,





drainage, sewage treatment, technical buildings and some harbour works. The main accommodation buildings, passenger and freight terminals, technical facilities and medical centre were undertaken by the Building Design Partnership. Ewbank Preece Design Partnership were commissioned to provide the main utility services — the main and standby power stations; heating and electrical power and distribution systems. Gardiner & Theobald were

appointed quantity surveyors to provide cost advice, Bills of Quantities and measurement of final accounts. Altogether some 200 people have been involved.

Following receipt of tenders and the decision in favour of Mount Pleasant, a PSA-led team of consultants, geologists and surveyors began working at top speed to finalise the location of the runway and principal airport buildings. Within a few weeks

preliminary site plans were completed and approved by MoD. Conditions for the survey teams were truly pioneer — it was, as one PSA surveyor said: "... a bit like going to the moon." There was no proper accommodation and there were certainly no roads — six miles an hour by Land Rover was good going. Underfoot the ground was rough and wet, and surveyors would sometimes slip waist-deep into pools of black water in the peat bogs.

## TENDER

In the autumn of 1982, PSA had entered into preliminary discussions with seven leading contractors who, they considered, had the necessary resources for the airport project. After these discussions, during which the full volume and scope of the work was assessed, six of the firms formed three consortia so as to bring together the financial, management and professional expertise needed for the job and to reduce the financial risk to any one firm.

The major challenges which faced the firms tendering for this contract were the short construction schedules, extensive logistics problems, difficult communications and the absence of harbour facilities adjacent to the site.

The tenderers were also required to use a British work force and to use British plant and materials and ships where practicable and economic. Virtually the only raw materials available on the Islands were water, stone and sand.



## EAST FALKLAND



## CONTRACT

The consortium of Laing-Mowlem-Amey Roadstone Construction submitted the lowest tender and on the 27 June 1983 the Secretary of State for Defence announced to Parliament that PSA would place the contract with LMA for works to a value of approximately £190 million, to which would be added the cost of the road from Mount Pleasant to Stanley and a separate MoD contract for communication and navigational aids, making a total of £215 million.

The contract also specified that the main runway and other necessary facilities for its operation, including a temporary surface on the Mount Pleasant to Stanley Road, were to be handed over to the PSA by late April 1985 and the remainder of the contract completed by early 1986.

The main problems which could affect the successful completion of the contract were:

The organisation of an efficient and timely supply of materials;

Provision of an attractive employment package for the large UK labour force working 8,000 miles from home in tough conditions;

The need to provide adequate accommodation and welfare facilities;

The necessity to locate sufficient quarry sites based on the available information and, thereafter, to obtain large quantities of aggregates to meet the enormous construction requirements.



## LOGISTICS

A rapid mobilisation programme by LMA began immediately the contract was awarded as construction of the permanent works was due to commence by the end of 1983, six months later. It was a daunting task and meant planning at least three months ahead for all materials, plant and equipment; and to cater for the needs of over 2,000 personnel.

As proposed in the tender Laing -Mowlem -ARC purchased a 13,000 tonne merchant vessel, "Merchant Providence", which was to be used as a floating jetty-head at East Cove. This had formed an important feature of the LMA tender, and was considered to be the quickest way of providing unloading facilities nearest to the site — 6 miles away. "Providence" sailed from Avonmouth on 28 September 1983 for the 8,000 mile voyage south, with the initial shipment of some 13,600 freight tonnes of cargo. Also on board was an LMA workforce of 24 together with some of the sub-contractors. A further 76 construction workers sailed from Tilbury on 29 September 1983 aboard the 8,000 tonne MV "England", chartered from Cunard, thus completing the pioneer workforce. The journey took about a month and on arrival at East Cove the heavy plant was unloaded from "Providence" on to a

self-propelled Flexifloat barge, which itself had formed part of the cargo, for final transfer to the shore. The ship was then converted into a jetty-head for the duration of the contract. Initially it was also the accommodation base for the pioneer workforce and throughout the contract it has been used as a fuel depot with 2,800 tonne capacity.

The jetty vessel was secured to the shore using specially designed struts and anchors with a Bailey Bridge for access and is equipped with a 150-ton derrick and two 22-ton derricks which, with the Flexifloat, are used for the discharge of cargo ships. "England" also played a crucial role, transporting the workforce to and from the Falklands. They travelled by scheduled flights from London, either direct or via Johannesburg, to Cape Town where they joined "England" for the 11-day voyage to East Cove. The passenger vessel worked on a monthly schedule carrying on average 300 persons per trip. By April 1985, 9,000 passengers had been transported between South Africa and East Cove and "England" had travelled more than 150,000 miles.

Four chartered cargo vessels sailed in turn from Avonmouth about every three weeks and by April 1985 there had been 22 sailings with some 513,000 tonnes of materials, plant and equipment, including 300 tons of food and 1,200 tons of diesel fuel per month. There were over 850 major items of construction plant on site with a capital value in excess of £25 million.



## COMMUNICATIONS

At the outset of the contract the problem of communications had to be solved as there was no link from MPA to the outside world. The nearest existing link was by marine cable which provided telex and telephone from the Cable and Wireless office in Stanley, some 30 miles away. It was therefore essential to set up a direct link between the site and UK. Initially "Providence" was fitted with a Marasat system which provided a single telephone/telex line via satellite to the international networks.

In December 1983 Cable and Wireless opened an earth station in Stanley and the necessary equipment to utilise this system was installed on completion of the site offices at Mount Pleasant. By using a UHV radio link signals were beamed from a disc aerial at the site offices and received by a special disc aerial erected by LMA in Stanley. The signal was then automatically beamed by the Cable and Wireless earth station via Intelsat to the UK. This system provided computer links, telefax and telephones, not only for business purposes but also enabled the workforce to dial direct to the UK using public call boxes installed in their recreation centre.

## WEATHER

The weather was another obstacle and it was not exceptional to experience snow, hail, rain, sun and gale-force winds in the space of a few hours. Average temperatures range from a mean annual maximum of 21° C (70° F) to a mean annual minimum of -5° C (22° F). The mean annual wind speed is 17 knots. It was the gale-force winds which were of special concern as it affected all areas of operation particularly cranes, scaffolding, structures and the production of high quality concrete. However, the precautions taken by LMA allowed concreting to continue throughout the winter.

High seas could prevent the passenger ship and the freight vessels from docking alongside "Providence", thus hampering cargo discharge. However, the weather has not prevented the construction team from executing works to the required standard.





## ENVIRONMENT



Before construction began PSA and the Building Design Partnership commissioned the Institute of Terrestrial Ecology and the Nature Conservancy Council to carry out a study of the Mount Pleasant area to consider the ecological impact that the airport construction would have on the environment. The report concluded that there would be little major disturbance to the environment other than a change to the landscape. The only possible threat to wildlife was to a small colony of Gentoo penguins on Bertha's Beach which, as the report recommended, is being maintained as a nature reserve. The report also identified two major potential problems which could arise from bird strikes, particularly by Upland Geese, and damage to aircraft engines by the intake of sand and soil due to erosion. As a result, the geese are being discouraged by sowing seeds of plants unpalatable to them and soil erosion is being reduced by confining vehicles to made-up tracks and by re-vegetating eroded areas. Trees are to be planted near accommodation buildings to "break up" the landscape and provide wind-breaks.



## CONSTRUCTION

In the normal course of events for construction jobs overseas, accommodation is completed before commencing the permanent works but in this contract, because time was of the essence, both jobs had to be carried out simultaneously.

Once the jetty-head had been established, the pioneer force started constructing a 400-man camp at East Cove, using materials carried with them on "Providence" to house themselves and future workers, and at the same time began to drive a road the 6 miles to the site at Mount Pleasant. This temporary access road reached the perimeter of the site in mid-December 1983 and continued to the west end of the site so that the runway works could begin. This was part of an extensive network of some 25 miles of temporary roads and hardstandings which were rapidly built to enable access to the rest of the construction works.

Major-General Keith Spacie, OBE, then Commander British Forces in the Falklands, performed the turf cutting ceremony on 31 December 1983. He praised LMA for the tremendous progress achieved thus far and for starting works on the runway on time — it was one day early!

By April 1984, the main contractor's camp at Mount Pleasant had sufficient accommodation to house 1,000 of the workforce, which was continuing

to increase, and the pioneer camp at East Cove was eventually dismantled for use elsewhere. Meanwhile, work was continuing on the airport itself.

Construction was started on the 10 MW power station, the hangar for the wide-bodied aircraft, the bulk fuel installations, the air traffic control tower and the fire crash rescue building. Work also began on the petroleum supply depot at Mare Harbour, and on the main RAF accommodation units. Most of these facilities were completed by April 1985. The main hangar for wide-bodied jets, a land mark for miles around, is the largest single structure on the site, being 31 metres high and 58 metres square with 600 tonnes of steel.

The remainder of the contract which includes the standby power station, the helicopter hangar, the secondary runway and domestic accommodation, among other facilities, will be completed in Phase II of the project. In total, there will be 100,000 square metres of buildings, which together with the extensive roads and other services will create a small township.

As well as the construction of the main runway and other features mentioned above, special mention needs to be made of the road between Stanley and Mount Pleasant. It is some 30 miles in length and was included as a design and construct element — no mean task in view of the short timescale available to bring it into use by April 1985 for passenger and cargo movement between MPA and Stanley.

## QUARRYING

Successful quarrying was critical. Almost all of the stone required for the contract, including aggregates for pavement quality concrete, structural concrete and asphalt paving, has been quarried and processed by LMA on the Island. By the end of the contract some 80,000 cubic metres of pavement quality concrete and 150,000 tonnes of asphalt will have been laid.

The original requirement was for 1.2 million tonnes of tillite and 0.5 million tonnes of quartzite. The potential sites for the quarries, identified by a joint PSA/RE/RAF survey team in October 1982, formed the basis of LMA's subsequent search for aggregates. LMA also opened numerous borrow pits as well as the major quarries for tillite and quartzite, and further quarries along the Stanley Road.

The stone proved to be of variable quality and this resulted in a considerable increase in the total volume of quarrying. LMA adopted 24-hour working at the process plant and introduced additional crushing plant to maximise volume production of aggregates. To date about 1.5 million tonnes of stone has been produced.







## WORKFORCE

From the 100-man pioneer force at the outset of the contract, the total workforce, including PSA staff and sub-contractors, rose to more than 2,000 at its peak in March 1985, with everyone working a minimum 60-hour, 6-day week.

However, it was not all work and no play and the workforce proved very enterprising in the wide range of interests they pursued in their spare time. LMA and PSA actively encouraged this by the provision of a recreation centre. Leisure activities ranged from rugby and windsurfing to chess and darts. The recreation centre had two video rooms, three bars and telephone links to UK.

Until April 1985, it was almost impossible for the workers to visit Stanley. The Falkland Islands Government Air Service (FIGAS) did not operate scheduled flights at weekends and the only other route was overland by Land Rover — a journey not



recommended, either for speed or comfort, as at best it was only dirt tracks. To travel the 30 miles took a minimum of three hours and often much longer. This was graphically illustrated by an adventurous group of 11 men who drove to Stanley to play football against the Army. It took them five hours to get there and they were then beaten 11 — nil by the Paras!

Other facilities at the camp include a barber shop, post office, chapel, laundry and a bakery. There is also a medical centre which has a 10-bed hospital with six nurses and two doctors. The site also boasts a newspaper — *The Pleasant Times*.

The turnover of construction workers was gratifyingly low — some 50% of that generally experienced in the UK and on major overseas contracts — and about 25% of the workforce opted for a second tour. The accident rate was also remarkably good with only 2.2 accidents per 100,000 hours worked, less than half the UK average.

Facilities for compassionate leave and medivac cases were provided by the RAF.

## SITE MANAGEMENT

LMA's site organisation to deploy the peak workforce of 2,200 was headed by a Resident Director with supporting line and departmental managers, leading a staff of 230. This team was responsible for executing the work on the site with detailed planning and the utilisation of construction plant, labour and material resources required to achieve the very demanding programme involved.

PSA's site organisation was headed by a Falkland Islands Regional Director and he had, at peak, 55 staff from PSA and consultants. His team was responsible for the close monitoring of the contractor's detailed programme and close liaison with the military staff of the Commander British Forces, Falkland Islands. Through his senior resident engineers, he exercised control of the quality of materials and workmanship which was maintained throughout the contract to PSA's full UK standards.

## UK SUPPORT OFFICES

LMA and PSA had UK support offices at Surbiton and Croydon respectively. PSA's job was to complete the design of the facilities, provide the drawings and specifications, and supervise the contract. LMA successfully accomplished the mobilisation for project construction including the recruitment of the labour force and setting up suitable welfare arrangements for the families remaining in the UK; integrating the extensive range of sub-contractors and the massive management task of procuring and shipping all materials.



## POSTSCRIPT

This opening, though remarkable, should not conceal the fact that much remains to be done. There is the completion, by early next year, of the balance of the contract. And in May 1984 the Secretary of State for Defence announced to Parliament that further construction work would be carried out so that the garrison could be concentrated at Mount Pleasant. PSA invited six consortia, including LMA, to tender. In September 1984 PSA placed with LMA the contract for some additional facilities, as well as shipping, off-loading and site services to support the Wimpey/Taylor Woodrow consortium, which is to build a permanent port at Mare Harbour, and storage and living accommodation for the Army. These contracts are worth £119 million, and together with the expanded airport contract brings the total value of work at Mount Pleasant to £395 million at September 1984 prices.



## NOMINATED SUBCONTRACTORS

Balfour Kilpatrick Limited  
GEC/Ruston Diesels Limited  
McTay Limited

Mechanical and Electrical Supply and Installation  
Main Power Generation Supply and Installation  
Fuel Tankage Supply System and Installation

## MAJOR SUBCONTRACTORS & SUPPLIERS

Cenargo Limited  
Cunard Shipping Services Limited  
Cunard Crusader World Travel Limited  
General Navigation and Commerce Company Limited  
Hallam Group of Nottingham PLC  
Kelvin Catering (Camps) Limited  
Ward Brothers (Sherburn) Limited  
Wyesplan Limited  
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Aveling-Barford Limited  
Beechdale Engineering Limited  
Beeswift Limited  
Berkeley JCB Limited  
Blaw Knox Construction Equipment Company  
Blue Circle Industries PLC  
Bowmaker (Plant) Ltd now Finning Limited  
BP Aquaseal Limited  
Cable and Wireless PLC  
Compactors Engineering Limited  
Compair Holman Limited  
Degremont Laing Limited  
Dynapac (UK) Limited  
Empire Furnishing Company  
Esso Petroleum Company Limited  
Frederick Parker plc  
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Cargo Shipping  
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Building Supply and Erection  
Camp Catering and Administration  
Steelframe Design and Construct  
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Culverts  
Construction Plant  
Roadforms and Cover Frames  
Protective Clothing  
Construction Plant  
Construction Plant  
Cement  
Construction Plant  
Construction Plant  
Communication Equipment  
Construction Plant  
Construction Plant  
Water and Sewage Treatment  
Construction Plant  
Furniture, Camp Accommodation  
Fuel and Lubricants  
Construction Plant  
Workshop Buildings  
Construction Plant  
Construction Plant  
GRP and Concrete Pipes  
Forklift Trucks  
Asphalt Sand  
Timber  
Construction Plant  
Construction Plant  
Tyres  
Construction Plant  
Construction Plant  
Temporary Electrics  
UPVC Pipes and Fittings



## THE COMPANIES

Laing-Mowlem-ARC is a Joint Venture of John Laing Construction Limited, Mowlem International Limited and Amey Roadstone Construction Limited.

John Laing Construction Limited, part of the John Laing Group, is responsible for all the building and engineering construction activities of the Laing Group. The operation and services of the construction company are organised to enable the full management skills and technical resources of the Group to be deployed to the particular requirements of any individual project or class of work.

Mowlem International Limited is responsible for carrying out all major building and civil engineering work overseas for the Mowlem Group. The company provides a complete range of contracting services from design through construction to commissioning. Strong links are maintained with the Mowlem Group in the UK so that all overseas contracts benefit from the larger and more specialised resources available within the Group.

Amey Roadstone Construction Limited, is part of the Amey Roadstone Corporation Limited, and its activities principally embrace road and airfield surfacing, civil engineering and building contracting in the UK and overseas. Amey Roadstone Corporation is a major quarrying organisation in the UK. Therefore, Amey Roadstone Construction is able to draw on the vast expertise in quarrying and processing of stone which exists in the organisation.

## PROPERTY SERVICES AGENCY

The Property Services Agency is part of the Department of the Environment. A major part of its world-wide role is to provide, manage, maintain and furnish defence establishments in the UK and overseas. PSA also performs these services for property used by civil departments including offices, crown courts, museums and galleries, prisons and research establishments.

PSA activities include the design of new buildings and facilities, and supervision of construction. This work is carried out by using either PSA professional staff or consultants and all construction work is executed by contractors. The provision of furniture and equipment is generally the responsibility of The Crown Suppliers, a distinct unit within PSA. For the Mount Pleasant Airport this part of the undertaking is worth £7 million and includes the provision of sophisticated runway lighting and the extensive airport signposting network.

In 1983/84 PSA's expenditure on new construction was £793 million of which defence expenditure on major new works amounted to £467 million.





Photographic Sources: Ministry of Defence,  
Property Services Agency, Laing-Mowlem-ARC Joint Venture

