



**Private & Confidential**  
**MEMORANDUM**

**TO: Peter Bleby**  
**FROM: Gerard Menses**  
**DATE: 5 June 1997**  
**RE: Outcomes of investigation Natural Springs (Harrogate campsite).**

Geoff and Robert have given their final report to me on Harrogate.

I cannot over-state the seriousness of the findings and of the situation. It is scandalous that such an asset is suddenly at such a state of disrepair. It is clear this has been due to a series of poor decisions and neglect of duty and detail.

There are serious findings in the report in relation to Bob Brandenburg's management of the site. In turn there are serious repercussions in terms of your management of Bob.

To put formally in writing the concerns I have raised with you verbally today, Thursday 5th June 1997, is important given the severity of the situation.

I felt the culture of frugality you were trying to promote has been at the expense of occupational health safety and welfare issues. I believe you have not shown sufficient sensitivity to occupational health safety and welfare in managing of the campsites. As I indicated to you there are a number of points where you should have more carefully analysed concerns and issues Bob was raising.

I am reluctant to take action on grounds of wilful neglect on your behalf, because there are issues where it is doubtful if Bob did in fact raise them with you. However Bob has made a number of statements re difficulty in gaining access to you.

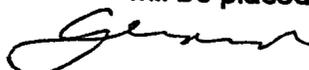
As I read the investigations, and I consider the allegations by Bob, I come to the conclusion that the ongoing concern of time management and priorities which I have been raising with you continues. I believe you have not given sufficient attention to the management of the campsites in your portfolio. I believe you have simply taken Bob on his word and you have not exercised due diligence as a manager in checking his work regularly. It is this lack of due diligence that is of most concern to me.

In seeking to maximise your department's concentration and performance on marketing and public relations issues I have been seeking to remove some responsibilities from the department. It is clear we must remove the responsibility of campsites from Bob Brandenburg and as such I wish to remove responsibility of campsites from your department altogether.

The investigation made a series of recommendations re enhancing your management skills, your sensitivity and understanding of occupational health safety and welfare and made specific remarks about neglect of detail and duty.

I have covered these points in the above. But to be perfectly clear:-

1. I am formally warning you in writing that there was a lack of due diligence in your management approach and I will be working closely with you around this issue in supervision. There must be a greater attention to detail evidenced in all areas of your work and we need to define clear parameters for this in supervision.
2. The evidence indicates you have displayed a lack of sensitivity in occupational health safety and welfare issues despite significant attempts by myself and the organisation to promote a positive culture around occupational health safety and welfare. I believe it will be important for you to attend some additional occupational health safety and welfare training which I am asking Geoff Blackwood, Human Resources Manager, to organise for you.
3. It will be important now that you work closely with Geoff Blackwood in disciplining Bob Brandenburg's inadequate performance in managing of the campsites.
4. Whilst I have sent you to some time management courses I believe this is an area we should continue to pursue. You have a diverse range of responsibilities and your position requires you to meet short and long term deadlines. As such a clear understanding of your priorities and objectives at any one time is important. As I said this has been an ongoing issue with you and we should provide further education and support around this element of your management skill. As such we should seek to identify appropriate courses and training material around this issue.
5. Due to the fact that this is a written warning a copy of this correspondence will be placed in your personnel file.



Gerard Menses  
Chief Executive