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**MEMORANDUM**

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**TO: Bob Brandenburg**

**FROM: Peter Bleby**

**DATE: 10th June, 1997**

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**RE: Outcomes of Investigation - Natural Springs, Harrogate,  
Campsite**

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Following the completion of the report from Geoff and Robert on Harrogate, and our discussion today, it is important that the concerns and outcomes of our discussions are put in writing, given the seriousness of the situation.

Gerard states in his memo to me about this, "I cannot overstate the seriousness of the findings and of the situation." He goes on to say that the situation at Harrogate has been "due to a series of poor decisions and neglect of duty and detail."

As I stated this morning, it has become clear that there has been neglect of what have been occupational health and safety hazards over a long period. The seriousness of this is such that you and I could have been liable at law for personal fines, and Gerard could have been liable for a jail sentence. Geoff is of the opinion that it is a matter of luck (or grace) that we have not had a serious accident at the site.

Consequently, there is no option but to relieve you of the duties of Manager of Campsites. This decision is not made lightly, nor without recognition of the importance of the campsites and of the camping industry to you, nor without recognition of your knowledge of and experience with the sites and of the camping industry.

The investigation also made recommendations about the need for you to attend further occupational health and safety training.

I reiterate that you are a valuable employee, and that we would be pleased to use your abilities in other ways. While early retirement is an option, I would be happy for you to expand the parish liaison work you are doing into a combination of parish liaison and donor liaison work, with the object of developing a good and comprehensive bequest program. I understand that you indicated a preference for this latter option, and I will look forward to your confirmation or otherwise of this early next week.

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If you take up the option to develop the donor liaison function, Cheryl McEgan will work closely with you to develop your skills and knowledge in this area, and we will develop a support and supervision program so that we can together maximise the results and effectiveness of this program. It is important that we do not get out of touch, but work closely as a team.

In the mean time, we will work out transition arrangements so that the tasks related to the management of campsites can be transferred to another Department of the organisation, and I would hope this will be completed by the end of June.

In summary:

1. As a result of the investigation, this memo constitutes a final warning that there was a serious breach of duty with regard to occupational health and safety matters at the Harrogate Campsite.
2. Consequently, you will be relieved of the duties of the position of Manager of Campsites, and transition arrangements will be developed by you and me together.
3. The evidence indicates that there is a need for you to attend further occupational health and safety training, which Geoff Blackwood will organise for you.
4. One option is early retirement, and the other is to continue in your Parish Liaison role and expand it into donor liaison work as well. If you take up this latter option, the Department of Promotions and Corporate Development will develop a training, supervision and support program with you to maximise the effectiveness of this work for the organisation.
5. Due to the fact that this is a written warning, a copy of this memo will be placed in your personnel file.

Peter Bleby  
Executive Manager,  
Promotions & Corporate Development

