

M4X02103

Team Working: Organisational Audit

Laura Farrell- 1703815 Events BA
Lauren Lambrick- 1708485 Events HND

Polly Thomas- 1800171 Events BA
Megan Romano- 1707291 Events HND

1a) Organisational Audit	2
1a) 1. Executive Summary	2
1a) 2. Introduction	3
1a) 3. Organisational features- (Lauren)	4
1a) 3.1. Structure	4
1a) 3.2. Organisational Culture	6
1a) 3.3 Goals/key objectives	7
1a) 4. Recent changes/new initiatives- (Laura)	8
1a) 4.1. National Trust: Changes/initiatives, Business rationale, and Impacts	8
1a) 5. Key organisational stakeholders- (Polly)	12
1a) 5.1. Who are National Trusts Internal Stakeholders?	13
1a) 5.2. Who are National Trusts External Stakeholders	14
1a) 6. Approach to sustainability and the Green Agenda- (Megan)	15
1a) 6.1. What is organisational sustainability?	15
1a) 6.2. What is meant by 'the Green Agenda'?	16
1a) 6.3. Is the national trust sustainable and how does it approach the Green Agenda?	16
1a) 7. Conclusion	19
1b) Contribution Audit	20
2. Reference List	24
3. Appedicies	27



1a) Organisational Audit

1a) 1. Executive Summary

This organisational audit will be analysing The National Trust using four key sections. The first, organisation features, will be discussing the structure, culture and Goals of the company followed by chapter two which will be analysing/ criticising any recent changes or new initiatives that have been made to the Trust. Leading on from this, section four will discuss the key organisational stakeholders of the company defining what stakeholders are, and who the internal and external stakeholders of the National Trust are. Lastly, this report will then discuss the approach the Trust has had to sustainability and how it may or may not comply with the Green Agenda.



1a) 2. Introduction

The National Trust is a charity that was founded in 1895 by Octavia Hill, Sir Robert Hunter and Hardwicke Rawnsley. These individuals recognised that the national heritage needed to be protected if it was to be enjoyed in the future. (National Trust, 2018)

The organisation prides themselves on protecting the coastline, forests, woods, beaches, farmland, and islands, but also help preserve archaeological remains, and the beauty of nature reserves, gardens, and one of the world's most extensive art collections. (National Trust, 2018)

The Trust is also well known for its efforts in restoring, historic houses, mills and pubs to allow the public to access these buildings of heritage and even rent them out for short visits or family holidays (National Trust, 2018).

This report will be using four key sections to analyse and critically evaluate the management and actions taken by the National Trust. These sections include; Organisational features, Recent changes and new initiatives, Stakeholders, and how the company tackles sustainability and the green agenda.

1a) 3. Organisational features- (Lauren)

The concept of the National Trust was originated by Octavia Hill when a garden in East London needed to be preserved, and Hill offered her services to help. The charity relies on income from donations, membership fees and legacies (National Trust, 2018). In addition, the National Trust earn money from commercial operations such as renting out venues, retail and catering (National Trust, 2018). The National Trust act was drafted in 1907 by Sir Robert Hunter giving the charity a status of Statutory Corporation meaning they have been recognised by the government as a public enterprise. In 2001 the National Trust introduced 'Farming Forward' which included helping out rural areas protecting their farms and crops (National Trust, 2018). The main form of labour comes from volunteers who help on a project that may need restoring or creating. In 2008 their volunteer count hit 50,000 people, then in 2013 it spiked to 70,000 (Guardian, 2018). With memberships being the main income for the National Trust, a massive milestone was made in 2011 having over four million members contributing a monthly fee to help the National Trust fund their projects (National Trust, 2018).

1a) 3.1. Structure

As shown in figure 1, the main structure of the National Trust consists of board groups. There are five different board groups which all have specific jobs yet all interlinked with one another. The first board is the 'Board of Trustees', this group of people are responsible for everything that happens within the trust. They ensure that the trust meets its statutory purpose with only twelve to fifteen members at one time. The trustees come from a range of different backgrounds. (National Trust, 2018)

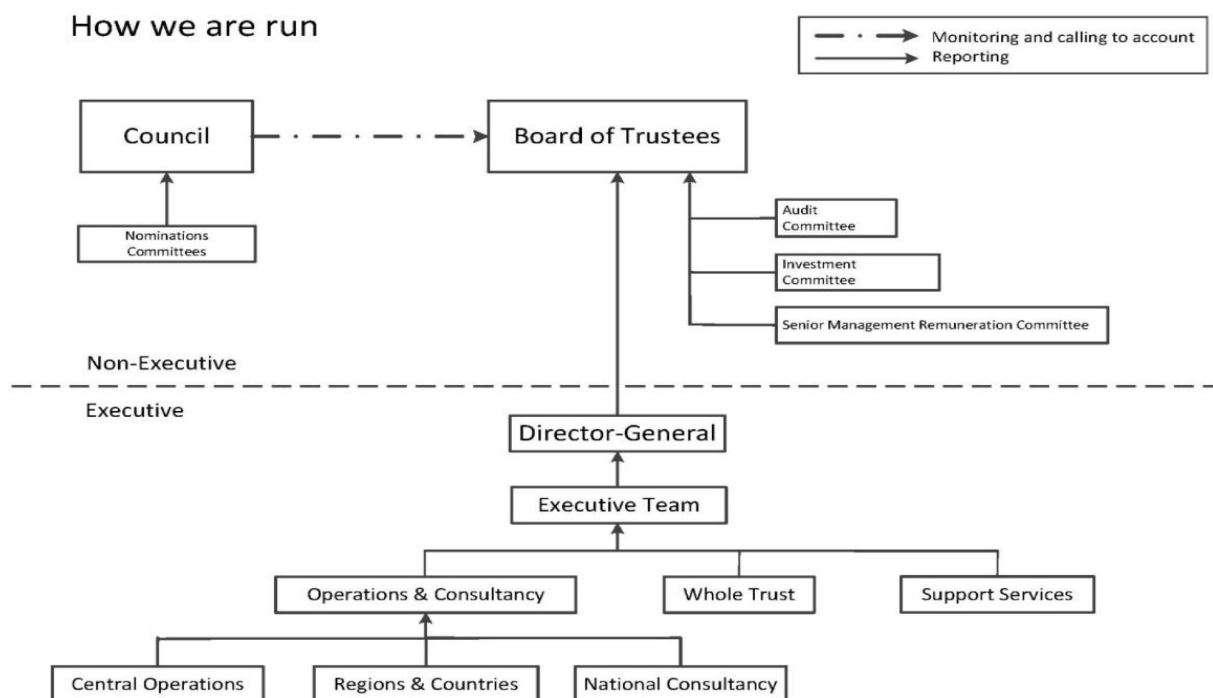
The second board is 'Board of Committees'. This section is further divided into three different committees; Audit Committee, Senior Management Remuneration Committee and The Investment Committee. The 'Audit Committee's' purpose is to address financial reporting risk and internal control. The 'Senior Management Remuneration Committee' makes recommendations on the terms and conditions of staff members and helps to

maintain a succession plan. The 'Investment Committee' recommends what places or areas the trustees should invest into while making a strategy and monitoring the implications. (National Trust, 2018)

The third board is 'The Council', while being deemed the 'the guardian spirit of the National Trust' the council's main purpose is to appoint the trustees that sit on the board. They also help to monitor and support the board of trustees in their work, including debating important issues of strategy and policies. There are thirty six members on the Council board. (National Trust, 2018)

Fourth board being the 'Nomination Committee' which chooses the chair of the Trust, the deputy chair, other trustees, elected members of the council. (National Trust, 2018)

The final board is 'Director-General and Executive team' who watch for implications and control plans and budgets. Each member has to be agreed upon by the Trustees.



1a) 3.2. Organisational Culture

To categorise the culture of the National Trust, the organisation would have to be divided between the organisation's staff and the volunteers that help the organisation in their free time. By looking at the two different segments, it will give a more accurate categorisation, that is specific to them. The National Trust could be further broken down into three categories by counting the events staff different to the organisational staff. The event staffs primarily focus on looking after guest and clients who have paid for their services (National Trust 2018) compared to the organisational staff whose main purpose is the running of the organisation and is in charge of all the ongoing in the National Trust (National Trust Jobs 2018). Each of the three groups will be categorised by using Handy's types of culture to ensure correct categorisation.

Through using Handy's theory (2011) as shown in figure 2, the events staff who host a range of events including fundraisers and using their properties to host weddings. When renting a National Trust venue for a wedding the trust will supply their staff, 'Our professional and experienced staff are on hand to ensure that your day goes with only one hitch' (National Trust 2018), this shows that the events staff will be organised with set rules in order for the event to run smoothly. The events staff including the staff who are looking after the properties would categorise as 'Role' culture by Handy's theory, as there would be managers at the event passing down instructions to the lower staff.

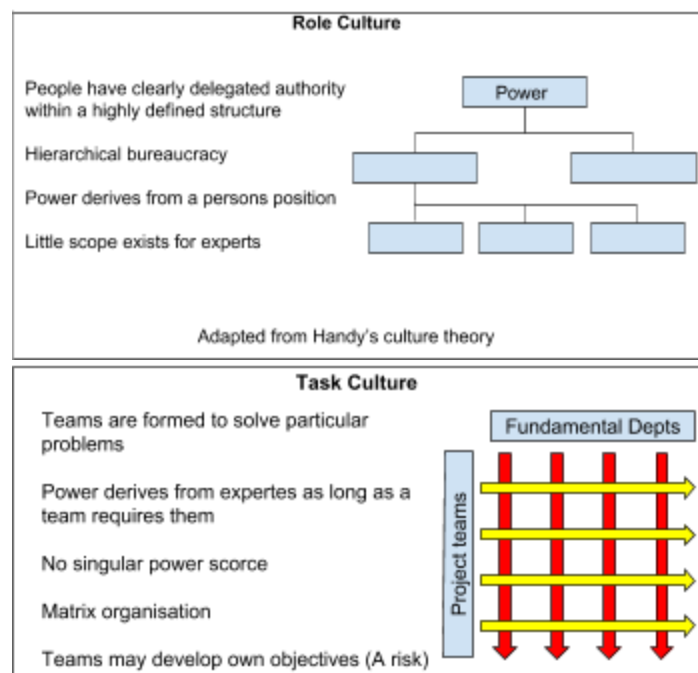


Figure. 2 culture



Again, when using the Handy's theory to categorize volunteers into a culture, looking at figure 2, the volunteers would fit into 'task culture' as they are also given a task to do by a higher authority, yet their main focus is to help fix problem such as preserving a natural heritage or helping to take care of lands to home wildlife. Volunteers are usually a quick fix as believed by Segal and Robinson and are usually not a long-term commitment (Segal, J and Robinson, L 2018) compared to an operational staff who would be permanent and paid for work. As volunteers are usually not long-term or paid, yet follow the rules from an expert, and mainly work within a team, the best cultural category would be 'task culture' due to the all the connections required within the role of a volunteer and Handy's task culture theory.

However, operational staff who take care of the organisation and are dependent on for the successful running of the organisation would fit into the 'Role Culture' as shown in figure 2. The role of an operational staff member is in charge of keeping the organisation together, ensuring effectiveness and efficiency (The Telegraph 2016).

1a) 3.3 Goals/key objectives

Since being founded in 1895, there has always been a general goal to preserve and restore natural heritage and culture. By restoring buildings, helping to take care of lands the National Trust has been able to keep history alive (National Trust, 2018). This has allowed many people to get involved and help with preserving history for years to come. More recently the trust has taken on broader projects to enable them to start contributing to restoring lands and help repopulate wildlife. In 2013 the National Trust 'nursed British countrysides back the health' to help natural wildlife that had declined by 60% due to poor land they 'pledged to try and reverse the decline' (Guardian, 2013).

1a) 4. Recent changes/new initiatives- (Laura)

Organisational change has been defined (Ford & Ford, 1995) as an action to develop a company from one state to another. This could be referred to organisational culture, management, infrastructure, means of providing or the product itself. Ionescu and Bolcas (2015) theorise that the potential reason for organisational change is to improve processes as a means to increase performance and surpass their competition.

However, in some instances, a resistance to change can also be a positive course of action. Lewin's force field analysis model illustrates that for every positive reason to act upon change, there is usually also a reason for resistance (Lewin 1951). This theory could be used in companies including the National Trust to determine whether a change will benefit or hinder their profits or aims.

1a) 4.1. National Trust: Changes/initiatives, Business rationale, and Impacts

One of the most highly controversial potential changes to the National Trust was the possible banning of trail hunting on the Trusts land. This change had been pressured onto the Trust by external sources, and as a result, it was broadcasted that the National Trust had been influencing members to vote against the enactment of this initiative (Quinn, 2017). Before this initiative was developed, the National Trust licensed the activity and have since then claimed to have amended the security of the licensing regime to try and deflect the accusations surrounding the safety of animals on site (Sharman, 2017). Although the Trust claimed that the dogs of the hunt follow an artificial scent of a fox (Quinn, 2017), members of the public who were supportive of the new

initiative believe this statement, and the amendment of the security was a facade to hide the hunting and killing of innocent animals. (Batchelor, 2017).

Figure 3 adopts Lewin's force field analysis (Lewin, 1951) to depict how the organisation potentially rationalised negating this initiative.

The contrast in positives to negatives primarily focused on how opposed

the rationality was between the organisation and the members of the public. Some animal rights campaigners accused the National Trust of disregarding wildlife and of having no intention of stopping the killings that happened on their property (Quinn, 2017). As a result, the potential loss of trust and positive outlook on the company may have become a reason for the Trust to support the initiative as well.

The Trust also referenced to its organisational aims to irrationalize this initiative (NationalTrust.org). The Trust states that their objective as an organisation is to not only protect the land under their control but to provide the most extensive array of access and activities as legally possible (NationalTrust.org). If the organisation had approved of this initiative, they would be removing one of the events that appeal to a set demographic of the public. This would clash with their ideology and conflict with their organisational aims.

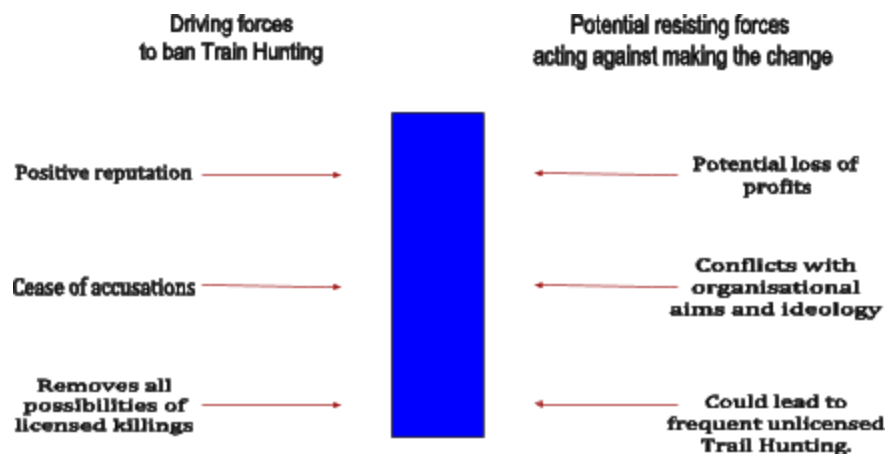


Figure 3. Adaptation of Lewin's force field model



It could be argued that if this initiative had have been approved, the impact may have been that unlicensed trail hunting on their land could of become more of an apparent issue. However, as the ban didn't come to fruition, the possible primary impacts for the National Trust is the loss of existing members and tarnished portrayal of their company. Trust members threatened to destroy their membership cards and want no association with the organisation, (Batchelor, 2017) while many members of the public may now have a negative perspective of the company after being subjected to the mass of negative articles advertised in the media.

The management of the National Trust deliberately made another recent change. This decision was to increase employees pay. On March 5th, 2018, newspapers released information that the National Trust will be awarding their employees a 4.5% increase in their wages (Hope, 2018). The organisation rationalised this decision due to believing its staff members should be rewarded for their commitment and effort they exude for the benefit of the company (Lewis, 2018). However, the impacts of this decision have been significantly voiced. After the release of this information, the Trust has been under accusation from their members and the general public. Some members have recognised a connection between the pay increase and membership fees rising. The Trust released information that there would be an increase in membership fees from March 1st, only four days after the staff wage rose (Hope, 2018). This has spurred accusations that the Trust increased their fee's with the sole purpose to allow for their staff to be paid the extra 4.5%. One former charities minister reprimanded the organisation for not disclosing all of its intentions when the news of the fee rise was

announced (Webster, 2018). The Trust told its members the fee increase was to raise money to restore historic buildings and continues to deny any link between the fee rise and its employees pay increase (NationalTrust.org, 2018). The impacts of this may further tarnish the organisation's reputation and diminish their members trust in the company.

Another management change that has been slowly developing since July 2017 is the transition of Hilary McGrady replacing Dame Helen Ghosh as Director General of the National Trust (Boyle and Mendick, 2017). Due to Helen Ghosh deciding to leave the company to pursue a career as the Master of Oxford College (Boyle and Mendick, 2017), the change in director was a non-optional development forced on to the organisation. However, the Trust did have the decision as to who would be succeeding in Ghosh's place. In December

2017, the Trust released a statement on their website explaining how they rationalised their decision. Figure 4 depicts the potential reasons and restraints to employ McGrady as Director

General. The Trust explains that

Hilary McGrady has been an active employee of the organisation for twelve years and the Chief operating officer for the last four. The company implies that her progression through the organisational hierarchy and her success as Chief of operations deems

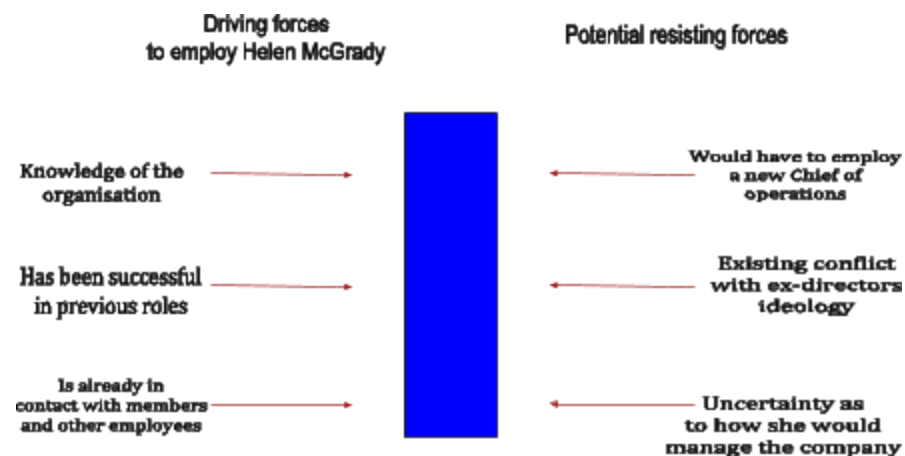


Figure 4. Adaptation of Lewin's force field model



McGrady a worthy successor (National Trust, 2017). However, the impacts of this decision were not witnessed until April 2018. Although the new director has been commended for her initiatives to resolve the conflict between the organisation, property owners and farmers (Ellson, 2018), some of McGrady's decisions have not been positively received. In July 2018, Helen McGrady released information regarding her intentions to appeal to the public of Birmingham. Some residents claimed McGrady to be patronising and degrading to the city and its people (Wilkes, 2018). Although it could be argued that her statement was misconceived, McGrady's actions to stop buying and refurbishing old houses (Aslet, 2018), an activity that the company was founded on, could result in a somewhat negative portrayal of the new director and direction she is taking the organisation.

1a) 5. Key organisational stakeholders- (Polly)

A stakeholder is a person or a group that has an interest in an organisation or business and can be affected by the outcome of change. (Business Directory, 2018). "The successful event manager must be able to identify the range of stakeholders in an event and manage their individual needs, which will sometimes overlap and conflict". (Events Management, 2012). An internal stakeholder is a group within a business, such as an owner, manager of the employees. In comparison to an external stakeholder, which is a group outside a company, such as investors, suppliers and even the community. However, external stakeholders still have an interest in the business with regards to its performance and how well it succeeds as a company. (Walker, D et al., 2008).

1a) 5.1. Who are National Trusts Internal Stakeholders?

Internal stakeholders have a significant role within the business as they are the insiders; therefore, the National Trusts charity is hugely supported by its stakeholders, and during 2015, the "National Trust's members supported a resolution which proposed many changes to our governance arrangements". (The National Trust, 2018). The council is made up of members chosen by organisations who have an interest in the National Trust. These members have the authority to act as a supporter of the Trust, the public and a range of stakeholders. (The National Trust, 2018).

A key stakeholder for the National Trust would be the NFU (National Farmers Union) as NFU tenant's national spokesman, Chris Cardell states "I would ask that the National Trust work with their tenant farmers and key stakeholders such as the NFU on any key environmental management schemes". (NFU, 2017).

Following this, another critical stakeholder would be the members of the National Trust themselves, as they fully support the Trust and each have a significant role within the organisation and would have an interest in the success of the business.

The National Trust council is made up of those elected by members of the National Trust itself, balanced equally by those persons representing organisations whose interests are influenced by the National Trust, for example, The Tenants Association, who represents the investment of tenants on National Trust property.

The charity is not government funded as the Trust work independently, relying solely on the support of the public. (The National Trust, 2018). However, income from grants plays an essential part in the overall revenue of the Trust. It amounted to £17 million during 2016/17, "from a wide range of statutory funders". (The National trust, 2018).

The National Trust charity does not receive Government funding so has to rely on public support. To supplement this income, it does get grants from bodies such as the Heritage Lottery Fund, the Arts Council, Sport England to name a few, also some



subsidies from the central and local government. These grants mean that the Trust can work with other organisations to enhance their current work to go beyond what they could usually achieve.

1a) 5.2. Who are National Trusts External Stakeholders

Although external stakeholders are stakeholders outside of the business, they still have an essential contribution towards the charity. An example of an external stakeholder for The National Trust would be the community as the community is a tightly tied external stakeholder. The community plays a part in the charities performance as their support is a massive factor in its success. Companies rely on the community and operate within their community; therefore the amount of support they have does affect the business.

Suppliers are also another key external stakeholder for The National Trust's charity. Buyers and sellers can work together to get the best for their customers, which is helpful for the partnership and both partners individually too. Charles Spencer, a farmer at Stourhead, is one of The National Trust's leading suppliers of free-range eggs after the charity reviewed their suppliers from their past years of suppliers. (The National Trust, 2018). The Trust has 1,500 tenant farmers and producers managing the farmland which gives them the "unique opportunity to source ingredients that have been carefully reared or grown on our own land". (The National Trust, 2018). Stated by Matt Drew, the head of food and beverage of the Trust.

Partnerships have also become a critical stakeholder in the early 21st century, and as they team up, it allows the company to develop and combine strategies and maximise their target as they wish to succeed. Following this, The National Trust have partnered up with Clipper Tea, a Fairtrade brand. This partnership helps the charity to achieve their goals by sharing the commitment. The National Trust stated that they had chosen Clipper to partner with as they share "our passion for caring about land, nature and those who work in it". (The National Trust, 2018).

Figure five (Walker, D et al., 2008) shows a graph of how the National Trust may tackle different stakeholders depending on their power and interest. Stakeholders with high power, and highly interested should be highly prioritised and made sure they are kept fully satisfied in the company. Individuals that are of high power, but are less interested should be informed of all activities to try and peak their interest without becoming too forceful. People of low power but are highly interested in the cause should be kept informed and made feel valued. These individuals may give the best insight into what problems may be occurring. Those with no power or interest should be monitored however less effort should be used trying to persuade their attention.

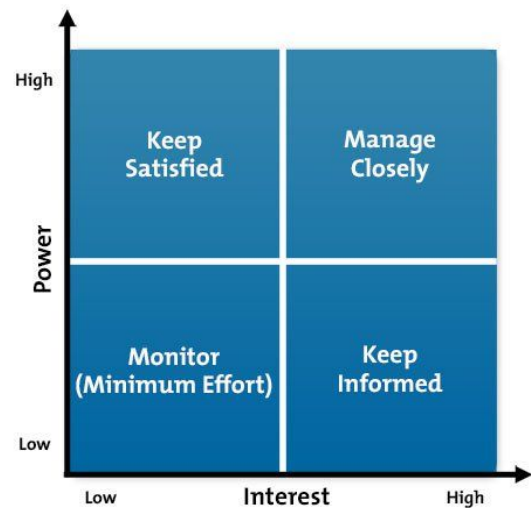


Figure. 5

1a) 6. Approach to sustainability and the Green Agenda- (Megan)

1a) 6.1. What is organisational sustainability?

Gardetti and Torres (2016) theories that organisational sustainability is when a company can develop themselves and meet current needs without damaging the possibility of future developments. The sustainability of an organisation depends on the social, financial and environmental impacts they take into consideration, this could include



finance, and ensuring efficient funding for future evolution, environmental factors, and retaining resources or employees and sustaining their work effectivity. When an organisation is sustainable, they can achieve their goals each year and have attained long-term stakeholders for their business to grow and achieve greater targets (Middleton, 1998).

1a) 6.2. What is meant by 'the Green Agenda'?

The green agenda focuses on minimising threats that can affect the human well being, such as burning fossil fuels. The green agenda is finding new ways to produce products without hurting the environment. This could be through reusing products, such as plastic bags, to save our fossil fuels; oil, coal and gas (Kleiner, 1991).

1a) 6.3. Is the national trust sustainable and how does it approach the Green Agenda?

The National trust claims to restore 'around ten cottages' (The National Trust, 2018) each year and offer them for the public to stay in for a price which will then go towards restoring more cottages making their organisation more sustainable. Their work mainly comes from volunteers which means they can be very cost effective.

The green agenda is a priority to The National Trust Wales. This is due to them being such an environmental organisation which are continuously looking for ways to make the country aware of the dangerous substances that burning fossil fuels give off, encouraging people to find other ways to use products and 'needs'(Malsow, 1998), such as water, without overly hurting the environment. The National Trust claims their



mission is to 'dramatically reduce the use of fossil fuels' to half by 2020 (National Trust, 2018) The aim is to cut down carbon emissions and to save money to plough back into conservation work. They also aim to save '£4 million on energy bills each year' (National Trust, 2018) which they will then give the excess money towards 'safeguarding' the nation's inheritance. The charity organisation is using a selection of projects for Wales to cut down on the use of fossil fuels by providing environmentally friendly products to local places, such as Aberdulais Tin Works and Waterfall, Welshpool, Medieval Chirk Castle, and Bodnant Garden. The products they use include: A 'solar photovoltaic' which uses the sun's rays to generate electricity, a 'solar thermal' which heats a liquid through pipes, a 'heat pump' which harvests ambient heat from the earth, air or water, and a 'hydroelectricity' (National Trust, 2018) which allows fast flowing water to generate electricity. Their old way to harness water was by burning wood to produce warmth and building mill wheels. They are now 'updating' the older technologies and introducing solar power into the 21st century.

The national trust claim they are 'committed' to invest in a £30 million in renewable energy and aim to cut energy usage by 20% and hope to source 50% of their energy from renewable sources on the land they look after by 2020 (The national trust, 2018). They also claim that their energy programme could save up to £4 million each year. The projects they are investing into include a '200kW lake source heating project' which they estimate to save 68 tonnes of CO₂ a year, two biomass boilers hopefully saving an estimated number of 55 tonnes of CO₂ each year, and a 250 kW hydro scheme (The National Trust, 2018).



The environmental advisor for the National Trust Wales says 'tapping into renewable energy makes business, conversation and environmental sense and the award-winning National Trust team is paving the way for the rest of the organisation and others'. (Keith Jones, 2018).

However, the National Trust has gained some previous negative publicity surrounding their Green Agenda. One of their main headlines was when The National Trust decided to go to auction to buy another farm in Cumbria in 2015 (McKenna, 2016). They decided to buy 303 acres of land in Borrowdale which lead the locals to speak out. The first potential mistake from the organisation was when they offered "£950,000" (McKenna, 2016) for the land; the other local farmers had no chance in buying land because the national trust knew they wouldn't be able to afford to go over that offered price. Locals found it very suspicious. Many were then annoyed at the organisation because the houses and its animals had a historical connection with the land but knowing this they only decided to buy the land. This left cause for concern as to what would come of sheep farming and hill farming tradition of the land and the historic buildings that have now been sold to an unknown buyer. Melvyn Bragg states that the National Trust "put in a bid which was way above that which was reasonable for the land, thus making it impossible for local farmers to get a look-in... a billionaire bullied his way into this disgraceful purchase there would have been a deserved outcry." (McKenna, 2016) This bad publicity may prove that the Trust focuses more on buying land without having concern for what happens the local traditions and green provocative of its residents.

1a) 7. Conclusion

In conclusion, the National Trust is a vastly sized organisation that has both positive and negative effects on the environment and has been addressed in the media on various occasions. As the company focuses on preserving the environment and providing for the general public, it could be argued that the people in which live, work, or have heritage within areas of the National Trust will be the most affected stakeholders, therefore the most important. However, with the issues that have occurred during some of their recent changes, this relationship with local residents may be starting to diminish. This can be witnessed in its accusations of being disinterested in the wildlife affected by trail hunting or the damage it has caused to the heritage of Borrowdale Valley. Without the support of the public, the National Trust may begin to lose volunteers and the funding they receive from external charitable organisations or peoples legacies. This could cause the company to become bankrupt or so unreliable that their work becomes untrusted and forced to stop. However, with the recent change in director, it may still possible for the National Trust to regain the confidence of the public if they focus on their original objectives.

This report concludes that the National Trust may need to evaluate their approach to changes and the green agenda to ensure the support of their stakeholders and reduce the negative portrayal they have been receiving in the media.

1b) Contribution Audit

Our team originated as two separate groups of four. It was in these independent groups that both teams presented the first presentation for this assignment. However, due to members of both sides leaving the course, we decided to collaborate for the remainder of the assignment. During the 'forming' (Tuckman, 1965) stage of our progress, there had been some reserves about how effective the two groups could work together. This concept caused some stress and anxiety for some of the members of the team.

However as the deadline began to advance quickly, this forced us to skip straight into 'performing' (Tuckman, 1965) and began to demonstrate a team dynamic. We decided to mark each member on five key points we felt were necessary for a capable team; communication, time/team management, effort exerted, attendance, support for other. Once the organisational audit had been completed, we decided to mark each member clandestinely and then use the average of each score to finalise the marks.

Lauren- This assignment has been challenging due to personal illness. I feel this has shown through my work. However, I have kept up to date with changes within the group and what has been done while I have been out of university. This has also affected my attendance within group meeting and has possibly added to the stress of my team by missing the first deadline; however, the work was half complete. Since the new deadline created by Laura, I have completed the work in full and before the new deadline. I have also helped Megan with her work by offering her some of the facts needed for the



introduction. Through being the secretary for the group I have been in charged with creating minutes from the group meetings and online group chats that we have used to communicate, any meeting missed Laura has written minutes for me. I believe it took the group a while to connect due to not knowing each other well and because we only became a group roughly three weeks before the deadline. Since then I feel the group has connected with each other, kept good communication and helped one another when they were struggling.

Laura- My primary focus for this assignment was to fulfil my duties as a team leader, and as the initiation of our group was unsteady, I feel like I had to perform at my best to ensure an active group effort. Unlike teams who chose their partners from the offset, our team had a lot less time to progress through the 'forming' (Tuckman, 1965) stage and I felt that we had no time to deliberate power struggles in the 'storming' (Tuckman, 1965) section either. As I was the leader of my previous team, I quickly offered to take responsibility for the new team and had to evaluate whether I would be respected within the new team dynamic. Due to a positive response, I made the executive decision on when I wanted our deadlines to be set and ensured every member was comfortable with their tasks. After this focused all of my efforts into pushing my team straight into 'performing' (Tuckman, 1965) while also being there to guide and help any of the members who were struggling on their sections. I also portrayed elements of an implementers/completers characteristics (Belbin, 1993). Due to this I delegated myself the responsibility of the final document and its format, the contents page, conclusion, contribution audit and gave all of the team members sub-heading to help clarify what



should be included within their sections. If I were to complete this task again, I would ensure that I had a close relationship with each member of my team to reduce the possibility of them unknowingly leaving the course. However, I feel that under the circumstances the two groups finally managed to bond as a team when it mattered the most.

Polly- During the assignment, I felt as though overall, we were very successful.

Although as a group our attendance could have been better, I think our communication within the group made up for it. Although I was happy with my group, I felt that our organisation within the meetings and attendance could have been improved as sometimes members of the group were not able to attend. One issue that occurred during the assignment was that for the last days before the assignment deadline. I was not going to be able to attend university as I was going away, therefore would also miss the groups' meetings we had arranged; however, Laura took it on board to work with me one to one to finalise my section for the reflection audit before I went away. This was really helpful for me, and I was very impressed with the way she took this on board along with her other work too. Along with this, I took the responsibility of completing the executive summary of the report as I felt confident that I could do this and felt as though it would benefit the group overall. To conclude, personally, I was happy with the way our group undertook the report and was pleased with the outcome.

Megan- The following assignment was found difficult by me and many in the group. The group was formed later than others in the class, and I felt it took us a lot slower to start off with as we didn't communicate much. I found more effort was made in the last two

weeks of the assignment as the stress was showing. Our group lacked in attendance, although our communication throughout the group chat and our meetings were very informative. I found Laura helped explain the sections to each member of the group and supported us well. The days I missed meetings Laura had wrote down notes and passed them onto me so that my work could be successful. I believe she played her role as a 'manager' well (Belbin, 1993). The other members of the team communicated continuously and helped each other when needed. Our group had a heated moment due to everyone being stressed, and the deadlines being missed but were resolved not long after. I feel this task has prepared us for future tasks for university and future careers. I believe I was a successful 'team worker' (Belbin, 1993)

Average Scores

	Lauren	Laura	Polly	Megan
Time/Team Management	2.5 / 4	4 / 4	3 / 4	2.5 / 4
Communication	2.5 / 4	4 / 4	3 / 4	2.5 / 4
Attendance	3 / 4	3 / 4	3 / 4	3 / 4
Effort Exude	3 / 4	4 / 4	2 / 4	2.5 / 4
Support for others	3.5 / 4	3.5 / 4	3 / 4	3 / 4

	15	18.5	14	13.5
--	-----------	-------------	-----------	-------------

2. Reference List

Batchelor, T. (2017), "Trail hunting faces ban on National Trust land as members threaten rebellion - News", The Independent: London, p. 12, (online NewsBank).

Bladen, C. (2012), Events Management, 3rd Ed, London: Routledge

Boyle and Robert Mendick, D. (2017), 'Controversial National Trust boss Dame Helen Ghosh quits to take over Oxford college', The Daily Telegraph, London, (online NewsBank).

Ellson, A. (2018), 'National Trust chief to make peace with farmers and property owners', The Times, London, p. 17, (online NewsBank).

Ford, J. D., Ford, L. W. (1995), "The Role of Conversations in Producing Intentional Change in Organizations.", The Academy of Management Review 20:3, pp. 541-70.

Gardetti, M. A., Torres, A. L. (2016), Sustainability in hospitality, Sheffield: Greenleaf Publishing

Handy, C. (2011), 'Gods of management', London: Souvenir Press.

Helpguide.org. (2018). 'Volunteering and its Surprising Benefits: How Giving to Others Makes You Healthier and Happier', Online. Available: <https://www.helpguide.org/articles/healthy-living/volunteering-and-its-surprising-benefits.htm>, [2018, April, 30].

Hope, C 2018, 'National Trust hands staff a pay rise - days after raising membership costs', The Daily Telegraph, London, (online NewsBank).

Ionescu, V C, and Bolcas, C. (2015), 'Management of Organisational change processes', Education, leadership, management and antreprenorial spirit, 22, pp. 88-95.



Kleiner, A. (1991), 'What Does It Mean to Be Green?', Harvard Business Review, 69:4, pp.38–46.

Lewin K. (1951), 'Field Theory in Social Science', Harper and Row: New York.

Maslow, A.H., Stephens, D.C. & Heil, G., (1998). Maslow on management, New York: Wiley.

McKenna, K (2016), 'The National Trust, the sheep farm and the fight for a Lakes way of life - In the Lake District's Borrowdale Valley, farmers – and Melvyn Bragg – are pitted against the country's guardian of natural treasures', The Observer, London, p. 26, (online NewsBank).

Middleton, V, T, C. (1998), Sustainable Tourism, Oxford: Butterworth-Heinemann.

Morris, S. (2018), 'National Trust volunteer numbers hit record high'. Online. Available: <https://www.theguardian.com/uk-news/2013/sep/12/national-trust-record-number-of-volunteers> [2018, April, 29].

National Farmers Union. (2018), 'National Trust must work with its tenants', Online. Available: <https://www.nfuonline.com/cross-sector/farm-business/tenant-farming/national-trust-must-work-with-its-tenants>, [2018, April, 29]

Nationaltrustannualreport.org.uk. (2018). 'Our performance – National Trust Annual Report', Online. Available: <http://www.nationaltrustannualreport.org.uk/our-performance/> [2018, April, 30].

Nationaltrust.org.uk. (2018), 'Summary of the governance structure', Online. Available: <https://www.nationaltrust.org.uk/documents/summary-of-the-nt-governance-structure.pdf>, [2018, April, 29].

National Trust. (2018), 'Wellbeing from Birth', Online. Available: https://www.nationaltrustjobs.org.uk/files/6414/6919/6961/values_and_behaviours_2016.pdf [2018, April, 30].



NationalTrust.org. (2018), 'The Council', Online. Available:

<https://www.nationaltrust.org.uk/features/the-council>, [2018, April, 29.]

National Trust.org. (2018), 'About the National Trust', Online. Available:

<https://www.nationaltrust.org.uk/features/about-the-national-trust>, [2018, April, 29.]

NationalTrust.org. (2018), "Our new Director-General" Online. Available:

<https://www.nationaltrust.org.uk/news/our-new-director-general>, [2018, May, 18.]

NationalTrust.org. (2018), "Our position on trail hunting" Online. Available:

<https://www.nationaltrust.org.uk/features/our-position-on-trail-hunting>, [2018, April, 18]

NationalTrust.org. (2018), "Staff pay review statement" Online. Available:

<https://www.nationaltrust.org.uk/press-release/staff-pay-review-statement>, [2018, April, 20]

NationalTrust.org. (2018), 'Queries', Online. Available:

<https://www.nationaltrust.org.uk/features/general-queries>, [2018, April, 30]

Sharman, A. (2017), "National Trust criticised over changes to hunting rules", Civil Society, Online.

Available: <https://www.civilsociety.co.uk/news/national-trust-receives-backlash>, [2018, April, 18].

Quinn, B. (2017), "National Trust fights membership over resolution to ban hunting - Trustees are acting cynically say activists who want to revoke all licences on National Trust land", The Observer: London, p. 5, (online NewsBank).

Quinn, B. (2017), 'National Trust defeats move to ban trail hunting on its land - Board accused of bowing to hunting lobby after it uses proxy votes to sway result in its favour', The Observer, London, p. 4, (online NewsBank).

Walker, D, et al. (2008), 'Influence, stakeholder mapping and visualisation', Construction management and economics, pp. 1-19.



Webster, B. (2018), 'National Trust 'hid pay rises from members"', The Times, London, p. 18, (online NewsBank).

3. Appedicies

Group Minutes - Created by Lauren

Date	Attendance	Comments
4th April 2018	Lauren,Laura,Poly,Megan	The Decision was made to become a group, roles were allocated to each person.
14th April 2018	Lauren,Laura,Polly,Megan	Laura created a document for the group to work on and have the work all in one place. Laura needed Polly and Megan's email to connect them to the document, Lauren was already added.
17th April 2018	Lauren,Laura,Polly,Megan	Laura had to ask a second time for Polly and Megan's email, however Polly needed to create one and Megan has to confirm hers.
20th April 2018	Lauren,Laura,Polly,Megan	Confirming dates for Presentation 2.
22nd April 2018	Lauren,Laura,Polly,Megan	Laura issued the first deadline for everyone's individual work 29th April 2018.
23rd April 2018	Lauren,Laura,Polly,Megan	Lauren made a reminder there was a group meeting on the 24th April 2018. Lauren and Laura had a conversation regarding what would take place in the meeting as Lauren new

		she was unable to attend the meeting.
24th April 2018	Laura,Polly,Megan	Meeting took place in the library, Lauren was absent. Laura went through in detail with the group what was required of each member. Laura also went through what was needed for Presentation 2. Laura also went through the importance of the truth when writing the contribution audit.
28th April 2018	Lauren,Laura,Polly,Megan	Laura posted a reminder that the work was due 'Tomorrow' being the 29th April 2018.
29th April 2018	Lauren,Laura,Polly,Megan	Only person to meet the deadline was Laura.
30th April 2018	Lauren,Laura,Polly,Megan	Un-upset within the group, due to the deadlines not being met. Lauren felt the need to make known the importance of getting the work done. Although Lauren had only half completed the work herself. Laura then issued a new deadline for 10am 3rd May 2018.
1st May 2018	Lauren,Laura,Polly,Megan	Each member graded the others out of 20 on their contribution.
2nd May 2018	Lauren,Laura,Polly,Megan	Last push of motivation to get work completed for the deadline.

—