Risk in a Flow That Never Stops

GUIDING QUESTION *Find your energy risk register and read the entries. Spend four minutes sorting them into two piles: the ones that would happen on a particular day, and the ones that would happen slowly enough that no single week would look unusual. If everything is in the first pile, your register describes the risks you would notice, and the ones you would not notice are still there.*

Property: _____ Completed by: _____ Date: _____

How to use this sheet: work through the five parts with the people who own the process. The text in the left-hand columns comes from the book; the empty columns are for what is true in your property.

1. Verification Pact: what is commonly believed, what actually holds, and your property

What is commonly believed	What actually holds	In our property
«Energy risk means supply interruption and price.»	Risk is the effect of uncertainty, a deviation from the expected. Those two are events; most of what a hotel loses arrives without one.	
«Nothing failed, so the planning worked.»	Five years without an event and nine per cent more consumption is a register that measured the wrong thing successfully.	
«Our threshold would catch a problem.»	A threshold catches steps. A trend that never exceeds it in any single year can run indefinitely.	
«Each year's rise was explained.»	A series of individually adequate explanations is exactly how a trend survives five review cycles.	
«The register lists our risks.»	The clause requires risks and opportunities. A document with no column for opportunity has discarded half the requirement.	
«We identified the risk and assigned a mitigation.»	The requirement includes planning how the effectiveness of the action will be evaluated. Assignment is not the end of it.	

2. What the standard requires, and what demonstrates it

From Table 1.10.a. The third column of the book (what is method, not requirement) is left out here: write what your property actually holds as evidence.

What is required	What demonstrates it in a hotel	In our property
Context and interested parties considered in planning	The context page from the second subchapter visibly used here	
Activities and processes affecting performance reviewed	A list that includes maintenance renegotiations and seasonal installations	
Risks and opportunities determined	A register containing at least one entry that is not an event	
Undesired effects prevented or reduced	A comparison against a known condition, repeated at intervals	
Opportunities determined as well as risks	A column for opportunity, with something in it	
Actions planned and integrated into the system	A reversal date attached to a temporary change	
Effectiveness of actions evaluated	Evidence that a mitigation was checked after the fact	

3. The instrument: Table 1.10.b, Two shapes of risk

The instrument of this subchapter. Sort your register into the second column before doing anything else.

Risk	Event or drift	How it would be detected	In your register
Interruption of supply	Event	Immediately, by everybody	
Tariff or contract change	Event	At renewal	
Failure of major plant	Event	Immediately	
Set points and schedules migrating	Drift	Comparison of the building at rest	
Maintenance intervals relaxing	Drift	Reading the contract after it is renegotiated	
Temporary changes becoming permanent	Drift	A reversal date that has passed	
Equipment added and unrecorded	Drift	A walk of back-of-house once a year	
Controls overridden and left	Drift	The override list in the control system	
Plant degrading with age	Drift	Performance compared to commissioning figures	
A refurbishment or contract renewal ahead	Opportunity	Knowing the date before the design is fixed	

The rows above are the book's; the empty rows are for lines your property needs to add.

4. Common mistakes: self-check

Common mistake	Present here? (Yes / Partly / No)	Where we see it
Building a register composed entirely of events and calling it energy risk.		
Using an annual threshold as though it could detect a trend.		
Accepting an adequate explanation each year without ever reading the years together.		
Leaving the opportunity half of the requirement empty.		
Making a temporary change without a reversal date.		
Assigning a mitigation without stating how its effectiveness will be evaluated.		

5. Action plan

Step from the book / gap found	Action in our property	Owner	Deadline
Sort your register into events and drifts. If everything is an event, that is the finding.			
Add the five drift entries: set points, intervals, temporaries, additions, overrides.			
Measure the building at rest every month and look at the line yourself.			
Put a reversal date on every temporary change at the moment it is made.			
Treat a maintenance renegotiation as an energy decision and cost what was traded.			

Step from the book / gap found	Action in our property	Owner	Deadline
Use the opportunity column: refurbishments, renewals, upgrades, concession changes.			
For each mitigation, write one line on how you would know it is working.			
Resist tight alarms on everything; comparison at intervals beats notification.			
Once a year, walk the plant with somebody who was not there last year and ask why each thing is on.			

In brief

Risk is the effect of uncertainty, and an effect is a deviation from the expected. That definition contains no requirement that anything happen on a particular day, and yet almost every energy risk register in the industry is a list of days. What a hotel actually loses arrives at a speed at which no single week looks unusual, and a register of events is a plan for the half of the problem that would have announced itself anyway.

Source: The Helm and the Lens, Volume 4a: The Helm, subchapter 1.10. This sheet does not reproduce the text of the standard; work with your own copy of ISO 50001:2018 from an authorised source.