WORKSHEET 1.11

What Remains of a Celebration

Subchapter 1.11 · case in the book: Edinburgh

What should remain of a celebration in your house once the guests have left and the stage has been taken down? And could you prove today what your advertising promises about it?

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Write down what remains: Callum's two pages became a register, tangible and intangible legacy kept apart, each line with a figure and a period. Fiona Baird checked the soft lines against bookings; for the eleven christenings she found fourteen in two days.		
Evidence for every line: Each line received a document: the joinery invoice and the tally of events, the assessment results, the notes of meetings with neighbours. Whatever had no evidence was marked as a story, to be told but not promised.		
Advertising checked against the register: Every sentence from the agency had to point to a line of the register or be dropped. "Green" and "carbon-neutral" were replaced by specific sentences with numbers. The offset quotation was declined.		
The vision in the policy, signed by ownership: Callum was asked to write the house's vision for the next ten years into the policy by Easter, with five measurable objectives. His mother would sign it, she said, but the objectives were his, because in ten years he would be measured against them.		

These steps are the book's method, not requirements of ISO 20121. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property's own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What is commonly believed	What actually holds	Our position
ISO 20121 makes a house a green wedding venue	No. The standard describes a system; it awards no property and is not a scoring system (introduction)	
A wedding can be certified to ISO 20121	No. Only the system by which the house plans and runs events can conform (A.2, guidance)	

What is commonly believed	What actually holds	Our position
Legacy is what the guests remember	Only partially true. Lasting tangible and intangible results and effects, including skills and relationships (3.17)	
The policy must contain a ten-year vision	Only partially true. Where applicable, a vision over three to ten years (5.2)	
Objectives must be ambitious	No. A.12 describes objectives as minimum acceptable performance; A.8 recommends ambition matching size and influence (guidance)	
Applying the standard entitles a house to advertise sustainability	No. No communication may mislead about actual impacts (7.4)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Letting the agency write before the house has decided what it stands for.		
Selling offsetting as carbon neutrality when nothing in the celebration has changed.		
Mistaking the guests' memory for legacy.		
Counting only the stage and forgetting the apprentices and neighbours.		
Telling the soft story of legacy without a single figure behind it.		
Putting the vision on a poster before a checkable plan exists.		
Leaving the positioning to the successor alone instead of having ownership decide and sign it.		
Assuming the same advertising words are read the same way in every market.		

Operative synthesis

- **Do we have a register of what remains after our celebrations?: Legacy that is not written down cannot be advertised honestly**
- **Does every line of the register have evidence and a period?: Without evidence, legacy is only a story**
- **Do we distinguish tangible from intangible legacy?: The intangible often weighs more and needs different evidence**
- **Is every advertising text checked against the register?: Clause 7.4 requires that no communication mislead**
- **Does our policy contain a vision over three to ten years, signed by ownership?: Clause 5.2 requires it where applicable; the successor needs it**

- **Do we promise anything for the future publicly without a plan behind it?: A public promise about the future may carry obligations of its own**
- **Act on immediately. Withdraw every generic or offset-based claim the house cannot substantiate and replace it with specific sentences drawn from documented legacy.**
- **Plan for. Build a legacy register with evidence, write a vision of three to ten years into the policy with measurable objectives, and have ownership sign it.**
- **Monitor going forward. Update and report the register every year, check every campaign against it, and bring the vision to each management review.**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 8a «The Helm», subchapter 1.11. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 20121. It is not legal advice: the law that applies is that of the place where the property operates.