WORKSHEET 1.14

From One Evening to a System

Subchapter 1.14 · case in the book: Melbourne

If a client asked you tomorrow which of your events your sustainability statements actually cover, could you draw the line without hesitating? And does your house keep, on an ordinary Tuesday, the standard it showed at its best celebration?

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
A year of events, counted: Priya Nair listed the past year's events by type, with number, revenue and the hotel's role in each: venue, supplier or organiser.		
One page for the boundary: The scope was written on one dated page: conferences and own formats on the event floor, on the terrace and at private functions in the restaurant; rooms, banqueting, technology and participants' bedrooms; from enquiry to debrief. Weddings and everything agencies bring were excluded, each with a reason and a review date, and the interfaces at deliveries and waste were taken into the assessment.		
The system in the running orders: The running orders were revised over six months so that each step from enquiry to debrief carries the questions the system asks. What the 2024 project lead knew now sits in templates.		
Website and proposals measured against the page: The sentence on the website was withdrawn. The award emblem stayed, with the note "2024, for an association's annual reception". Proposal templates now state the scope.		

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
The 2024 reception was an ISO 20121 event	No. An event cannot be declared conforming or certified; only the system can (A.2, guidance)	
The system must cover the whole hotel	No. A supplier may cover the part of its business serving events (A.5, guidance); the hotel sets the boundaries (4.3)	

What is commonly believed	What actually holds	Our position
The scope can be cut as narrowly as suits us	Only partially true. A narrow scope is allowed if described as such; it should be factual, representative and not misleading (4.3, note)	
Without a certificate there is no demonstration	No. Self-declaration, client confirmation or third-party assessment (1 d)	
Every process must be written as a procedure	No. Formalisation is possible, not mandatory (4.4, note)	
The standard prescribes which route of demonstration to choose	No. Demonstration is voluntary; A.24 describes the routes as guidance	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Answering with the best event when the client asks about the system.		
Writing “all events” and thereby promising what the hotel does not control.		
Cutting the scope to one client and speaking as if it covered the whole house.		
Speaking of a certified event, when only the system can conform.		
Placing a manual beside the running orders instead of writing the system into them.		
Leaving an award emblem beside a sentence that speaks for every celebration.		
Treating the boundary of the system as the boundary of responsibility.		
Letting marketing choose the route of demonstration instead of ownership.		

Operative synthesis

- **Do we know how many events of each type we hosted last year, and in which role?: The scope must reflect ordinary business, not the showcase**
- **Is there one dated page describing the scope?: Clause 4.3 requires the scope as documented information**
- **Does every exclusion have a reason and a review date?: An exclusion without a reason looks like a hiding place**
- **Do our rules apply to a small seminar as to our largest celebration?: That is what a client means by asking for a system**
- **Does knowledge from past projects sit in running orders, not only in people?: People leave; templates stay**

- **Do website and proposals match the scope?: Nothing outside the boundary may sound as if it were inside**
- **Act on immediately. Withdraw any statement that speaks for more events than the hotel can evidence, and date every award to the event it was given for.**
- **Plan for. Count a year's events by type and role, draw the scope on one dated page with reasons and review dates for exclusions, write the system into the running orders, and let ownership decide the route of demonstration.**
- **Monitor going forward. Review the scope at each management review, check every outgoing statement against it, and widen it only when the house can carry the next step.**

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 1.14. 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.