WORKSHEET 1.5

The People Outside the Room

Subchapter 1.5 · case in the book: Galway

Apart from your client, who decides whether your hotel will still be hosting celebrations next year? And when did you last ask those people anything before the party started, rather than after it had ended?

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
One file for every complaint: Declan Moran gathered every complaint, call and letter from the past two years, sorted by event and cause. The same three causes returned: bass after midnight, waiting coaches and smokers at the side door.		
Interested parties for each type of event: For conferences, company parties, weddings and balls separately, the hotel listed who is affected, who has influence and who does the work, using items a) to i) of clause 4.2 as a check. For each list it recorded which expectations it would take up and why.		
Rules for the client, notice for the street: Coaches now wait in the car park on the main road, as every contract states. Smoking moves to the inner courtyard. A week before any event with more than 200 guests, residents receive a letter with the date, the finishing time and the number of the manager on duty that night.		
Agency staff planned like the hotel's own: Changing room, break, meal and the way home appear in the plan for every evening, for all staff. After one o'clock the hotel pays for a taxi. The agency is asked to name its staff in advance so they can be briefed.		

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
Interested parties are clients and owners	No. Clause 4.2 a) to i) reaches from the workforce to residents and protesters	
The hotel must meet every expectation	No. It determines which requirements the system addresses (4.2)	

What is commonly believed	What actually holds	Our position
Agency staff are the agency's business	No. The workforce includes personnel and service providers' staff (4.2 d, Table A.1, guidance)	
Engagement means informing people	Only partially true. A process to identify and engage is required, with results documented where appropriate (4.2)	
Answering complaints is enough	No. The process also covers emerging issues, before any complaint (4.2)	
Meetings and working groups are mandatory	No. A note lists forms of engagement as examples only (guidance)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Treating the paying client as the only interested party, and learning of the others only from their complaints.		
Answering each complaint individually and collecting none.		
Leaving services the client ordered to the client, although the coaches stand outside the hotel.		
Treating agency staff as the agency's business alone.		
Confusing a licence with the neighbourhood's consent.		
Leaving the neighbourhood to the general manager, when the council asks for the owner.		
Using one list of interested parties for every type of event.		
Engaging without telling those affected what was taken up and what was not.		

Operative synthesis

- **Have we determined, for each type of event, who is affected?: Clause 4.2 requires relevant interested parties to be determined**
- **Are two years of complaints collected in one place?: Recurring causes become visible only together**
- **Have we recorded which expectations we take up and which we do not?: The standard requires a decision, not universal agreement**
- **Do residents hear from us before large events, with a number for the night?: Engagement before the event replaces complaint after it**
- **Are agency staff planned for with changing room, break and way home?: The standard counts them in the workforce**
- **Do affected parties learn what we changed after their feedback?: Without an answer, engagement becomes courtesy again**

- **Act on immediately. Collect every complaint of the past two years, give agency staff a changing room, a break and a safe way home, and move coaches and smokers away from the residents.**
- **Plan for. Map interested parties for each type of event against clause 4.2, name an owner for the engagement process, and write the rules for coaches, music and smoking into every event contract.**
- **Monitor going forward. After each large event, collect feedback, tell those affected what will change, and report once a year to the owner on the state of the neighbourhood.**

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 1.5. 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.