WORKSHEET 1.6

When the Back Yard Goes Public

Subchapter 1.6 · case in the book: Seminyak

What would a stranger see who filmed through the gate of your service yard at three in the morning after a celebration in your ballroom? And would it match what your website says?

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
Every claim tested against the back of house: Lestari reviewed the website, proposals and banqueting folder. Every sustainability statement now carries the conditions under which it holds; the sentence about banquets was removed until it holds every day.		
Changes reach everyone they affect: A change in guest numbers now triggers a notice to the kitchen, service and the leftovers route, and the banqueting order names who sends it. The charity agreed, for a contribution, to collect at weekends; a cold shelf holds food for collection.		
The night signal arrives: The night log lies on the events manager's desk each morning. Anything unusual receives a written answer, and the night porter learns what became of his entry. A lock on the yard gate and a closing rule for the cleaning contractor followed.		
Lessons go to the owners: Hollis asked for one page listing the conditions under which the resort can be harmed by an event, and for every incident in future with its cause and change, in the report to the investment group.		

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
A system to the standard protects against crises	No. It requires risks to be determined and actions planned (6.1.1); that is not a promise	
The standard requires a crisis communication plan	No. It requires risks and opportunities with actions (6.1.1) and no misleading communication (7.4)	
Risks are hazards	No. Risk can be positive or negative (3.4); 6.1.1 requires risks and opportunities	

What is commonly believed	What actually holds	Our position
Advertising sustainability breaches the standard	No. What is required is that no communication mislead about actual impacts (7.4)	
Anything not going to plan is a nonconformity	Only partially true. Clause 8.2 requires processes to be adapted and lessons reported; nonconformities fall under 10.2	
ISO 31000 must be applied	No. A note to 6.1.1 refers to it as guidance	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Advertising the good day: a claim true only on weekdays is disproved on a Saturday.		
Booking a change instead of managing it, so the invoice is right and the kitchen cooked for the old number.		
Never testing agreements: a route for leftovers closed at weekends is no route at weekends.		
Initialling signals instead of reading them.		
Answering a misleading statement with a second one that can be checked.		
Leaving reputation to marketing, when it hangs in the service yard.		
Removing every claim after an incident and calling that compliance.		
Treating risk only as hazard and missing the opportunity of substantiated figures.		

Operative synthesis

- **Does every sustainability claim on our website hold at weekends and after cancellations?: Clause 7.4 requires that no communication mislead**
- **Has management walked the service yard at night after a large event?: The back of house is what the public now sees**
- **Does a change in guest numbers reach the kitchen and the leftovers route?: Clause 8.2 requires processes to adapt to change**
- **Does someone with authority read the night log?: Signals arise where the work is done**
- **Is it settled who speaks after public criticism, and what they check first?: The answer must mislead no more than the claim**
- **Do the owners hear about incidents and causes, not only review scores?: Lessons must reach management review (8.2)**
- **Act on immediately. Test every sustainability claim against the back of house, close the gap between weekday and weekend routes for surplus food, and route the night log to someone who answers it.**

- **Plan for. List, for each type of event, the conditions that together can cause harm; make changes in guest numbers trigger notices to every department affected; decide who speaks if an event goes public.**
- **Monitor going forward. Weigh leftovers at large events, report every incident with cause and change to management review and the owners, and walk the yard at night once a season.**

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 1.6. 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.