WORKSHEET 1.9

Impacts Beyond the Hotel's Walls

Subchapter 1.9 · case in the book: Cusco

When an event is larger than your house, which of its effects do you count as your own? And by which criteria do you decide which of them are significant, and who besides you knows those criteria?

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
Look at the congress from outside: On a city map the team marked partner hotels, the hall, bus and delivery routes and the residents' street. A three-hour session joined kitchen, banqueting, engineering and reception with the agency, a partner hotel and the bus company.		
Collect and classify issues in three areas: With Table C.1 as a checklist, the group collected issues in all three areas, positive ones included, and classified each.		
Approve the criteria: Villanueva drafted a criteria sheet containing feedback from interested parties, emerging issues and, where applicable, research, plus the C.2.2 criteria the house chose to adopt. Huamán signed and dated it.		
Rate, reason and share: Each issue received a level and one line of reasoning, with a note wherever a figure was missing. The dated list went to the agency, partner hotels and residents, with an invitation to meet in January.		

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 standard requires a double materiality assessment	Only partially true. A process to identify and evaluate is required; it may carry that name (6.1.2, note)	
Only issues inside the house count	No. Influenceable issues must also be considered (6.1.2)	
The thirty-two issues in Table C.1 must all be worked through	No. They are guidance and a checklist; the list in 6.1.2 is not closed	

What is commonly believed	What actually holds	Our position
Each house chooses its criteria freely	Only partially true. They must be documented and include feedback, emerging issues and, where applicable, research (6.1.2)	
Sustainability issues are environmental issues	No. Environmental, social and economic (6.1.2 a) to c))	
The evaluation is an internal paper	No. Results must be documented, kept current and shared with relevant parties (6.1.2)	
Impacts are damage	No. Positive or negative changes (3.41)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Evaluating only the hotel's own meters when most of the congress happens elsewhere.		
Copying the list from the brochure, which describes the house, not the event.		
Rating with a traffic light and no criteria, so that green only means effort.		
Dropping an issue because the figure is missing, when the missing figure is a finding.		
Leaving out social and economic issues, as if sustainability were only environmental.		
Hearing residents only after the event, when their letter belongs in the evaluation.		
Forgetting positive impacts such as income for partner hotels and local suppliers.		
Keeping the evaluation inside the house, where nobody can improve it.		

Operative synthesis

- **Have we recorded the event's effects outside our own house?: Most of a large congress happens beyond the hotel's walls**
- **Does our list include influenceable issues, not only controllable ones?: The standard requires both to be considered**
- **Does the list cover environmental, social and economic issues, including positive ones?: Impacts are changes in all three areas, for better or worse**
- **Are the criteria for significance written down and approved by ownership?: Without criteria nobody can follow or dispute a rating**
- **Does documented feedback from those affected enter the evaluation?: Feedback is a required element of the criteria**

- **Have those concerned received the dated result?: Results must be documented, kept current and shared**
- **Act on immediately. Map the next large event from outside the house, put influenceable and positive issues on the list, and retrieve every complaint or letter from those affected.**
- **Plan for. Write and approve criteria for significance that include feedback, emerging issues and research, and fix a procedure with participants and dates for every large event.**
- **Monitor going forward. Send the dated result to those concerned, revise it after each event with the lessons learned (9.1 c)), and record where figures are still missing.**

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 1.9. 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.