WORKSHEET 1.11

Infrastructure Is a Capital Decision

Subchapter 1.11 · case in the book: Athens

When your kitchen was last designed or rebuilt, at which meeting did anyone speak for food safety, and was the person who would cook in it in the room?

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
Month 1: Write the food safety design brief with the chef		
Month 1–2: Assess the existing kitchen against the brief; price the corrections		
Winter closure: Blast chiller; extraction upgrade; handwash basins; waste exit; cold storage		
Month 3: Dedicate service lift to food during service hours; extra refrigeration on the roof		
Month 4: Brief and design stages adopted for all projects		
Next project: Advising chef and team leader sign-off at each stage		

These steps are the book's method, not requirements of ISO 22000. 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 22000 prescribes how a kitchen must be laid out."	No. It requires infrastructure necessary for conformity to be determined and maintained, and PRPs to consider layout. Specific layout comes from technical references and local rules.	
"Infrastructure is an engineering matter outside the system."	No. Infrastructure and work environment are clauses of the standard, and layout is among the PRP considerations.	
"Kitchen heat is a health and safety issue, not food safety."	Not only. The work environment clause of ISO 22000 names temperature, heat, humidity and airflow among the factors to be managed.	
"A specialist kitchen designer guarantees compliance."	No. The organisation remains responsible for determining the infrastructure its system needs. A designer works to the brief given.	

What is commonly believed	What actually holds	Our position
“A kitchen built before certification cannot be challenged.”	No. Auditors assess whether PRPs, including layout and facilities, are adequate. An existing building is not exempt.	
“A refurbishment is covered by change management alone.”	No. It is a change (6.3), a matter of infrastructure and work environment (7.1.3, 7.1.4), of PRPs (8.2) and of hazard analysis updating (8.6).	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Writing “comply with regulations” as the only food safety brief		
Designing the kitchen after the revenue spaces		
Hiring the chef after the kitchen is built		
Value-engineering the kitchen without stating consequences		
Treating kitchen heat as a comfort issue		
Sharing lifts between food and housekeeping		

Operative synthesis

- **The fifth check is the one an owner can make personally, on any July afternoon, by walking into the kitchen with a thermometer. The number it shows is a fair summary of how much the design process listened to the kitchen.**
- **None of the five checks requires the owner to understand kitchen engineering. They ask whether the right people were present at the right moments and whether the result was measured. An owner who asks them at the start of every project, and again at commissioning, has done most of what ownership can do for a kitchen’s food safety before the first plate is served.**
- **Is there a food safety design brief for every project that touches a kitchen? (Project manager): The brief, issued at concept**
- **Was a chef in the room at concept and detailed design? (Owner): Meeting records**
- **Does the value engineering report state the food safety consequence of each kitchen cut? (Cost consultant and team leader): Report with food safety column**
- **Was the kitchen commissioned against the brief before the first service? (Team leader): Commissioning record: temperatures, flows, alarms**
- **What is the kitchen’s temperature on the hottest afternoon of the year? (Executive chef): A measured figure, compared with the target**

Action plan for our property

Action	Owner	Due	How we will know it worked

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 6a «The Helm», subchapter 1.11. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 22000. It is not legal advice: food law is that of the place where the property operates.