WORKSHEET 1.14

The Review at the Owner's Table

Subchapter 1.14 · case in the book: Melbourne

In the minutes of your last management review, how many lines begin with a verb, and how many with a number?

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
Week 1: Emergency sealing and treatment; kitchen reopened		
Week 2: Extraordinary review on the new format		
Month 1: Trend page introduced; pack circulated in advance		
Month 2: Review calendar: August pre-season, February, quarterly check-ins		
Month 3: Owner reporting of food safety deferrals		
Each review: First item: status of previous decisions		

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
"The management review must be held once a year."	No. It must be held at planned intervals. The frequency is the organisation's decision.	
"The team leader can conduct the review."	No. Top management reviews the system. The team leader prepares and supports.	
"The minutes must record every input."	No. Documented information must be retained as evidence of the results of reviews. The results are the decisions and actions.	
"'No changes required' is an acceptable output."	Only if it is a decision. Outputs must include decisions and actions on improvement and on needed changes, including resources. A conclusion reached without addressing adverse trends is not such a decision.	

What is commonly believed	What actually holds	Our position
“The review must be a single meeting.”	No. The standard does not prescribe the format. It may be conducted in several sessions, provided top management reviews the system.	
“The review can be combined with those of other management systems.”	Not prohibited. Provided the inputs and outputs required for food safety are addressed.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Presenting the pack instead of deciding		
Presenting snapshots instead of trends		
Writing minutes that summarise inputs		
Not reviewing previous decisions		
Holding the review after the peak		
Leaving the owner out		

Operative synthesis

- **The owner’s own test is the one in the guiding question. Count the lines in the last minutes that begin with a verb. If there are none, the review informed the room and decided nothing, and the system has, in effect, been reviewing itself.**
- **A second test takes a little longer. Take the last three decision logs, if they exist, and follow three decisions from each through to the kitchen. Were they carried out? By the date agreed? Did they change what they were meant to change? An owner who does this once a year learns more about the food safety system than any audit report can tell, because the audit tests whether the review happened and this tests whether it mattered.**
- **Does the last review’s record list decisions with owners and dates? (General manager): Decision log**
- **Were the previous review’s decisions carried out? (General manager): Status of each decision**
- **Are adverse trends presented on a single page against objectives? (Team leader): Trend page**
- **Is the principal review held before the peak season? (General manager): Review calendar**
- **Does the owner see the resource decisions and the deferrals? (Owner): Owner attendance or report**

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 1.14. 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.