WORKSHEET 2.9

When the Power Fails at Dinner

Subchapter 2.9 · case in the book: Accra

If the lights went out in your kitchen at eight o'clock on your busiest night, who would decide what happens to the food, and have they ever been told?

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
Monday: Inform the bank; withdraw remaining stock from the affected cold room		
Week 1: Repair generator 2; monthly load tests		
Week 2: Revise load-shedding list with kitchen		
Week 2–4: Write emergency cards and decision rule; emergency kits		
Month 2: Train chefs, sous-chefs and duty managers		
Twice a year: Unannounced drill during a quiet service		

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
"Our fire and evacuation plan covers emergencies."	No. Clause 8.4 concerns emergencies that can affect food safety, including loss of essential services.	
"Engineering handles power failures."	Not the food side. Engineering restores supply. Decisions about food during and after the emergency belong to the food safety system.	
"The procedure must cover every possible emergency."	No. It must cover potential emergencies relevant to the organisation's role in the food chain, with action appropriate to magnitude and impact.	
"Emergency procedures must be tested in full."	No. They must be tested periodically where practical.	
"When the emergency is over, we return to normal."	No. Documented information must be reviewed and updated after any incident or test; food affected must be assessed.	
"Emergency communication is internal."	No. It includes suppliers, customers, authorities and the media as appropriate.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Emergency plans that cover restoring services but not food		
Procedures that end when power returns		
Leaving food decisions to judgement in the moment		
Keeping load-shedding lists within engineering		
Treating recurring outages as normal		
Never drilling the food decisions		

Operative synthesis

- **The second question in the table is the one to ask first after any outage, however short. If the answer is that nobody looked, the procedure has a gap that no amount of skill during the emergency can close. If the answer is a temperature, a time and a decision, the procedure has done its work, and the morning after will be like any other.**
- **Is there a food card for each emergency that can affect food? (Team leader): Cards in the kitchens**
- **Does each card extend past the end of the emergency? (Team leader): A step for assessing affected food**
- **Is there a decision rule for refrigerated and hot-held food? (Chef): Written rule; authority to discard**
- **Has the kitchen seen the load-shedding list? (Chief engineer): Revised list signed by the chef**
- **When was the last drill, and what did it find? (General manager): Drill report**
- **Who decides about the food when the power fails at night?: The chef or sous-chef on duty, with a card and a rule**
- **What happens to the cold room stock when the power comes back?: The rule is applied before any stock is used**
- **Which kitchen equipment is on the essential circuit?: Cold rooms and water pumps, as agreed with the kitchen**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 6a «The Helm», subchapter 2.9. 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.