WORKSHEET 1.12

Resources: Budgeting for Protection

Subchapter 1.12 · case in the book: Riga

GUIDING QUESTION

Your hotel has a safety budget. Now add up the hours your system consumed last year (inductions, consultations, assessments, audit hosting, corrective actions) and ask which budget paid for those, and who was penalised for spending them.

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
Count the hours before asking for anything. Inductions, consultation sessions, assessments, audit preparation and hosting, investigations, corrective actions, walks. By department, for a full year. A week of work, and it converts an argument into arithmetic.		
Put the hours where they are spent. If a department is expected to give up eleven hours in a season, those hours belong in its labour budget as a named allowance, not in a safety line and not nowhere. A cost that is visible where it is spent survives a change of manager.		
Read every refusal as a resource signal rather than as resistance. Three departments declining the same mechanism is not a culture problem; it is the only measurement of the shortfall that the property currently possesses.		
Search the infrastructure list deliberately. Buildings, plant, equipment, utilities, information systems, emergency containment. The eliminations you identified in 1.9 belong in that search, and it is the only route by which they reach a capital plan.		
Use the management review. The adequacy of resources is a required input; put the hours page in front of it, get an answer, and have the answer minuted. A recorded no is a considerably stronger position than an unrecorded silence, for everybody involved.		
Ask for the right currency. If the constraint is hours, ask for hours and for the target to be adjusted. Asking for money because money is easier to grant will produce equipment and leave the mechanism unrun.		

These steps are the book's method, not requirements of ISO 45001. 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 the property took to be true	What actually holds	Our position
"We have a safety budget and it has never been cut. Safety is funded."	The clause requires resources to be determined and provided. A line that was inherited and indexed has been provided and never determined, and it covered none of the six hundred and forty hours the system consumed.	

What the property took to be true	What actually holds	Our position
"The hours are just how departments work. They are not a safety cost."	Human resources are named first among the resources the system needs. Hours taken from a department and charged against its productivity are the property funding the system by penalising it.	
"The housekeeper is resisting the new mechanism."	She is protecting a target she is accountable for. Where a mechanism is unresourced, refusal at department level is the only place the shortfall becomes visible.	
"The goods lift is a building matter, not a safety one."	Infrastructure (buildings, plant, equipment, utilities) is named among resources in the guidance. An elimination identified under 1.9 arrives here as a resource determination.	
"If there is no money, there is nothing to be done."	The adequacy of resources is a required input to the management review. The property is obliged to ask the question annually and record the answer, whatever the answer is.	
"The standard requires us to have a safety budget line."	It requires resources to be determined and provided. It prescribes no budget, no line and no structure for holding them.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Providing without determining. An inherited line indexed each year is provision, and the clause names determination first.		
Counting only money. In a hotel the system runs on hours, and the hours are already being spent by departments that are penalised for spending them.		
Reading a department head's refusal as a culture problem. It is a measurement, and usually the only one available.		
Leaving infrastructure out of the resource question. Buildings, plant and equipment are named in the guidance, and eliminations that stay in the risk assessment never reach a capital plan.		
Never using the adequacy input to the management review. It is required, it is annual, and it is the only place where a shortfall becomes the owner's recorded decision rather than the safety manager's private frustration.		
Asking for money when the constraint is time. You will get it, you will spend it on things, and the mechanism will still not be run.		

Operative synthesis

- **The clause has two verbs and hotels perform one.** Providing is a budget line; determining is working out what the system needs, which is impossible without first counting what it consumes. In hospitality what it consumes is mostly hours (inductions, consultations, assessments, audit hosting, investigations) and those hours are already being paid for, invisibly, out of departmental labour budgets whose owners are then measured on the result.
- Resources are wider than money: the guidance names human resources, infrastructure, technology and natural and financial resources, with buildings, plant, equipment and utilities among the examples, which is how an elimination identified in 1.9 reaches a capital plan instead of

staying in a risk assessment forever. And the adequacy of resources is a required input to the management review, which gives every property one obliged, minuted moment a year in which the question has to be asked and answered. Count the hours first; ask in the currency you actually need; and read every refusal as the measurement it is.

- **The safety budget was four thousand eight hundred euro and had never been cut.** The system had consumed six hundred and forty hours of other people's time, and the budget had paid for none of them, which meant the hotel had been funding its safety system for four years by penalising the departments that ran it.
- Hours, however, are only useful in the hands of somebody who knows what to do with them, and in a hotel that replaces a third of its workforce every season, that is not a training problem but an arithmetical one.

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 3a «The Helm», subchapter 1.12. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 45001. It is not legal advice: health and safety law is that of the place where the property operates.