

# ORGANISATIONAL RESILIENCE PLAN

*A template for Henley organisations*

*Last edit: 4/6/26 KO*

## About this resilience plan template

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The world is changing. Extreme weather is becoming more frequent. Floods, heatwaves, and storms that once felt rare are now part of the pattern. Energy and insurance costs are rising. Supply chains are less predictable. At the same time, our community depends on its organisations - its businesses, schools, clubs, churches, community groups and charities - to keep going when things get hard.

This plan helps your organisation do three things:

- **Respond** when something goes wrong – a flood, a power cut, water supply cut, an extreme heatwave or a cold snap.
- **Recover** quickly and effectively after disruption, so your organisation can get back to operating normally.
- **Adapt** over time and build resilience, so that growing pressures do not catch you off guard

It is not a carbon reduction plan, though some steps you take - like using less energy - will help on both fronts. The focus here is on your organisation's ability to keep functioning, keep serving your community, and keep looking after the people who depend on you.

Individual resilience matters, but it is strengthened when the organisations around you are prepared too. **True community resilience is a web**: the more threads that hold, the stronger the whole. Together, we are stronger.

## Community Organisations

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If you are a community organisation - a sports club, a church, a school, a cultural space or some other community organisation - your community may look to you as an anchor, a reliable source of services that they might turn to in case of an emergency.

This template is aimed at looking at the organisation's resilience as well as the role of the organisation in supporting the resilience of the community.

## Businesses

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This Organisational Resilience Plan covers risks that affect every type of organisation - businesses included. We'd encourage you to work through it alongside any business-specific planning you do.

In addition, more detailed business-specific continuity templates covering operational or financial resilience are also available separately, including through [Oxfordshire County Council's business continuity resources](#) and Greener Henley's own [Business Climate Resilience Toolkit](#)

## Are you an individual or household?

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This plan is designed for organisations. If you are looking for guidance on how to prepare your home and family for emergencies, both the [Government "Prepare" campaign](#) and the [Thames Valley Local Resilience Forum Guide](#) includes household preparedness information.

## How to use this template

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### **This is not a one-sitting exercise.**

Note: If you already have a crisis management process, please consider the steps below to make sure your plan is as complete as possible.

A genuine resilience plan involves different people in your organisation, some research, and real decisions. Here is a simple process to follow:

<p><b>Step 1</b> Day 1</p>	<p>Nominate a plan owner. One person needs to take responsibility for driving this. They don't have to have all the answers - they just need to keep the process moving.</p>
<p><b>Step 2</b> Week 1</p>	<p>Have a first conversation. Bring together a small group - staff, trustees, committee members, or volunteers - and work through Parts 1-3 (below) together. You are simply asking: what do we have, who do we serve, and what could go wrong?</p>

**Step 3**

Weeks 2-4

Do some digging: what do you already have for your organisation: risk analysis and health & safety plans, your insurance contract, your energy bills, your flood risk. This doesn't need to be exhaustive. Good enough is genuinely good enough at this stage.

**Step 4**

Weeks 4-6

Align on your priorities and commitments. Come back together, complete Parts 4-10 (see below) and agree on concrete actions for the next 12 months. Put them in the diary.

**Step 5**

Ongoing

Review it annually. A resilience plan is only useful if it stays current. Build in a yearly review, while you are building your budget for the next 12 months.

## PART 1: Our Organisation

Organisation name	
Type of organisation	e.g. business / school / faith group / sports club / charity
Address	
Number of staff / members / regular users	
Plan owner (name and role)	
Date completed	
Next review date	

## PART 2: Our People and Those We Serve<sup>1</sup>

*Understanding who depends on you is the foundation of good resilience planning.*

Who are the people your organisation serves, employs, or brings together?

Are there staff, customers or people in our network who might be especially isolated or at risk in an emergency or period of extreme weather?

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<sup>1</sup> Please ensure that this document is stored and shared in line with UK GDPR. Personal contact details should be kept secure, accessible only to those who need them, and not shared without the knowledge and agreement of the individuals concerned.

Group	Approximate numbers	Any particular vulnerabilities? (e.g. elderly, young children, mobility needs)

Notes

## PART 3: Our Risks

Tick those that apply and add notes. Consider how different people/ buildings in your network may be affected differently.

### Immediate / emergency risks

Risk	Likely?	Potential impact on us	Existing plans?
Flooding			
Extreme heat			
Wildfire			
Severe storms / high winds			
Cold weather / snow			
Drought / water scarcity			
Power outage / IT outage			
Cyber attack or data loss			
Food shortages			
Pandemic / disease			
Loss of key personnel			
Supply chain disruption			
Loss of stock			
Loss of physical assets			

Risk	Likely?	Potential impact on us	Existing plans?
Property becomes uninsurable			
Other:			

### Longer-term / growing pressures

Risk	How soon could this affect us?	Potential impact	Existing/ Potential response
More frequent or severe flooding			
Hotter summers affecting operations (eg power outages), staff, or users			
Increased energy and insurance costs			
Disruption to suppliers or services we rely on			
Reputational or regulatory pressure to act on climate			
Staff or volunteer wellbeing under prolonged pressure			
Other:			

## PART 4: Our Resources and Strengths

What do you already have that would help in a crisis or period of disruption?

### Immediate / emergency risks

Resource or capability	Details	Who is responsible? Deputy?
Backup communication method (if phones/internet fail)		
Emergency contacts list (staff, trustees, key suppliers)		
First aid trained person(s)		
Named volunteer or staff member with first responder training		
Building access out of hours		
Storage of emergency supplies (e.g. first aid kit, bottled water)		

Resource or capability	Details	Who is responsible? Deputy?
Generator or backup power		
Access to funds if digital banking or payment systems are unavailable (eg telephone banking, cheque signatories, cash reserves)		
Relationships with neighbouring organisations		
Cool space during extreme heat		
Bottled water		
Food stocks		
Portable batter/power bank supply		
Key data backed up offline or on cloud		
Relationship with local emergency services		
Other:		

## PART 5: Our Dependencies and Community Connections

*Organisations cannot become resilient in isolation. Which external organisations does your organisation rely on to function? And which organisations do you support?*

### Organisations we depend upon

Resource or capability	Impact if unavailable for extended period of time	Our contingency or back-up plan	Who is responsible? Deputy?
Utilities (electricity, water)			
IT / Broadband provider			
Key suppliers / contractors			
Payroll / finance provider			
Other:			

### Community connections and shared support

Resource or capability	Nature of relationship	How we could support them in a crisis	How they could support us	Have we discussed this with them?
Henley Town Council				
Local businesses				
Local charities				
Other:				

## PART 6: Our Emergency Response

*For sudden, short-term incidents.*

### Who is in charge?

Please call 999 if a life-threatening emergency.

Role	Name	Contact number
Primary emergency contact		
Deputy		
Person responsible for vulnerable individuals		

### What are our first steps in an emergency?

List the five most important actions your organisation would take in the first hour of an emergency.

- 1.
- 2.
- 3.
- 4.
- 5.

### How will we communicate?

If our usual systems fail, we will contact staff / members / users by:

Notes (e.g. phone tree, WhatsApp group, notice on building)

## Where will people go if our building is unavailable?

Alternative location	
Contact for that location	

## PART 7: Our Recovery Plan

*Getting back on your feet after disruption is just as important as the initial response.*

### Who leads our recovery?

Role	Names	Contact numbers
1. Recovery lead 2. Deputy		
1. Communications lead (internal) 2. Deputy		
1. Communications lead (external / public-facing) 2. Deputy		

### What are our priorities in the first 48–72 hours after disruption?

*Think about: safety checks, contacting key people, assessing damage, accessing insurance, communicating with those you serve.*

- 1.
- 2.
- 3.
- 4.
- 5.

### Key contacts for recovery

Contact	Organisation / Name of the contact (Primary/ Secondary)	Phone / email / postal address
Insurance provider		
Building / facilities manager		
HR/ Management		
IT support		
Key supplier(s)		
Other:		

### How will we keep operating / serving our community during recovery?

*e.g. move to remote working, use an alternative venue, suspend non-essential services, partner with [named organisation]*

Notes

### What would we need to restore normal operations?

*Consider: premises, equipment, data, staff, finances, communications, support from other local organisations.*

Notes

### What have we learned from past disruptions?

Notes

*NB: Any lessons identified become lessons learnt by updating training and the plan to prevent a repeat.*

## PART 8: Our Longer-Term Adaptation

*For the gradual, growing challenges ahead. This is not just about becoming a “green organisation” - it’s about making sure rising costs, more extreme weather, and an uncertain future don’t undermine what you do.*

### Energy and buildings

Action	Priority (High / Medium / Low)	Timeline	Who owns this?
Understand our current energy use and costs			
Identify steps to reduce energy demand			
Explore renewable energy options (e.g. solar)			
Assess building vulnerability to wide environmental variations (e.g. extreme temperatures)			
Plan for building improvements (insulation, ventilation, flood resilience)			

### People and operations

Action	Priority	Timeline	Who owns this?
Review our business continuity arrangements			
Build staff / volunteer awareness and understanding of this plan: why/ what/ who			
Review our supply chain for climate vulnerabilities			
Consider how we support staff and users in extreme circumstances (weather/ flooding/ prolonged power cut)			

### Community contribution

Action	Priority	Timeline	Who owns this?
Map the organisations who could help you or you could help in case of an emergency			
Explore how our organisation can support vulnerable community members in case of an emergency			
Connect with other local organisations on resilience			
Consider what skills, space, or resources we could offer Henley in a crisis			
Co-create a local skill map			

## PART 9: Our Commitments

### Actions we will take in the next 12 months to strengthen our resilience:

- 1.
- 2.
3. etc

### One thing we will do to help Henley as a whole be more resilient:

Notes

## PART 10: Review Log

Review date	Changes made	Signed off by

## Further resources

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The following free resources may help your organisation go deeper on specific aspects of resilience planning:

### Flooding:

- Visit [Greener Henley Flood Preparation Guide](#) for advice about how to prepare, prevent, respond and recover from flooding, including how to check your flood risk and sign up for free flood warnings. Also visit the [Oxfordshire Flood Toolkit](#).
- Report blocked drains via [fixmystreet.com](http://fixmystreet.com)
- National Flood Forum – independent advice and support for communities at flood risk. [nationalfloodforum.org.uk](http://nationalfloodforum.org.uk) / 01299 403055
- Local Government Association [Emergency planning for flooding](#)

### Extreme heat:

- Look at the Government's [Beat the heat hot weather advice](#)
- Local organisations can offer cold water and cool spaces during hot weather. See [London City Hall Cool Spaces](#) map.
- See Red Cross [Advice for vulnerable groups during a heatwave](#)

### Weather:

- Visit the [Met Office](#) for weather warnings and heat-health alerts.

### Emergency preparedness:

- Government [Prepare Campaign](#) - guidance for individuals and organisations on preparing for emergencies.
- [British Red Cross](#) - first aid training, emergency preparedness guidance, and community resilience support.
- [Thames Valley Local Resilience Forum Guide](#) for preparing for emergencies - for households, community and business.
- [Raynet UK](#) - UK's national voluntary communications service provided for the community by licensed radio amateurs.
- Visit [National Preparedness Commission](#) for more information on preparedness.

### Business resilience:

- See Greener Henley's [Business Climate Resilience Toolkit](#).
- See also [London Business Networks for Resilience](#) for useful resources.

### Community planning<sup>2</sup>:

- See the [London Community Resilience Toolkit](#) for a step-by-step guided process for community and faith groups, including community mapping, skills audits, and volunteer frameworks. Also see [Groundwork](#) for more resources including videos.

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<sup>2</sup> At the time of writing in June 2026, Greener Henley and Henley Town Council are in the process of developing a Community Emergency Plan.