



# **CRITICAL INCIDENT GUIDANCE AND PROTOCOLS FOR SCHOOLS 2015**

*This guidance was revised and updated in May 2016*

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## SECTION 1

### INTRODUCTION

A working definition of a critical incident is as follows:

**“An event or events usually sudden, which involve the experience of significant personal distress to a level which potentially overwhelms normal responses, procedures and coping strategies and which is likely to have emotional and organisational consequences”.**

*(Norfolk LEA 1995)*

Such an event may be a serious accident involving one or more children/students/staff on or off the premises which has led to death or serious injury; violence/assault in school; fire/explosion; a natural disaster in the community etc. A critical incident tests our reactions to loss, not only of people by death or serious injury, but the security of the known; change tests our vulnerability as well as that of the children. By definition, a critical incident is an “out of the ordinary event” - it places upon us demands which it is unlikely that we have met before. We all react differently to the “same” critical incident, depending on our perspective.

“In recent years a great deal has been learned about the effects that life-threatening traumas have on adult survivors. Children too are affected emotionally. For a long time adults assumed that these effects were short-lived but, since sympathetic professionals began to ask the children themselves how they were affected, it transpired that they showed a similar range of difficulties to adults”.

*(Yule and Gold 1993)*

It is also recognised that a person could be exposed to the event not only through direct experience or being a witness, but also through learning about relatives or friends who had been involved in such an episode.

The effects can be long term; a study involved interviews with the children who had survived the sinking of the “Jupiter” cruise liner in Greece in 1988. The survivors showed unusually high incidents of suicide and clinical depression, and many had fallen behind academically, getting lower GCSE results than had been originally predicted.

#### **Examples of in-school critical incidents**

- A serious accident to a child or adult
- The death of a pupil or member of staff through natural causes, such as illness

- A traffic accident involving a pupil or staff member
- Violence or assault within school
- A school fire or explosion
- Destruction of part of the school building
- An illness such as meningitis within the school community

### **Examples of out-of-school critical incidents**

- An accident to a pupil or staff while out of school on a visit or swimming etc
- Death or injuries on a school journey
- Tragedies involving children from many schools eg the fire at Hillsborough Football ground
- Civil disturbances

### **Being Prepared**

If a critical incident happens, many events may be occurring within a short space of time and stress levels in staff will be high and emotions possibly overwhelming. In these circumstances it would help schools to already have in place a plan of action which has been discussed, and staff who are prepared for the unlikely eventuality of a critical incident affecting the school. Having a plan, being prepared, and clarifying roles leads to a feeling of greater competence when stressful situations do occur, and allows more time for "thinking". If staff stress can be reduced in any way, this feeling of competence will be passed to children/students/families.

The enclosed checklist attempts to cover those areas which would require consideration in the immediate aftermath of a critical incident, to ensure that all parties have their needs met as carefully as possible. Completing the checklist as part of the planning process will give staff opportunities to think through their own individual feelings about a possible critical incident, and will provide some preparation, in the hope that it will never be needed. Schools are advised to personalise the checklist by adding telephone numbers of the Link Adviser, Chair of Governors and other contacts they feel appropriate.

**Additional information is also included regarding local and nationwide contacts for support plus reading materials which may be u**

Please refer to the revised  
flowchart issued May 2017

## Sample letter to parents/carers following the death of a child from the school

Dear Parents

The death of a child in our school has come as a terrible shock to everyone and we are sure you will wish us to pass on your condolences to the family concerned.

Our priority is to support the staff and pupils, particularly those who were close to the child. We have been very grateful of the support from various agencies who have visited the school today. We have also contacted some local support groups who are ready to offer a range of help if it is required in the future.

*(For a death following meningitis or other condition which may cause public concern).*

For health advice we have rigorously followed Greater Manchester Health Protection Policy and would like you to be assured that all advice has been adopted.

Many of our pupils have had the opportunity to talk personally with (School Nurse/Learning mentor/Pastoral Tutor/Specialist Teacher/Support Assistant) or their class teacher.

We are aware that over the coming days, parents/carers may have natural concerns about how to support their child in dealing with grief. Advice is available through the school. Alternatively, informative notes can be accessed through the internet on such sites as CRUSE which deals with bereavement on [www.crusebereavementcare.org.uk](http://www.crusebereavementcare.org.uk).

We would like to thank everyone who has offered support to us at this time. Please feel free to contact myself, (Chair of Governors) or a member of the Senior Management Team if we can help in any way.

Yours sincerely

Headteacher

## Sample letter to parents/carers following fire/damage to the school building

Dear Parents

The recent damage to our school building has come as a terrible shock to everyone and you will appreciate that now we must put plans in place to maintain routine.

Our priority is to support the staff and pupils, particularly those who were most affected by the damage. We have been very grateful of the support from various agencies who have visited the school today. We have also contacted some local support groups who are ready to offer a range of help if it is required in the future.

We have sought the support of officers of Trafford Local Authority and would like you to be assured that everything is being done to continue our identity as a school and to maintain the children's education.

*(If school attendance has been possible)*

Many of our pupils have had the opportunity to talk personally with (School Nurse/Learning Mentor/Pastoral Tutor/Specialist Teacher/Support Assistant) or their class teacher if they have been upset about what happened or are worried about the future.

We are aware that over the coming days, some parents/carers may have natural concerns about how to support their child in dealing with this incident in our school. Please feel free to contact myself, (Chair of Governors) or a member of the Senior Management Team if we can help in any way.

*(If school attendance has not been possible)*

School is closed until \*\*\*\*\* when it re-opens at \*\*\*\*\*. We will keep you informed about any class arrangements as soon as these are confirmed. Notices will be placed \*\*\*\*\* (parent's board/school gate/school web site).

Many thanks to those in our community who have already supported our school during this time, or have offered to do so in the days to come.

Yours sincerely

Headteacher

## SECTION 3

### BEREAVEMENT & LOSS

*"A child can live through anything provided they are told the truth and allowed to share the natural feelings people have when they are suffering".*

#### Introduction

Following a survey carried out by Winston's Wish, it is estimated that:

- Every 30 minutes in the UK, a child under 18 is bereaved of a parent. This equates to 53 children a day and almost 20,000 per year
- 3 out of 100 5-15 yr olds have experienced the death of a parent or sibling. This equates to 255,000 young people in the UK
- 6 out of 100 5-15yr olds have experienced the death of a close friend of the family, equating to 510,000 children in the UK
- 13 out of 100 5-15yr olds have experienced the death of a grandparent, equating to 1,105,000 children in the UK

At any given time, up to 70 out of 100 schools are dealing with a bereaved child (Holland, 1993). Despite this, many teachers feel inadequately trained and are anxious about supporting bereaved children and young people in their care (Leckey, 1991).

This resource provides a brief overview of some of the feelings and behaviours that children and young people may display following a loss and gives some ideas of what schools can do to support the bereaved child or young person. It provides a list of both local and national agencies that can offer support and information for children, adults and professionals in relation to bereavement and loss.

#### Children and Young People's Reactions to Loss

Most children and young people will experience loss, mainly due to bereavement. Bereavement is described as the loss that people experience when someone close to them dies. This could be a close relative, family member or friend. Alternatively the loss could be due to family difficulties such as separation and divorce.

Grief is the combination of feelings that are experienced as a result of the loss of something or someone close to them. Everyone experiences grief differently - there is no "right" way to feel. Feelings can include shock, despair, intense sadness, guilt, depression, relief, fear and anger. It can sometimes feel that people move

backwards and forwards between feelings. It is not unusual to feel numb, or not experience feelings at all. Grief is a normal and natural response to loss.

Children and young people may go through a range of the feelings described above. However, the ways in which they respond to their loss will be determined by their age, their understanding of death/loss, their relationship with the person they have lost, the circumstances surrounding the event and the way the situation is dealt with by others around them.

The following pages detail information which describes some of the common reactions that children and young people may experience following a loss, what they may need and what teachers can do to help. This is not an exhaustive list and reactions will vary with each individual.

### **Ages 3-6 years**

- Aggressiveness
- Attention seeking behaviours eg tantrums
- Confusion and bewilderment
- Fear of being left by a parent/carer
- Identification with the missing person/object
- Irritability
- Regressive behaviours eg bedwetting and thumb sucking
- Rejection of either/both parents/carers
- Withdrawn
- Physical symptoms - may have similar "symptoms" to those who have died
- Nightmares
- Changes in eating habits
- Sadness

### **Ages 7-10yrs**

- Afraid of abandonment by primary caregiver
- Anger and hostility to others
- Blames self or someone else, usually remaining carer/parent for loss
- Can become a victim of bullying/become a bully
- Feels different to others
- Conflict with missing parent/carer or object
- Fighting with friends
- Problems with self confidence and self esteem
- School work suffers and behaviour deteriorates
- Withdrawn
- Physical symptoms - headaches, stomach aches, feeling sick

- Sadness
- Anxiety

### **Ages 11-13**

- Truancing from school
- Decline in school work
- Blames self and others for death/loss
- Compensates for loss through cravings - alcohol, food, shopping
- Conflicts with dependency and independence
- Denies feelings to others
- Fears illness of significant others
- Feels "caught in the middle"
- Deep rooted anger, insecurity, loss of identity
- Lying, stealing and cheating
- Withdrawal from usual activities
- Physical symptoms
- Sadness
- Anxiety

### **Ages 14-20**

- Fear of illness in significant others
- Compensates for loss with other things
- Decline in academic performance
- Drug/alcohol abuse
- Frequent mood swings with depression and negativity
- Overwhelmed with perceived responsibilities
- Sensitive to and self conscious about family tensions
- Violence and aggression to self and others - arguments, fights, self harm
- Withdrawal from family and friends
- Sadness
- Anxiety

### **What do children and young people need at this time?**

- Reassurance that whatever has happened is not their fault
- Permission to express their feelings and be a child, in a constructive way
- Honest explanations
- Help and support to express their feelings
- To be included in the funerals and rituals, if appropriate

## What can teachers do?

- Create a supportive environment
- Allow children and young people to be themselves - this may mean they want to continue to do "usual" things
- Allow them to be themselves
- Create and maintain links with home
- Be sensitive and aware of changes in behaviours
- Respect the individuality of children and therefore, understand that pain will be expressed differently
- Use the curriculum to explore feelings in a safe environment
- Be sensitive to special dates - Christmas, birthdays etc
- Be aware of others reactions to the bereaved child or young person
- Develop a school policy

These feelings can be powerful, confusing and frightening to both the child/young person and those providing them with support. The following pages detail organisations who can provide support to children and young people, adults and professionals.

## Support for Children and Young People

### LOCAL

#### Child and Adolescent Mental Health Services (CAMHS)

Trafford CAMHS  
Waterside House  
Sale Waterside  
Sale  
M33 7ZF

Tel/Fax: 0161 716 4747/4744

Provides therapeutic work with children, young people (0-17yrs) and their families/carers around issues that affect their emotional health and well being. The service is provided by a multi-disciplinary team of Psychiatrists, Psychologists, Nurses, Health Visitors, Play Therapists and Specialist Child Mental Health Workers.

#### Childline

Childline  
1 Sickle Street  
Manchester M2 1DL

Tel: 0870 336 2920  
Fax: 0870 336 2921  
Website: [www.childline.org.uk](http://www.childline.org.uk)

#### Chips Programme

North West Contacts:

Sue Tabner: 020 7650 6850  
Helen Matthews: 020 7650 9851

Suzie Campbell-Kelly: 020 7650 9852

Provides a free, 24-hour, helpline for children in distress or danger. Trained volunteer counsellors advise and protect children and young people who may feel they have nowhere else to turn. Childline also offers an outreach programme, to schools, through its CHIPS programme, focussing on a range of areas including loss and bereavement

#### Connexions

Connexions  
182-186 Cross Street  
Sale, Cheshire  
M33 7AG

Tel: [0161 962 9711](tel:01619629711)  
E-mail: [headoffice@connections.gb.com](mailto:headoffice@connections.gb.com)  
Website: [www.connections-recruitment.co.uk](http://www.connections-recruitment.co.uk)

Connexions is aimed at young people aged 13 - 19 and offers support and information, confidential advice or just somebody to talk to.

## **NATIONAL**

### **Careline**

Careline  
The Cardinal Heenan Centre  
326-328 High Road  
Ilford  
Essex IG1 1QP

Tel: 020 8514 1177  
E-mail: [careline@totalise.co.uk](mailto:careline@totalise.co.uk)  
Website: [www.carelineuk.org](http://www.carelineuk.org)

Careline provides confidential crisis telephone counselling for children, young people and adults. They offer instant telephone counselling to any individual on any issue.

### **Muslim Youth Helpline (MYH)**

Muslim Youth Helpline  
4<sup>th</sup> Floor Barkat House  
116-118 Finchley Road  
London NW3 5HT

Tel: 0808 808 2008 (freephone from all UK landlines)  
Monday - Friday 6pm - 12am  
Saturday - Sunday 12pm - 12am  
Tel: 0870 774 3518 (General Enquiries)  
E-mail: [help@myh.org.uk](mailto:help@myh.org.uk)  
Website: [www.myh.org.uk](http://www.myh.org.uk)

MYH is a confidential telephone and email counselling service for young Muslim people.

### **Riprap**

Website: [www.riprap.org.uk](http://www.riprap.org.uk)

Riprap is a website that can help young people (12-16yrs) cope when a parent has cancer. There are stories from other young people going through similar situations and information to help them to understand and deal with what is going on in their family.

### **RD 4 U**

Freephone: 0808 808 1677 (Monday-Friday 9.30am - 5.00pm)  
E-mail: [private@rd4u.org.uk](mailto:private@rd4u.org.uk)  
Website: [www.rd4u.org.uk](http://www.rd4u.org.uk)

Website designed for young people by young people as part of CRUSE Bereavement Care's Youth Involvement Project. Offers support for young people after the death of someone close. There is a specific area for boys.

## **SIBBS**

Tel: 08451 23 23 04  
E-mail: [info@tcfsiblingsupport.org.uk](mailto:info@tcfsiblingsupport.org.uk)  
Website: [www.tcf.org.uk](http://www.tcf.org.uk) (Click into Search box and type Siblings)

A nationwide self-help support group for people who have suffered the death of a brother or sister. Offers similar support to Compassionate Friends.

## **Survivors of Bereavement by Suicide (SOBS)**

Survivors of Bereavement by Suicide	National Helpline: 0844 561 6855 (9am-9pm)
The Flamesteed Centre	Tel: 0115 944 1117
Albert Street	E-mail: <a href="mailto:sobs.admin@care4free.net">sobs.admin@care4free.net</a>
Ilkeston	Website: <a href="http://www.uk-sobs.org.uk">www.uk-sobs.org.uk</a>
Derbyshire DE7 5GU	

Aims to offer practical and emotional support to those bereaved by the suicide of a relative or friend.

## **Support Line**

SupportLine	Tel: 020 8554 9004 (hours vary)
PO Box 1596	Admin 020 8554 9006
Ilford	E-mail: <a href="mailto:info@supportline.org.uk">info@supportline.org.uk</a>
Essex IG1 3FW	Website <a href="http://www.supportline.org.uk">www.supportline.org.uk</a>

SupportLine offers confidential emotional support to children, young adults and adults. They work with callers to develop healthy, positive coping strategies, an inner feeling of strength and increased self esteem to encourage healing, recovery and moving forward with life. Callers can be referred to counsellors, agencies and support groups in their immediate area/throughout the UK.

## Talkshop

Talkshop  
Sale Waterside  
Sale  
Manchester M33 7XA

Tel: 0161 912 2453/237 3001

Confidential advice and information for children 11-25 (13-19 priority age group). Youth workers offer one-to-one counselling, Connexions service and TRASHED worker also available.

## There4me

Website: [www.There4me.com](http://www.There4me.com)

Run by the NSPCC, this site offers on screen advice about many issues affecting young people. There is an opportunity for private one to one sessions in real time or e-mail a private advisor and get a reply in 24hrs. The site aims to help young people find their own solutions to problems.

## Winston's Wish

Winston's Wish  
Clara Burgess Centre  
Bayshill Road  
Cheltenham GL50 3AW

Tel: 01242 515157  
(General Enquiries)  
Helpline: 0845 20 30 40 5  
Fax: 01242 546187  
E-mail: [info@winstonswish.org.uk](mailto:info@winstonswish.org.uk)  
Website: [www.winstonswish.org.uk](http://www.winstonswish.org.uk)

Supports bereaved children and young people. The website explains how professionals can help bereaved young people and offers ideas for resources and activities.

## Youth Access

Youth Access  
1-2 Taylors Yard  
67 Alderbrook Road  
London SW12 8AD

Tel: 020 8772 9900  
Fax: 020 8772 9746  
E-mail: [admin@youthaccess.org.uk](mailto:admin@youthaccess.org.uk)  
Website: [www.youthaccess.org.uk](http://www.youthaccess.org.uk)

Provides young people with access to a counsellor nearest to them, UK-wide.

## Support For Adults

### LOCAL

#### Papyrus

Lodge House  
Thompson Park  
Omerod Road  
Burnley BB11 2RU

Tel: HOPElineUK: 0870 170 4000  
(Monday-Friday 10am-5pm/7pm-10pm  
Weekends 2pm-5pm) or 01978 367 333  
(answer phone is checked daily)

E-mail: [admin@papyrus-uk.org](mailto:admin@papyrus-uk.org)  
Website: [www.papyrus-uk.org](http://www.papyrus-uk.org)

PAPYRUS is a UK charity committed to suicide prevention, focusing predominantly on the emotional well-being of children, teenagers and young adults. They offer the general public and professionals alike, the requisite resources and support to help prevent suicide and improve mental health in young people.

#### Samaritans

Tel: 0845 790 9090 (UK) 24 hours a day  
Text: 07725 90 90 90  
E-mail: [jo@samaritans.org](mailto:jo@samaritans.org)  
Website: [www.samaritans.org.uk](http://www.samaritans.org.uk)

Samaritans provide a confidential and non-judgemental listening service which operates 24 hrs a day to all ages. They offer emotional support to people who are experiencing feelings of distress or despair, including those which may lead to suicide.

#### Trafford Bereavement Counselling Service

Tel: 0161 746 2084 (Service Co-ordinator)

Trafford Bereavement Service aims to offer confidential support to those people experiencing difficulties with a loss. Volunteers who are experienced and have undergone additional training provide the service. The service is open to anyone over the age of 18 and who lives in the Trafford Borough. The service has an open referral policy

## **The TMCC Information Service**

The Trafford Macmillan Care Centre  
Moorside Road  
Davyhulme M41 5SN

Tel: 0161 746 2080  
Fax 0161 746 2082  
E-mail: [judith.thompson@trafford.nhs.uk](mailto:judith.thompson@trafford.nhs.uk)

Provides emotional support to adults and their families affected by cancer and other life threatening illnesses from pre-diagnosis, to returning to work, to bereavement support.

- Cancer Information Centre
- Community drop in sessions
- Runs cancer awareness events
- Website with a directory of local cancer and support services
- Resources for health professionals

## **NATIONAL**

### **BBC One Life**

Confidential One Lifeline: 0800 110 100 (24 hours)  
Website:  
[www.bbc.co.uk/radio1/onelife/personal/bereavement/bereavement\\_intro.shtml](http://www.bbc.co.uk/radio1/onelife/personal/bereavement/bereavement_intro.shtml)

Gives information on bereavement and provides links to bereavement organisations.

### **British Association of Counselling and Psychotherapy (BACP)**

BACP House  
15 St Johns Business Park  
Lutterworth  
Leicestershire LE17 4HB

Tel: 01455 883300  
E-mail: [bacp@bacp.co.uk](mailto:bacp@bacp.co.uk)  
Website: [www.bacp.co.uk](http://www.bacp.co.uk)

Provides advice for schools wanting to set up an in-house counselling service. Holds a list of Accredited Counsellors and Psychotherapists registered for individual and group work.

## **CALM (Manchester, Bedfordshire, Merseyside)**

CALM  
PO Box 52490  
London  
NW3 9DW

Tel: 0800 585858  
(Saturday-Tuesday 5pm-Midnight)

Website: [www.thecalmzone.net](http://www.thecalmzone.net)

CALM works to tackle depression amongst young men (aged 15-35) across Manchester, Merseyside and Bedfordshire. It exists to help them deal with the problems they are facing, no matter what is troubling them.

## **Careline**

Careline  
The Cardinal Heenan Centre  
326-328 High Road  
Ilford  
Essex IG1 1QP

Tel: 020 8514 1177

E-mail: [info@carelineuk.org](mailto:info@carelineuk.org)

Website: [www.carelineuk.org](http://www.carelineuk.org)

Careline provides confidential crisis telephone counselling for children, young people and adults. They offer instant telephone counselling to any individual on any issue.

## **Childhood Bereavement Network**

Childhood Bereavement Network  
8 Wakley Street  
London EC1V 7QE

Tel: 020 7843 6309

Fax: 020 7843 6053

Email: [cbn@ncb.org.uk](mailto:cbn@ncb.org.uk)

Website: [www.childhoodbereavementnetwork.org.uk](http://www.childhoodbereavementnetwork.org.uk)

The Childhood Bereavement Network aims to provide all children and young people in the UK, together with their families and other caregivers, including professional carers, easy access to a choice of high-quality local and national information, guidance and support to enable them to manage the impact of death on their lives.

## CLIC

CLIC Sargent Head Office  
Griffin House  
161 Hammersmith Road  
London W6 8SG

Helpline: 0800 197 0068  
(Monday-Friday 9am-5pm)  
Tel: 0845 301 0031  
E-mail: [info@clic.org.uk](mailto:info@clic.org.uk)  
Website: [www.clicsargent.org.uk](http://www.clicsargent.org.uk)

Each day, five families in the UK are told their child has cancer or leukaemia. CLIC aims to try and help these children and their families cope and keep life as normal as possible.

## Compassionate Friends

Compassionate Friends  
53 North Street  
Bristol BS3 1EN

Tel: 08451 20 37 85 (National Office)  
08451 232304 (Helpline 10am-4pm/  
6.30pm-10.30pm)  
E-mail: [info@tcf.org.uk](mailto:info@tcf.org.uk)  
Website: [www.tcf.org.uk](http://www.tcf.org.uk)

An organisation of bereaved parents and their families offering understanding and support to others after the death of a child or children. They also offer support, advice and information to other relatives, friends and professionals who are in contact with the family. There is a website attached for siblings of children that have died.

## CRUSE

Cruse Bereavement Care  
Cruse House  
126 Sheen Road  
Richmond  
Surrey TW9 1UR

Tel: 020 8939 9530 (Administration)  
Helpline: 0870 167 1677  
Fax: 020 8940 7638  
E-mail: [helpline@crusebereavementcare.org.uk](mailto:helpline@crusebereavementcare.org.uk)  
General E-mail: [info@crusebereavementcare.org.uk](mailto:info@crusebereavementcare.org.uk)  
Website: [www.crusebereavementcare.org.uk](http://www.crusebereavementcare.org.uk)

Offers bereavement support for individuals or for individuals seeking advice for someone else. Provides written guidance and training for schools on issues related to loss. Has a separate website for children and young people.

## **Grief Encounter Project**

Grief Encounter Project  
PO Box 49701  
London N20 8XJ

Tel: 020 8446 7452 (Monday-Friday 9am-5pm)  
Email: [shelley@griefencounter.com](mailto:shelley@griefencounter.com)  
Website: [www.griefencounter.com](http://www.griefencounter.com)

This organisation helps bereaved children and young people rebuild their lives after a family death. The project aims to improve resources available to bereaved children and their families

## **Survivors of Bereavement by Suicide (SOBS)**

The Flamesteed Centre  
Albert Street  
Ilkeston  
Derbyshire DE7 5GU

Tel: 0115 944 1117  
E-mail: [sobs.admin@care4free.net](mailto:sobs.admin@care4free.net)  
Website: [www.uk-sobs.org.uk](http://www.uk-sobs.org.uk)

Aims to offer practical and emotional support to those bereaved by the suicide of a relative or friend.

## **SupportLine**

PO Box 1596  
Ilford  
Essex IG1 3FW

Tel: 020 8554 9004 (hours vary)  
Admin 020 8554 9006  
E-mail: [info@supportline.org.uk](mailto:info@supportline.org.uk)  
Website: [www.supportline.org.uk](http://www.supportline.org.uk)

SupportLine offers confidential emotional support to children, young adults and adults. They work with callers to develop healthy, positive coping strategies, an inner feeling of strength and increased self esteem to encourage healing, recovery and moving forward with life. Callers can be referred to counsellors, agencies and support groups in their immediate area/throughout the UK.

## **Support For Professionals**

### **LOCAL**

### **Child and Adolescent Mental Health Services (CAMHS)**

Trafford CAMHS  
Waterside House  
Sale Waterside  
Sale  
M33 7ZF

Tel/Fax: 0161 716 4747/4744

Provides therapeutic work with children, young people (0-17yrs) and their families/carers around issues that affect their emotional health and well being. The service is provided by a multi-disciplinary team of Psychiatrists, Psychologists, Nurses, Health Visitors, Play Therapists and Specialist Child Mental Health Workers.

### **Childline**

Childline	Tel:	0870 336 2920
1 Sickle Street	Fax:	0870 336 2921
Manchester M2 1DL	Website:	<a href="http://www.childline.org.uk">www.childline.org.uk</a>

### **Chips Programme**

North West Contacts:

Sue Tabner:	020 7650 6850	Suzie Campbell-Kelly:	020 7650 9852
Helen Matthews:	020 7650 9851		

Provides a free, 24-hour, helpline for children in distress or danger. Trained volunteer counsellors advise and protect children and young people who may feel they have nowhere else to turn. Childline also offers an outreach programme to schools through its CHIPS programme, focussing on a range of areas including loss and bereavement

### **Manchester Area Bereavement Forum**

362 Manchester Road	Tel:	0161 371 8860
Droylsden	E-mail:	<a href="mailto:grief@mabf.org.uk">grief@mabf.org.uk</a>
Manchester M43 6QX	Website:	<a href="http://www.mabf.org.uk">www.mabf.org.uk</a>

The Schools Liaison Project will give schools advice and support with bereavement policies, teaching about death and loss and training for staff. They act as a resource for anyone involved in helping those who have experienced loss.

### **Papyrus**

Lodge House	Tel:	HOPElineUK: 0870 170 4000
Thompson Park		(Monday-Friday 10am-5pm/7pm-10pm
Omerod Road		Weekends 2pm -5pm) or 01978 367 333
Burnley BB11 2RU		(answerphone is checked daily)
	E-mail:	<a href="mailto:admin@papyrus-uk.org">admin@papyrus-uk.org</a>
	Website:	<a href="http://www.papyrus-uk.org">www.papyrus-uk.org</a>

PAPYRUS is a UK charity committed to suicide prevention, focusing predominantly on the emotional well-being of children, teenagers and young adults. They offer the general public and professionals alike, the requisite resources and support to help prevent suicide and improve mental health in young people.

### **The TMCC Information Service**

The Trafford Macmillan Care  
Centre  
Moorside Road  
Davyhulme M41 5SN

Tel: 0161 746 2080  
Fax: 0161 746 2082  
E-mail: [judith.thompson@trafford.nhs.uk](mailto:judith.thompson@trafford.nhs.uk)

Provides information about what support services are available in Trafford for people affected by cancer and other life threatening illnesses and their families. Also provides:

- Cancer Information Centre
- Community drop in sessions
- Runs cancer awareness events
- Website with a directory of local cancer and support services
- Resources for health professionals

### **NATIONAL**

#### **BBC One Life**

Confidential One Lifeline: 0800 110 100 (24 hours)

Website:

[www.bbc.co.uk/radio1/onelife/personal/bereavement/bereavement\\_intro.shtml](http://www.bbc.co.uk/radio1/onelife/personal/bereavement/bereavement_intro.shtml)

Gives information on bereavement and provides links to bereavement organisations.

#### **British Association of Counselling and Psychotherapy (BACP)**

BACP House  
15 St Johns Business Park  
Lutterworth  
Leicestershire LE17 4HB

Tel: 01455 883316  
E-mail: [bacp@bacp.co.uk](mailto:bacp@bacp.co.uk)  
Website: [www.bacp.co.uk](http://www.bacp.co.uk)

Provides advice for schools wanting to set up an in-house counselling service. Holds a list of Accredited Counsellors and Psychotherapists registered for individual and group work.

## Careline

Careline  
The Cardinal Heenan Centre  
326-328 High Road  
Ilford  
Essex IG1 1QP

Tel: 020 8514 1177  
E-mail: [info@carelineuk.org](mailto:info@carelineuk.org)  
Website: [www.carelineuk.org](http://www.carelineuk.org)

Careline provides confidential crisis telephone counselling for children, young people and adults. They offer instant telephone counselling to any individual on any issue.

## Childhood Bereavement Network

8 Wakley Street  
London EC1V 7QE

Tel: 020 7843 6309  
Fax: 020 7843 6053  
Email: [cbn@ncb.org.uk](mailto:cbn@ncb.org.uk)  
Website: [www.childhoodbereavementnetwork.org.uk](http://www.childhoodbereavementnetwork.org.uk)

The Childhood Bereavement Network aims to provide all children and young people in the UK, together with their families and other caregivers, including professional carers, easy access to a choice of high-quality local and national information, guidance and support to enable them to manage the impact of death on their lives.

## Compassionate Friends

Compassionate Friends  
53 North Street  
Bristol BS3 1EN

Tel: 08451 20 37 85 (National Office)  
08451 23 23 04 (Helpline 10:00am-  
4pm/6.30pm-10.30pm )  
E-mail: [info@tcf.org.uk](mailto:info@tcf.org.uk)  
Website: [www.tcf.org.uk](http://www.tcf.org.uk)

An organisation of bereaved parents and their families offering understanding and support to others after the death of a child or children. They also offer support, advice and information to other relatives, friends and professionals who are in contact with the family. There is a website attached for siblings of children that have died.

## **Cruse Bereavement Care**

Cruse Bereavement Care	Tel:	020 8939 9530 (Administration)
Cruse House	Helpline:	0870 167 1677
126 Sheen Road	Fax:	020 8940 7638
Richmond	E-mail:	<a href="mailto:helpline@crusebereavementcare.org.uk">helpline@crusebereavementcare.org.uk</a>
Surrey TW9 1UR	General E-mail:	<a href="mailto:info@crusebereavementcare.org.uk">info@crusebereavementcare.org.uk</a>
	Website:	<a href="http://www.crusebereavementcare.org.uk">www.crusebereavementcare.org.uk</a>

Offers bereavement support for individuals or for individuals seeking advice for someone else. Provides written guidance and training for schools on issues related to loss. Has a separate website for children and young people.

## **Samaritans**

Tel: 0845 790 9090 (UK) 24 hours a day  
E-mail: [jo@samaritans.org](mailto:jo@samaritans.org)  
Website: [www.samaritans.org.uk](http://www.samaritans.org.uk)

Samaritans provide a confidential and non-judgemental listening service which operates 24 hrs a day to all ages. They offer emotional support to people who are experiencing feelings of distress or despair, including those which may lead to suicide.

## **The Sainsbury Centre for Mental Health**

The Sainsbury Centre for Mental Health	Tel:	020 7827 8300
134-138 Borough High Street	Fax:	020 7403 9482
London SE1 1LB	E-mail:	<a href="mailto:contact@scmh.org.uk">contact@scmh.org.uk</a>
	Website:	<a href="http://www.scmh.org.uk">www.scmh.org.uk</a>

Have a resource pack "Feeling Good: Promoting Children's Mental Health", consisting of information which encourages and gives both staff and parents the means to broach subjects relating to bereavement and loss as well as talking about positive issues. Activity sheets in the pack help children to build individual resilience and learn to develop effective coping strategies.

## **The Child Bereavement Trust**

Aston House	Tel:	01494 446648 (Monday-Friday 9am-5pm)
West Wycombe	Fax:	01494 440057
High Wycombe	E-mail:	<a href="mailto:enquiries@childbereavement.org.uk">enquiries@childbereavement.org.uk</a>
Bucks HP14, 3AG	Website:	<a href="http://www.childbereavement.org.uk">www.childbereavement.org.uk</a>

The charity provides specialised training and support for professionals to improve their response to the needs of bereaved families. The Child Bereavement Trust produces resources and information for children and families and the professionals who come into contact with them in the course of their work.

## **Winston's Wish**

Winston's Wish	General Enquiries:	01242 515157
Clara Burgess Centre	Helpline:	0845 20 30 40 5
Bayshill Road	Fax:	01242 546187
Cheltenham	E-mail:	<a href="mailto:info@winstonswish.org.uk">info@winstonswish.org.uk</a>
GL50 3AW	Website:	<a href="http://www.winstonswish.org.uk">www.winstonswish.org.uk</a>

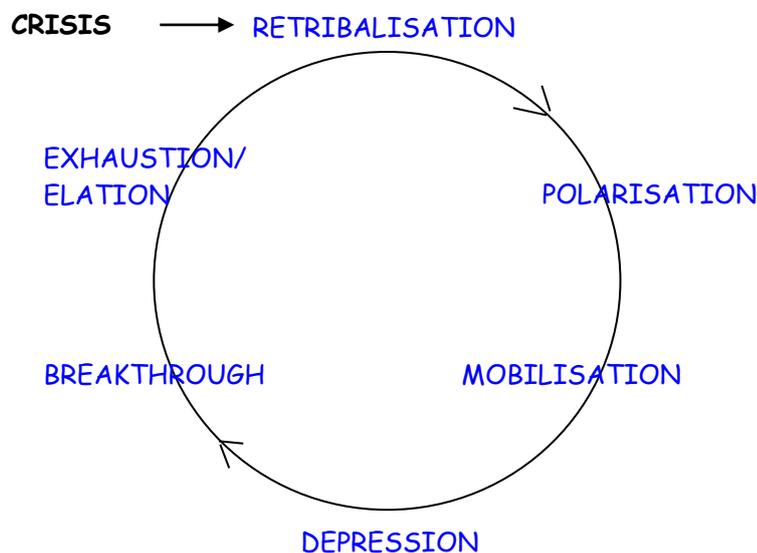
Supports bereaved children and young people. The website explains how professionals can help bereaved young people and offers ideas for resources and activities.

## SECTION 4

# CRITICAL INCIDENTS & THEIR EFFECT ON ORGANISATIONS

## ORGANISATIONS AND SYSTEMS UNDER STRESS

The model presented below is an attempt to show how organisations - such as schools and other systems within communities - behave when they are subjected to the type of stress that occurs after a critical incident. The model derives from the work of Carolyn Attneave, who for twenty years used to convene what she called "network meetings" to deal with community crises in remote parts of Canada. This work still offers us a very powerful way of understanding and predicting the way organisations respond to critical incidents.



*Attneave & Speck, 1973*

### The Phases of Crisis

#### 1. Retribalisation

This is the process of the community closing down, huddling together, "just wanting some time", putting up barriers, wanting to keep out strangers etc. This is a helpful and "healthy" response to a crisis and should be supported and respected by those seeking to help the people who have experienced a critical incident.

#### 2. Polarisation

Within the community or system there is usually polarisation - between those who want to stop all normal activity and those who want to "carry on as if nothing has happened"; between those who have a religious faith and those who do not etc .

What seems most important for continuing the process towards recovery is that such differences are acknowledged and discussed by all concerned.

### 3. **Mobilisation**

At this phase people begin - if Phase 2 is acknowledged and diversity is tolerated - to DO something. Comfort is offered, connections are made, feelings of loss and guilt are exchanged.

### 4. **Depression**

Once again, the insider from outside position is useful during this phase. From this position you can help the coordinator within the school:

- keep an eye on defences from those who for their own reasons will invade the privacy of those who are mourning
- keep support systems ticking over
- and look out for those who find it most difficult to seek help within the school, for example, the Headteacher.

### 5. **Breakthrough**

Different groups within a school will be at different stages in this suggested cycle. It can be useful to offer them an understanding of what might be going on for them and others. It is also at this stage that ideas for remembrance begin to be considered by those ready to do that and facilitating discussion about this may be useful.

### 6. **Exhaustion/Elation**

The insider from outside is sometimes in the best position to say "Go home, you've done enough" without seeming critical.

SECTION 5

**RECOMMENDED PUBLICATIONS FOR CRITICAL  
INCIDENTS**

**BOOK LIST FOR CHILDREN TO INTRODUCE THE CONCEPT OF LOSS**

SOMEONE SPECIAL HAS DIED, Published by St  
Christopher's Hospice, 01778 9252

BADGERS PARTING GIFTS, Susan Varley  
Picture Lions, ISBN 0006623980

CHARLOTTE WEBB, Puffin Paperback Book  
ISBN 0140301852

LIFETIMES, Bryan Mellonie & Robert Ingpen  
Paper Tiger, ISBN 1 85028038X

WATER BUGS & DRAGONFLIES, Doris Stickney  
ISBN 0264669045

A TASTE OF BLACKBERRIES, Doris Buchanan Smith  
Heineman

THE TENTH GOOD THING ABOUT BARNEY, Judith Viorst  
Collins

I'LL ALWAYS LOVE YOU, Hans Wilhelm  
Picture Knight, Hodder & Stoughton

GRANPA, John Burningham  
ISBN 0224022792

CHRISTOPHER'S STORY, Elizabeth Reuter  
ISBN 0091741416

THE VERY BEST OF FRIENDS, Margaret Wild & Julie Vivas  
ISBN 0370314352

FROG AND THE BIRDSONG, Max Velthuijs  
ISBN 086264321X

GRANDMA'S BILL, Martin Waddell  
Simon & Schuster Young Books, ISBN 0750002964

LET'S TALK ABOUT DEATH & DYING  
Franklin Watts/Goucester Book, ISBN 074960431X

BADGER ON THE BARGE, Janni Howker  
Lions Books, ISBN 0006725813

GOODBYE MAX, Holly Keller  
Walker Books

#### **BOOKS HELD IN THE TRAFFORD EDUCATIONAL PSYCHOLOGIST LIBRARY**

SUPPORTING BEREAVED & DYING CHILDREN & THEIR  
PARENTS, M Herbert 1996  
BPS

ON THE DEATH OF A CHILD, C Hindmarch 2000  
Radcliffe Michael Press

WISE BEFORE THE EVENT, W Yule & A Gold 1993  
Calouste Gilbertian Foundation

#### **BOOK LIST FOR SCHOOLS**

CHILDREN & BEREAVEMENT, DEATH & LOSS: WHAT CAN A SCHOOL DO?  
P Wagner, 1993  
National Association for Pastoral Care in Education

HEALING GRIEF: A GUIDE TO LOSS & RECOVER, B Ward, 1993  
*Vermillion - Sensitively written with ideas on how to support people through the  
grieving process*

GOOD GRIEF: EXPLORING FEELINGS, LOSS & DEATH WITH UNDER 11s, A HOLISTIC APPROACH, B Ward *et al*, 1989

Grimstone Manor News - *For school staff: information and ideas on supporting pupils, plus some curriculum materials.*

GOOD GRIEF FOR SECONDARY AGE, FURTHER EDUCATION & ADULTS, B Ward *et al*, 1998

Grimstone Manor News - *For school staff: informative and helpful for working with pupils experiencing loss or for whole age groups*

VOICES FROM ... SERIES: ERITREA, SOMALIA, KURDISTAN, ANGOLA, ZAIRE, SUDAN, R Warner 1992

The Medical Foundation - *Useful for teachers and social workers as well as students.*

TROUBLED & VULNERABLE CHILDREN, S Webb 1994

Cromer Publications - *Well written, easy to read, aimed at headteachers and includes useful guidance.*

HELPING CHILDREN TO COPE WITH GRIEF, R Wells, 1998

David Fulton - *Includes suggestions for primary school teachers.*

WISE BEFORE THE EVENT: COPING WITH CRISES IN SCHOOLS, W Yule & A Gold 1993

Calouste Gulbenkian Foundation - *Contains useful guidance on developing school policy, plus case studies for discussion and consideration. All schools have been sent this booklet.*

## **BOOKLIST FOR PUPILS - GENERAL**

LETTERS FROM HEAVEN, R Anderson 1996

Mammoth - *Managing loss from a child's perspective, easy to read for primary, middle and secondary pupils, written with humour and understanding.*

THE FOX IN WINTER, J Branfield

Fontana Lions - *Slightly removed; a child visits an old man who dies; good for death education and teenagers.*

TWO WEEKS WITH THE QUEEN, M Gleitzman 1989

Piper Books n- *Suitable for 10 year olds and over*

IN THE SPRINGTIME OF THE YEAR, S Hill  
Penguin Books - *For 15 year olds and over*

BADGER ON THE BARGE, K Howker 1984  
Fontana Lions - *Short stories covering numerous topics - all aimed at discussing feelings.*

YOUR FRIEND REBECCA, L Hoy  
Bodley Head - *For teenagers, very good on anger.*

MAMMA'S GOING TO BUY US A MOCKING BIRD, J Little  
Viking/Kestrel Puffin Books - *Aimed at teenagers, looking at feelings sensitively making this a book which might help a child face a difficult situation.*

THE LITTLE LEAF, C Sharfstein 1989  
Hai Chai Publications - *A short story from a Jewish religion perspective.*

FRED, P Simmons 1989  
Puffin Books

AM I STILL A SISTER? A Sims  
Big A Company Publications - *Excellent book on siblings' death.*

SOMEONE HAS DIED, St Christopher's Hospice, Social Work Department - *A booklet for children up to 10 years old explaining death.*

MICHAEL ROSEN'S SAD BOOK - ISBN 0744598982  
What makes Michael Rosen most sad is thinking about his son, Eddie, who died. In this book he writes about his sadness, how it affects him and some of the things he does to try to cope with it.

### **BOOKLIST FOR PUPILS - PRIMARY AGE**

GRANDPA AND ME, M & B Alex  
Lion Books - *The death of a grandparent seen from a Christian viewpoint.*

WHEN UNCLE BOB DIED, Althea 1982  
Dinosaur - *Useful in dealing with the death of a young relative.*

TUCK EVERLASTING, N Babbit  
Collins Books - *The Tucks have accidentally become immortal. Food for discussing life after death.*

MORE ANIMAL STORIES - THERAPEUTIC STORY TELLING TECHNIQUES,  
D Brett 1992  
Imagination Press, NY

GRANDPA, J Burningham  
Cape - *Poignant story, told in very few words, of a young girls' relationship with her grandfather.*  
THE VERY HUNGRY CATERPILLAR, E Carle  
*Suitable for very young children.*

DADA MAA DIES, J Jones  
Blackie - *The death of a grandparent in a Hindu family.*

GOODBY MAX, H Keller  
Macrae - *Deals with the death of a pet.*

DEATH CUSTOMS, J Mayfield  
Wayland - *Looks at death customs in all major religions.*

NANA UPSTAIRS AND NANA DOWNSTAIRS, T de Paola  
Methuen

BRIDGE TO TERABITHIA, K Patterson  
Gollancz/Puffin - *Jess and Leslie invent the land of Terabithia. When Leslie dies Jess uses the land as a source of strength.*

REMEMBERING MUM, G Perkins & L Morris - *suitable for very young children.*

THE ACCIDENT, E S Powell

A TASTE OF BLACKBERRIES, D B Smith  
Penguin Books - *A very sympathetic account of the death of a friend, caused by an allergy to bee stings.*

EMMA'S CAT DIES, N Snell  
Hamilton

WATERBUGS & DRAGONFLIES: EXPLAINING DEATH TO CHILDREN, D Stickney  
Mowbray - *Highly recommended by workers in the field.*

I'LL MISS YOU MR HOPPER, N Stiles  
Random House - *Based on characters from the popular Sesame Street.*

BADGER'S PARTING GIFT, S Varley 1984

Andersen's Press Ltd - *The animals come to terms with the death of their friend Badger and remember all he has done for them. Highly recommended book.*

THE 10<sup>TH</sup> GOOD THING ABOUT BARNEY, J Viorst - *Suitable for very young children.*

GAFFER SAMSON'S LUCK, J P Walsh

Viking Kestrel - *The friendship between a lonely boy and his elderly neighbour.*

CHARLOTTE'S WEB, E B White

Hamilton - *Probably better known in its video form nowadays.*

I'LL ALWAYS LOVE YOU, H Wilhelm 1985

Hodder & Stoughton - *A moving story about the death of a much loved pet. Highly recommended.*

#### **BOOKLIST FOR PUPILS - SECONDARY AGE**

THE POACHER'S SON, R Anderson

OUP Fontana Lions - *A story set, with harsh realism, in a village community before the First World War, recording the struggle by the Betts family to survive and retain their dignity.*

DODGEM, B Ashley

Collins/Puffin Books - *A powerfully written story recounting the difficult relationship between the boy and the father whom he wants to protect. Set against contrasting backgrounds of the city streets, institutional life and the gaudy life of the fairground.*

I HEARD THE OWL CALL MY NAME, M Craven

Heineman Educational/Pan Books - *A young priest with only a short time to live is sent to share the life of an Indian Village in British Columbia.*

THE SUMMER AFTER THE FUNERAL, J Gardam

Hamish Hamilton - *Against a very English, slightly eccentric setting, the author examines the confusion and lack of direction experienced by Althea in the months following her parson father's death.*

THE FRIENDS, R Guy

Gollancz/Puffin - *Life in New York poses many problems for Phyllisia, a young West Indian girl, who then has to face difficulties in her home life and with family relationships after the death of her mother.*

A SOUND OF CHARIOTS, M Hunter

Armada - *At the age of 9, Bridie McShane is shattered by the death of her adored father. In the next years she clings to his memory and her place as the favourite child and becomes obsessed with time passing and her own death. Eventually only her drive to become a writer enables her to come to terms with her grief.*

A SUMMER TO DIE, L Lowry

Dragon - *Told by Meg, this is a story of an adolescent facing loss for the first time when her older, much loved and admired sister dies. Emotions are explored without exploiting character and close family relationships.*

WALKABOUT, J V Marshall

Puffin Books - *Two children are the sole survivors of an air crash in the Australian desert. They face death from exhaustion until they meet an Aboriginal boy who shows them how to survive, only to be the cause of his death through a tragic misunderstanding.*

GOOD NIGHT MR TOM, M Magorian

Kestrel/Puffin Books - *Willie Beech is a sad, deprived child evacuated to an alien country community during the Second World War. He slowly learns to cope with the changes and conflicting emotions in his life, including the death of his best friend whose cheerful personality has been a key element in Willie's development.*

A FORMAL FEELING, Z O'Neal

Gollancz - *A year after her mother's death, 16 year old Ann shields herself from reality, clinging to a perfect vision of how life had been. Only as she comes to accept her changing situation, brought about by her father's remarriage, she finally expresses her grief. The story is gently paced, exploring Ann's emotions and feelings and showing the stages someone may experience in coping with grief.*

WHEN PEOPLE DIE, R Williams

MacDonald - *Why do people die? What is death? Facing loss, beliefs and rituals, no easy answers.*

A SUMMER TO DIE, R Williams

MacMillan - *With a psychiatrist's help and by the writing down of times shared, Alexander recovers from Bradley's death, acknowledging that there are no easy answers for everything.*

A STAR FOR THE LATE COMER, P & B Zindel

Bodley Head/Armada - *Brooke has for so long responded to her mother's hopes and dreams for her, though her own dreams are quite different. When Brooke realises the nature of her mother's illness, it becomes a race against time to achieve her dancing success. At the same time she retains a clear brief in her own future needs.*

## VIDEOS

THE MORNING I WENT TO SCHOOL, Social Work Department, Northampton General Hospital - *Children of different ages talk about their own experiences of bereavement, their reactions and needs.* (12 minutes).

## CD ROM

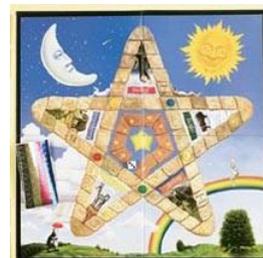
A POCKET FULL OF POSIES, Kent Crisis Support Group - *A resource for schools and those who work in them designed by a group of practising education psychologists who have been supporting schools in dealing with sad events and crisis situations for the last 8 years.*

## BOARD GAMES

ALL ABOUT ME, Barnardo's - *Useful for work with primary age children.*

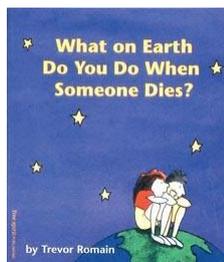
## INCENTIVE PLUS MATERIALS

THE GOOD MORNING GAME - Ref 152-4132EL



Help children deal with loss. The board illustrates nature's basic cycle, which, like the grief cycle, moves from stormy intensity to relative calm. Players learn to share memories, explore feelings, enjoy laughter and play, relax and identify their own coping strategies. Whether loss has occurred through death or a change in lifestyle - such as a move, a divorce - this game lets young people resolve their grief in an open, supportive and caring environment. Age: 6 - 18 years

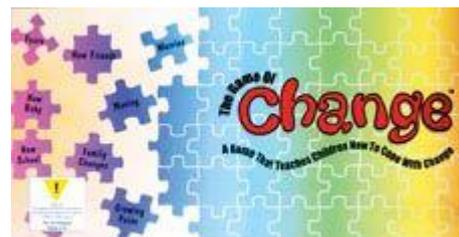
WHAT ON EARTH TO DO WHEN SOMEONE DIES - Ref 23-1237EL



Simple, insightful and straight from the heart, this book is for any child who has lost a loved one, or other special person. The author talks directly to kids about what death means and how to cope, answers common questions and offers comfort and reassurance. Age: 5 - 10 years

## CHANGE GAME - Ref 45-2050EL

Help children cope with change. This game is designed to help children develop effective coping skills for the many stresses associated with change. The game asks players to answer both factual questions (True or False: TFD means take the day for yourself) and feelings questions (sometimes your mum says your dad loves work more than his family: how does this make you feel?) As children play, they learn that honest communication is the easiest way to get people to pay attention to their needs. For 2-6 players. Age 6 - 12 years.



## THE CRISIS INTERVENTION GAME



This game helps professionals counsel children who are coping with the devastating effects and emotions caused by a trauma or crisis in their lives. The simple game play is designed to help children to explore their feelings: "What do you miss the most as a result of changes in your life?"; to make positive self-

statements: "I will focus on the good things in my life"; and to identify and understand normal reactions to crisis situations: "It's normal to find it hard to concentrate on my work".

For further resources and contact details visit [www.incentiveplus.co.uk](http://www.incentiveplus.co.uk)