



**Seashell Health Service  
Statement of Function and Purpose**

## Preamble

Seashell Trust is a Charity based in the North West which supports Children and Young People on its campus based in Cheadle Hulme. Seashell Trust comprises of a Specialist School, an Independent Specialist FE College, registered care homes and a health care service. Our charity is dedicated to providing a creative, happy and secure environment for children and young people with complex and severe learning disabilities, which include little or no spoken language.

With the expertise of our specialist teachers, care staff, onsite therapy team, assistive technologists, swimming teachers and sports coaches, our students learn how to express themselves, engage with the world around them, become more independent and live safe, creative and fulfilling lives. We recognise that every child and young person placed with us is unique. We provide highly personalised packages of education and care which meet the individual needs.

It is the aim of the Seashell Trust to deliver the highest standards of care and support for all its service users by providing an environment which safeguards, stimulates, promotes and respects the rights, independence and dignity of individuals.

More information: <http://www.seashelltrust.org.uk/about>

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## 1) Service Provider details

Date: December 2025

Service Provider Name: Seashell

Legal Status: Charity

Address: Seashell Trust, Stanley Road, Cheadle Hulme, SK8 6RQ

E-mail: [info@seashelltrust.org.uk](mailto:info@seashelltrust.org.uk) | Telephone: 0161 610 0100 | Fax: 0161 610 0101

Service Provider ID: 1-101620506

Responsible person: Director of Health and Wellbeing, Kate Duggan  
([kate.duggan@seashelltrust.org.uk](mailto:kate.duggan@seashelltrust.org.uk))

Company number: 04216714 | Charity no: 1092655

### **Responsible person: Tamsin Rowbotham, Director of Health & Wellbeing — Pen Picture**

Tamsin is a qualified and registered Speech and Language Therapist who has worked with children, young people and adults with a wide range of Speech, language and communication needs. Before joining Seashell in February 2021 as the Head of Health Tamsin worked within community and hospital settings as a highly specialist clinician and service lead within the NHS for 18 years across two large NHS trusts.

Tamsin has extensive experience of designing, delivering and managing Speech and Language services to meet the needs of differing populations working across health, education and care. Tamsin has a strong understanding of what good governance looks like in practise with high expectations for continuous improvement and development and the delivery of services that are consistently high quality, effective and measurable.

Tamsin is passionate about reducing health inequalities and utilises her clinical skills, knowledge and experience to ensure that the services she oversees are person centred with a clear focus on improving the health and educational outcomes for all children and young people.

Tamsin has a significant amount of experience of safeguarding vulnerable children and young people both as a clinician and as a safeguarding supervisor. She brings this knowledge to Seashell as part of the team of deputy safeguarding leads and advocates for continuous learning and development within the team so that everyone is clear of their responsibilities to keep children, young people and the staff team safe.

Tamsin particularly enjoys the process of sharing knowledge and developing the skills of others and continues to provide training as an Elklan and Makaton tutor to families and professionals. Tamsin also holds a NLP and coaching qualification and promotes an open and honest team culture based on restorative approaches and the Seashell values.

Seashell Health team comprises nurses and Allied Health Professionals including Speech and Language Therapists, Physiotherapists, Occupational Therapists, Audiologists and Creative Therapists (Music and Art Psychotherapy). The nursing service employs five qualified nurses and a mental health practitioner based across the educational provisions on the site. All Allied Health Professionals are registered with the HCPC and nurses are NMC registered

## 2) Seashell Health Service

Service Type: Community Health Care Service

Regulated activities: Treatment of disease, disorder and injury

Service user band: People aged between 0–25; Learning disabilities and Autism Spectrum Conditions; Physical disabilities; Sensory impairment

Location ID: 1-10631701224

Registered Manager: Harriet Johnston (harriet.johnston@seashelltrust.org.uk)

Address: Seashell Trust, Stanley Road, Cheadle Hulme, SK8 6RQ | Telephone: 0161 610 0100

Provider ID 1-101620506

Manager ID CON1-24315858362

### Registered Manager — Pen Picture

Harriet Johnston is an experienced physiotherapist with nearly 23 years of post-qualification practice, bringing extensive expertise in clinical leadership, service development, and the delivery of high-quality care. Since 2012, she has specialised in paediatrics and has worked across a range of community settings, supporting children and young people with complex disabilities and health needs. Her experience spans mainstream and specialist educational environments and includes close collaboration with multidisciplinary health, education, residential, and organisational teams.

Harriet has a proven track record of improving service quality, safety, and outcomes. For more than eight years, she has successfully led a physiotherapy service during a period of significant organisational change. She restructured the team, strengthened governance, embedded clear clinical standards, and developed a positive and high-performing culture. Under her leadership, the service achieved an **Outstanding** rating for health provision from the Care Quality Commission, reflecting her commitment to effective clinical governance and high-quality care.

Her leadership extends beyond day-to-day operations. Harriet has driven organisation-wide improvements through system-level work, including identifying manual handling as a key strategic risk. She led the development and implementation of a comprehensive manual handling framework, including training programmes, risk assessment processes, policy revision, and cross-team collaboration to ensure safe and sustainable practice.

Harriet also contributes to the wider profession as an active member of the Association of Paediatric Chartered Physiotherapists (APCP) North West group, where she regularly presents on specialist topics and supports the development of regional clinical networks. Within her own service, she has championed staff development, supported inclusive career pathways, and implemented income-generation initiatives to enhance long-term sustainability.

Her core strengths include effective communication, clinically informed leadership, and the design and development of safe, person-centred services. She brings a confident, reliable, and

forward-thinking approach to her work and is motivated by improving the experiences and outcomes of people with disabilities and complex health needs. Harriet is now seeking to apply her skills at a broader organisational and system level, supporting the continued development of high-quality, safe, and well-governed health and care services.

## **Aims and Objectives**

- Promote the health and wellbeing of all children and young adults
- Comply with and exceed all regulatory and statutory requirements to ensure services provided are safe, effective, caring, responsive and well led
- Maximise opportunities for children and young adults with complex health care needs to access education and residential settings
- Increase levels of participation within learning activities across both education and residential services
- Deliver person centred healthcare action plans in collaboration with the individual, their family and/or carers and NHS services
- Ensure all individuals accessing the service are protected from harm and provided with person centred support
- Provide support and guidance to individuals and their families and/or carers through training, coaching and provision of written guidance
- Provide training and coaching to Seashell Trust staff team to enable safe delivery of delegable activities.
- Provide services which operate under the Seashell Trust policies and procedures
- Provide services delivered by a highly skilled and progressive workforce through a robust programme of continuing professional development activities and clinical supervision

## **The Seashell Trust Healthcare service will:**

- Ensure the right staffing levels are in place and that safe recruitment with robust vetting processes is conducted including a thorough induction to the Seashell Trust prior to staff commencing in post.
- Be responsible for maintaining up to date comprehensive risks assessment, Health Action Plans and inputting into Education, Health and Care plans for all children and young adults accessing the Seashell Trust services on day placements.
- Support and advise Registered Managers and residential teams as required in maintaining clinical risk assessments, Health Action Plans and EHCPs for children and young people accessing residential placements operating under Ofsted regulations for Children's homes and CQC regulations for young adult's residential services.
- Ensure all staff delivering delegated activities are appropriately trained and have their competencies monitored to complete required procedures.
- Work in collaboration with NHS and appropriate private healthcare services to promote holistic care and positive outcomes for children and young adults
- Undertake a cycle of internal clinical audit and ensure Policy and Procedures are in place to maintain high standards of effectiveness and safety
- Complete service evaluation to continually review and improve the service

- Ensure service developments are based on current best practice guidelines and available evidence base relating to children and young adults with intellectual disabilities and autism spectrum conditions

## **Person Centred Care**

All children and young adults supported by the Health Service are assessed on admission to ensure that all clinical requirements are identified. Staff teams supporting children and young adults receive training from the qualified health professionals within the health care service to ensure that their individual needs are met. Children and Young adults are supported to contribute to development of their service via the use of a range of bespoke alternative and augmentative communication strategies. Close liaison with family services ensures that the views of parents and carers are also incorporated into the care provided to children and adults.

## **Dignity and Respect**

Children and Young adults supported by the Health Service have wide ranging and complex health needs. All children and young adults receive support which is respectful through the involvement of CYA wherever possible in decision making in relation their care. Privacy is maintained during the delivery of any sensitive clinical procedures. All clinical records are created, shared, stored and disposed of in line with Caldicott Principles and good data governance practice. No CYA supported by the service are discriminated against due to protected characteristics as defined in the Equality Act (2010).

## **Need for consent**

Parental consent is sought for children under the age of 16 in relation to clinical support. Mental Capacity Assessments are completed in relation to significant health decisions for all individuals 16+. Family members and professionals from across the MDT are involved in best interest's decision making where it is deemed that a young person lacks capacity.

A robust MCA process is in place to ensure that those over 16 are being individually considered along with the opinions of those around them.

## **Safe care and treatment and safeguarding**

The nursing team carry out assessment and procedures to inform and maintain individuals Health Action Plans. The nursing team deliver training and assess competency to enable learning support assistants based in education teams to have the skills to deliver delegable procedures as required by children and young adults in line with RCN guidance. Medication trained staff in the residential services administer medication to children and young adults in line with their Health Action Plans and access primary care services as required. All medication is administered in line with the Safe Administration of Medication Policy and Procedure.

The Audiology team work with CYA in the onsite Audiology Clinic for assessment to contribute to and support community diagnostic services. A Standard operating Procedure based on BAA guidance is followed to maintain safe and high quality clinical standards within the clinic. Clinical staff contribute to CYA individual risk assessments and a dynamic risk register is maintained for the service. The Head of Service is a Deputy Designated Safeguarding Lead and all staff across

the service have received up to date training in relation to safeguarding of children and vulnerable adults ensuring they are able to work in line with the Safeguarding Policy.

### **Premises and equipment**

The school and college nursing rooms are equipped with secure storage, mounted on an internal wall, a sink and suitable flooring to ensure the facilities meet required standards for safe storage and dispensing of medication. Clinical equipment is serviced as required and checked. The audiology clinic is serviced and calibrated regularly to ensure all equipment is safe and in good working order.

### **Governance**

A Clinical Governance Group meets on a monthly basis. This includes the Operational Lead for Therapy and Audiology and the Lead SaLT, OT, Nurse, Audiologist and Physiotherapist. Systems are in place in the service and ensures data is available relating to clinical record keeping, Health Action Plans, storage of medication, covert medication, medication errors, tamper proofing of hearing aids and use and servicing of specialist equipment. Regular whole team meetings and Nursing team meetings ensure opportunities for sharing good practice and responding to audit findings. Internal and external training opportunities are available to ensure that the team can meet the needs of the CYP they support. All qualified clinical staff receive clinical supervision from a suitably qualified professional within their discipline. All staff across the health care service receive annual appraisals and half termly line management supervision.

### **Staffing**

The healthcare team includes nurses and Allied Health Professionals including Speech and Language Therapists, Physiotherapists, Occupational Therapists and Audiologists. The nursing service employs five qualified nurses based across the educational provisions on the site. A mental health practitioner is also employed to work closely with the Positive Behaviour Support Team. All Allied Health Professionals are registered with the HCPC and nurses are NMC registered. Staffing ratios are informed by the needs of the CYP. Each discipline has a clear management structure with a Lead professional, specialist staff and newly qualified and assistant staff.

### **Multidisciplinary Practice**

The Seashell Health team works closely with other services across the Trust to ensure holistic and person centered support. Liaison with external NHS specialists including epilepsy nurses, consultant pediatricians, psychiatrists and neurologists ensures that the specialist health needs of children and young people are met and promotes smooth transitions into and out of Seashell Trust services.

### **Obtaining and acting on feedback from service users**

All children and young adults in receipt of Seashell Trust services have complex communication impairments and neurological impairments. All individuals have a communication strategy written by the Speech and Language Therapy team which evidences how they can be supported to understand information and express themselves. Use of the “Riding the wave” approach ensures that staff are highly responsive to individual’s arousal levels when delivering

their educational programme in school or college. Parents are encouraged to provide feedback through surveys and close relationships with the family services team to ensure a smooth and coordinated approach.

A formal complaints policy is available for the use of service users, staff or parents. CYA are encouraged to provide feedback about the services they are receiving using their chosen communication method. All complaints are used to improve the quality of the service. If CYA or parents/carers feel that complaints need to be taken outside of Seashell complaints may be addressed to the Local Authority for CYP whose placements are funded partially or wholly by the LA. In case of a serious complaint or issue concerns can be directed to the Care Quality Commission. Accessible information and tools including social stories, symbols, photos and signs are used to communicate with CYA details of the concern or complaint they have raised and the response and actions that are being taken to resolve their concerns.

### **3) Making a complaint and giving compliments**

We believe that complaints and compliments are a valuable indicator of quality of service, and an opportunity to improve that quality. From time to time, we will ask service users to take part in surveys so we can gather their opinions and feedback on how well we are doing. If upset or unhappy with the service, we encourage all service users to instigate the complaints procedure whenever they feel that it is necessary. We encourage the young adult to comment when minor matters are a problem to them, so it will be looked into and corrective action taken. Service users and their representatives may take their complaints to persons in authority outside the Seashell trust. For young adults funded all or in part by their local authority, complaints may in the first instance be directed at them. A range of advocacy services are also available locally. In the event of a serious issue and complaint, you may direct your concern to the Care Quality Commission.

#### **Key Contacts**

Care Quality Commission — CQC National Correspondence, Citygate, Gallowgate, Newcastle upon Tyne, NE1 4PA | Tel: 03000 616161

Stockport Quality Team — Stockport Metropolitan Borough Council, Town Hall, Edward Street, Stockport, SK1 3XE | Tel: 0161 474 4600 | Email: [asc.qualityteam@stockport.gov.uk](mailto:asc.qualityteam@stockport.gov.uk)

The Ombudsman — Local Government Ombudsman, PO Box 4771, Coventry, CV4 0EH | Tel: 0300 061 0614

Seashell Health Service — Statement of Function and Purpose (December 2025)

