

## NorCA x PAMMS Feedback & Development Meeting

### 28<sup>th</sup> April 2026 | 11:00am – 12:30pm

#### Attendees:

- Louise Brosnan - Assistant Director, Brokerage and Quality, Norfolk County Council
- Paul Jones – Quality Monitoring Officer, Norfolk County Council
- Christine Futter MBE – Chair, Norfolk Care Association
- Jon Clemo – Director, Norfolk Care Association
- Caitlin Moll – Operations Manager, Norfolk Care Association

The meeting was also attended by a range of social care providers. If you're interested in attending the next meeting, please email [caitlin.moll@norfolkcareassociation.org.uk](mailto:caitlin.moll@norfolkcareassociation.org.uk)

#### PAMMS Guidance Document

- Document is too long and complicated – hard to navigate.
- Marking / scoring criteria is unclear – providers don't understand how the final result is reached.
- Weighting of different items is not explained.

#### Inspection Experience and Inspector Approach

- One provider said their most recent experience of an inspection -which took place in 2025 - felt much more comfortable. The inspector seemed to want providers to do well, focused on positives and cooperation.
- Other recent experience was that sometimes it feels like the inspector is looking for everything that's wrong/missed/forgotten.
- There are inconsistencies between QMOs – some inspect alone, some in pairs.
- Scoring doesn't feel transparent – there's no explanation shared on how the result is arrived at.
- It's not always clear which inspector comments directly affect the PAMMS rating versus which are just suggestions for improvement - this distinction would help providers understand what is mandatory versus aspirational.
- Draft reports are shared but not the rating – makes it very difficult for providers to challenge findings.
- Sometimes QMOs don't investigate further or follow up with a manager before something goes into a report.

#### Standardisation of Forms

- Providers have been told to use certain forms, but then the QMO says the form is not sufficient.
- There are inconsistent expectations.
- Issues with links and tools in PAMMS documents – makes use less efficient. (Paul, NCC, noted this has now been addressed and updated.)

#### Learning and Good Practice Sharing

- Lessons learnt briefings – share good practice across providers.

- Peer review – inspections are peer reviewed by NCC internally (noted as existing process).

### **NCC's Suggested Approach**

- Paul has been visiting selected care providers weekly for a day, for around 6 months and works with them on whatever they need – speaks to staff and managers, builds relationships.
- Paul looks at the most recent CQC/PAMMS report, creates an action plan, and works through it with the provider.
- At the end of 6 months, there's a PAMMS visit from a QMO.

Providers recognised this as extremely positive – but there were questions around scalability as there are hundreds of care settings within Norfolk.

### **Suggested Actions/Requests:**

- Can NCC request a more in-depth and clearer document on PAMMS scoring?
- How does NCC's internal processes check QMO consistency?
- Request for NCC to provide a standardised set of forms/templates for provider use.
- Can NCC send out a lessons learnt briefings from time to time.
- Louise to look at consistency across QMOs.
- Timeliness of support – can NCC and NorCA explore how peer-to-peer resource sharing (e.g., shared templates, good practice, peer support projects) can complement NCC's formal support, including a review of what resources can be shared across providers?
- Can NCC and NorCA jointly develop a plan for peer-to-peer resource sharing and support, building on NorCA's existing peer-to-peer project?
- Can NCC put together informative webinars for providers?