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Practice Manager Development Framework



Contents

Introduction to the Practice Manager Development Framework.....	1
Purpose of the Framework.....	1
Strategic Context.....	1
A Progressive Developmental Framework.....	1
Who the Framework Is For.....	2
Framework Structure and Domains.....	3
How to Use the Framework.....	4
Step 1: Self-Assessment.....	4
Step 2: Personal Development Plan (PDP).....	4
Step 3: Review and Ongoing Development.....	5
Top Tips & Frequently Asked Questions.....	5
Top Tips for Using This Framework.....	5
Frequently Asked Questions.....	6
Domain 1: Operational Management.....	8
Domain 2: People, Communication & Collaboration.....	13
Domain 3: Quality, Governance & Risk.....	18
Domain 4: Service Development & Innovation.....	22
Domain 5: Personal & Professional Development.....	26
Domain 6: Leadership.....	30
Appendix One.....	34

Introduction to the Practice Manager Development Framework

Purpose of the Framework

The Primary Care Practice Manager Development Framework sets out a core set of capabilities required for Practice Managers working across primary care settings in Wales, including General Practice, Dental, Pharmacy and Optometry services. These capabilities describe not only what Practice Managers do, but how they work, including the knowledge, behaviours, leadership qualities, and professional attributes required to deliver safe, effective, and person-centred services in a complex and changing environment.

The framework has been designed as a developmental tool, not a job description or performance assessment. Its purpose is to support reflection, learning, and growth, recognising that:

- ❖ Practice Managers come into post from a wide range of backgrounds.
- ❖ Practices differ significantly in size, structure, and resources.
- ❖ The role continues to evolve in response to service change, workforce pressures, and system priorities.

By providing a shared, Wales-wide language for capability and development, the framework supports consistency while remaining flexible enough to reflect local context.

Strategic Context

This framework supports the Strategic Workforce Plan for Primary Care and the ambitions of A Healthier Wales by strengthening the capability of Practice Managers across Wales. It provides a shared, developmental approach to building the leadership, management and operational skills needed to sustain high-quality primary care services, support workforce wellbeing and enable practices to adapt to changing service models and population need.

A Progressive Developmental Framework

Capabilities within the framework are described across three developmental levels:

Level A	Demonstrates core knowledge and skills required for safe, effective day-to-day practice management. Applies established processes, policies and guidance, and builds confidence in role responsibilities. Beginning to reflect on practice, identify learning needs and contribute to team and organisational priorities.
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Level B	Applies knowledge and experience with increasing confidence, autonomy and consistency. Adapts approaches to suit context, supports service improvement, and contributes to planning and decision-making. Actively develops others, builds relationships across teams and partners, and uses data and insight to inform practice.
Level C	Provides strategic leadership and expert practice across domains. Shapes service development, drives improvement and innovation, and influences beyond the immediate organisation. Leads complex change, develops capability in others, and uses evidence, population insight and system awareness to inform long-term planning and outcomes.

These levels are not linked to job titles or seniority. A Practice Manager may be operating at different levels across different domains at the same time. This is expected and reflects the breadth and complexity of the role.

The framework is intended to be used over time, supporting ongoing reflection rather than a one-off assessment.

Who the Framework Is For:

- ❖ Practice Managers and aspiring Practice Managers – for reflection, development planning, and career progression.
- ❖ Employers, Managers and Primary Care Practice Partners – to support fair, consistent development discussions, promote a positive learning culture, strengthen practice quality, safety and leadership and workforce planning.
- ❖ Education and Training Providers – to align training provision with real-world capability needs.

Framework Structure and Domains

The framework is organised into six core domains, which together represent the scope of the Practice Manager Framework.



The domains are illustrated in the Practice Manager Development Framework diagram above, placing the Practice Manager at the centre and showing how each domain connects to and supports the others. Effective practice management requires a balance across all areas, with different domains becoming more prominent at different times depending on service needs and career stage.

Each domain includes:

- ❖ A short introduction
- ❖ Up to five capability statements
- ❖ Clear descriptors of level A, B, C

How to Use the Framework

Step 1: Self-Assessment

Practice Managers are encouraged to begin by reviewing each domain and reflecting honestly on their current practice. For each capability statement, select the level that best reflects how you are working most of the time, not just occasionally.

As you review each statement, you may find it helpful to think of recent examples from your working practice that demonstrate this capability. Noting brief examples or reflections can support more meaningful self-assessment and provide a useful reference point for development conversations, appraisal or portfolio building. The framework is intended to support thoughtful reflection rather than a simple tick-box exercise.

Step 2: Personal Development Plan (PDP)

The PDP has been designed to sit alongside the framework and translate reflection into actions. (See appendix 1)

Following self-assessment, Practice Managers should use the PDP to:

- ❖ Summarise where they are now, identifying strengths and gaps.
- ❖ Reflect on patterns across domains rather than focusing on individual statements in isolation.
- ❖ Identify priority development areas for the next 6-12 months.
- ❖ Set realistic and achievable development goals.
- ❖ Consider the support and resources needed (e.g. coaching, mentoring, shadowing, training, protected time, self-directed learning).

The PDP encourages focus on a small number of meaningful goals, recognising workload pressures and the need for development to be achievable and relevant.

Step 3: Review and Ongoing Development

The framework and PDP are intended to support ongoing reflection, not a one-off exercise. It is recommended that Practice Managers:

- ❖ Review progress every 6–12 months.
- ❖ Share development goals with Health Board Primary and Community Care Academy staff, who can help identify relevant training and development opportunities.
- ❖ Update development goals as roles, responsibilities, or service priorities change.

Over time, this approach supports confidence, capability, and career development, while also strengthening practice resilience and leadership capacity.

Top Tips & Frequently Asked Questions

Top Tips for Using This Framework

- ❖ This is a reflection and development tool, not an assessment.
- ❖ Be honest when reviewing the statements.
- ❖ Consider your consistent day-to-day practice, not one-off examples.
- ❖ You do not need to meet every statement within a level.
- ❖ Most Practice Managers will work across more than one level.
- ❖ Use the framework to support PDR/appraisal and career conversations.
- ❖ Discuss your reflections with your line manager, peers or network if helpful.

Frequently Asked Questions

How do I decide which level I am working at?

Tick the statements that reflect your current, consistent practice.

Then look across the ticks and identify which level best reflects where you work most of the time.

You do not need to meet every statement in a level to be working at that level.

A helpful rule of thumb:

- ❏ If most of your ticks sit within one level, this is likely your current level.
- ❏ If your ticks are mixed, choose the level that feels the best overall fit.

Use the next level up to identify development goals.

What if I tick statements across multiple levels?

- ❏ This is completely normal. Many Practice Managers are confident in one level and developing into the next. You can use higher level statements to support your development planning and training discussions.

Is this a performance management tool?

No.

The framework is intended to:

- ❏ Support self-reflection.
- ❏ Guide professional development.
- ❏ Inform appraisal and development conversations.

It should not be used in isolation as a performance rating tool.

How often should I complete the self-assessment?

It can be helpful to review:

- ▣ Annually.
- ▣ Before appraisal/PDR.
- ▣ When starting a new role.
- ▣ When taking on new responsibilities.
- ▣ After completing training or development.

Should I provide evidence for statements?

This is optional but can be helpful.

You may wish to note:

- ▣ Examples of work or projects.
- ▣ Training undertaken.
- ▣ Feedback received.
- ▣ Areas you want to develop.

This can support meaningful appraisal conversations.

Domain 1: Operational Management

Operational management underpins the safe, efficient and sustainable delivery of primary care services. Practice Managers coordinate people, processes, premises, resources and systems to ensure services run smoothly and meet contractual, regulatory and patient expectations. This domain includes workforce management, finance, premises, business continuity, performance and day-to-day operational coordination.

Operational management increasingly relies on effective use of digital systems, data and information to support service delivery, monitoring and decision-making.

1. I manage people and workforce processes effectively		
A	B	C
I support recruitment, induction and staff records under guidance. I follow procedures for rotas, absence, leave and timesheets accurately. I escalate staffing concerns appropriately and in a timely manner. I maintain accurate HR data, training logs and compliance documentation. I understand the importance of consistent and fair HR processes. I identify training and induction needs for junior staff. I deliver induction programmes. I use workforce management systems or digital staff records to maintain accurate workforce information where these systems are in place.	I oversee recruitment, induction, probation and workforce processes. I manage rotas, absence, leave and capacity planning proactively. I apply HR policies fairly and consistently in line with employment legislation. I support staff wellbeing, supervision and basic performance management. I identify practice-wide training needs. I manage all inductions and in-house training. I coordinate training compliance and support skills-mix development. I use workforce data and digital reporting tools to monitor staffing capacity, training compliance and workforce trends.	I lead recruitment, workforce planning, succession and long-term staffing models. I use workforce data to inform service planning and resource decisions. I coach and develop staff to build HR capability across the team. I align workforce strategy with practice priorities. I shape culture, wellbeing approaches and staff experience across the practice. I use digital workforce dashboards, reporting tools or system data to support workforce planning and strategic staffing decisions

2. I oversee financial and business management processes

A	B	C
I understand basic financial processes such as invoicing, banking, ordering and reconciliation. I follow procurement procedures and maintain accurate financial records. I support completion of claims and income processes with guidance. I monitor petty cash and receipts. I monitor insurance records and track renewal dates. I demonstrate awareness of budgets, cost controls and financial governance. I use digital finance systems, spreadsheets or reporting tools to record and monitor financial activity where these systems are used.	I manage day-to-day finance including budgeting, reconciliation and reporting. I oversee procurement, stock control and purchasing in line with practice policy. I ensure timely and accurate claims, reimbursements and income streams. I reconcile accounts and claims reports, flag anomalies and produce reports. I monitor expenditure and identify financial risks or efficiencies. I review insurance cover and renew policies. I provide financial information to support planning and decision-making. I use digital reporting systems and data tools to monitor financial performance and support business decisions.	I lead financial planning and forecasting for service and estate expansions. I oversee financial governance, audit preparation and compliance processes with practice accountant/Health Board auditors. I influence financial decision-making at practice level. I develop business cases and sustainability plans. I align financial strategy with practice priorities and long-term needs. I use financial data and digital reporting tools to model scenarios, forecast demand and support strategic planning.

3. I ensure safe, compliant premises, facilities and equipment

A	B	C
I understand responsibilities relating to premises, equipment and contractors. I maintain records of rent, leasing arrangements. I review and order supplies. I support basic tasks such as equipment checks, maintenance requirements and report issues. I follow health & safety, infection control and fire safety procedures. I maintain basic logs, inventories and compliance documents. I monitor practice security systems and maintain logs and staff compliance. I maintain equipment inventories or compliance records using electronic systems where these are available.	I manage premises, facilities and equipment to ensure safety, functionality and compliance. I coordinate and manage rent reviews, landlord communications regarding service charges and building related overheads, lease renewal. I oversee contractors, planned maintenance and routine inspections. I ensure health & safety checks, risk assessments and statutory compliance requirements are met. I maintain accurate documentation for audits and regulatory inspections. I oversee premises security, ensure regular testing routines, audits and update systems as required. I plan equipment procurement, replacement or refurbishment. I ensure digital systems used to manage facilities, security or compliance records are used safely and in line with governance requirements.	I lead estates and facilities planning for the practice. I oversee complex premises issues including leases, refurbishments and compliance programmes. I align estates management with practice and regulatory requirements (HIW compliance). I lead business continuity and resilience planning related to facilities. I influence system-wide (Cluster) estates planning and long-term development. I consider risks related to digital systems, infrastructure and technology when developing business continuity and resilience plans.

4. I coordinate effective operational systems and service delivery

A	B	C
I follow established operational processes accurately. I support appointment systems, workflows and administrative tasks. I understand basic business continuity and escalation procedures. I coordinate effective internal communication systems. I identify inefficiencies and raise improvement ideas. I use practice digital systems (e.g. clinical systems, appointment platforms or workflow tools) to support day-to-day operational processes.	I oversee day-to-day service delivery and patient flow. I manage operational processes including appointments, workflow, recalls and protocols. I ensure delivery of contractual requirements and performance targets. I review processes to improve access, efficiency and patient experience. I coordinate business continuity planning and emergency planning. I interpret data from practice systems or reporting tools to monitor demand, activity and performance.	I lead operational redesign across services or pathways. I use demand, capacity and performance insights to shape operational strategy. I build operational capability within teams through training and coaching. I align operational processes with long-term practice direction. I work across systems (health, social care, clusters) to strengthen interfaces, pathways and service resilience. I evaluate how digital systems and data insights can improve operational efficiency, access and service delivery.

5. I oversee operational performance monitoring and continuous improvement

A	B	C
I understand basic contract performance indicators and reporting. I contribute to gathering data to support monitoring. I recognise when performance issues need escalation. I use information from digital systems to support routine monitoring and reporting activities.	I monitor performance metrics related to access, activity and quality. I produce operational reports to support decision-making. I identify performance gaps and lead targeted improvements. I ensure learning is embedded into daily processes. I use digital dashboards, reporting tools or system data to analyse trends and support service improvement.	I lead performance frameworks and operational assurance for the practice. I use trend data and forecasting to drive planning and service alignment. I influence practice policy development and strategy using operational insights. I shape a culture of continuous improvement across teams. I use digital data analysis and reporting tools to support strategic decision-making and evaluate service impact.

Domain 2: People, Communication & Collaboration

This domain focuses primarily on day-to-day interpersonal communication, relationship management and collaborative working within and across teams.

Practice Managers play a key role in shaping positive working cultures, supporting wellbeing, enabling partnership working and ensuring clear and timely information flow within practices and across the wider system.

Modern communication and collaboration increasingly take place through digital platforms and systems. Practice Managers support safe, inclusive and effective digital communication and collaboration within teams and across partner organisations.

1. I communicate clearly, professionally and appropriately		
A	B	C
I communicate respectfully with colleagues, patients and partners. I listen actively and respond appropriately. I share accurate information in a timely way. I maintain confidentiality and follow information governance guidance. I contribute constructively to meetings and discussions. I use appropriate digital communication tools (such as email, messaging systems or virtual meeting platforms) professionally and responsibly.	I adapt my communication style for different audiences and situations. I facilitate meetings with clear outcomes and follow-up actions. I handle sensitive conversations fairly and professionally. I ensure information is shared clearly during change or service pressure. I support the development of accessible patient information. I communicate effectively through digital channels, including virtual meetings and shared collaboration platforms.	I lead communication approaches across the practice. I manage complex or high-stakes conversations with confidence. I coach others in communication, listening and influencing. I represent the practice in external meetings requiring diplomacy. I lead approaches that improve patient understanding and engagement. I promote effective and inclusive digital communication practices across teams and partner organisations.

2. I build strong, collaborative and supportive teams

A	B	C
I work cooperatively with colleagues. I contribute to a positive and respectful team culture. I recognise early signs of conflict or concern and seek support. I show awareness of team wellbeing. I use shared digital tools and platforms appropriately to support collaboration and information sharing within teams.	I promote collaboration, shared problem-solving and open dialogue. I address interpersonal challenges early and fairly. I support team wellbeing and psychological safety. I encourage reflection and feedback to support learning. I recognise contributions and support team development. I support colleagues to build confidence in using digital tools that support communication and collaboration.	I shape a positive and inclusive team culture across the practice. I lead initiatives that strengthen staff wellbeing and engagement. I build leadership capability in supervisors and team leads. I support teams to remain resilient during pressure or change. I promote a culture where staff feel confident to raise concerns, ideas and feedback. I champion digital collaboration tools and approaches that support effective teamwork and shared learning.

3. I support staff supervision, development and performance

A	B	C
I provide day-to-day guidance and support to colleagues. I contribute to induction and onboarding activities. I understand the purpose of supervision and development reviews. I share feedback constructively with support.	I conduct supervision and development conversations. I support staff to set goals and development plans. I provide constructive feedback to support improvement. I manage performance concerns fairly and consistently. I support staff through induction, probation and skill development, including role or service change. I monitor workforce wellbeing and retention indicators.	I lead workforce development approaches across the practice. I coach supervisors and team leaders. I support succession planning and role development. I shape approaches to supervision and performance management. I lead initiatives that improve retention and job satisfaction.

4. I maintain effective working relationships internally and externally

A	B	C
I build positive working relationships with colleagues and partners. I understand the roles of different professionals and services. I share information appropriately to support coordinated care. I use agreed communication channels with partners.	I maintain productive relationships with external partners including community, secondary care, local authority, voluntary sector. I represent the practice in meetings or collaborative forums. I ensure information shared is accurate and timely and aligned with governance requirements. I support coordinated working across services and pathways. I help resolve communication or interface issues between internal and external colleagues.	I lead partnership working at cluster or health board level. I influence collaborative approaches to service improvement. I build strong cross-sector relationships. I represent the practice in strategic discussions with partners about service change, redesign or workforce development. I support shared approaches to communication and coordination to establish consistent standards for information sharing and joined-up care.

5. I support collaborative, integrated and system working

A	B	C
I work respectfully with colleagues across services. I understand care pathways and escalation routes. I raise concerns about coordination appropriately.	I support joint working across teams and organisations. I help resolve service interface challenges. I contribute to shared projects or improvement activity. I support continuity of care through collaboration.	I lead integrated working across multi agency teams or programmes. I influence pathway improvement and service redesign. I support collaborative approaches that improve outcomes, reduce inequalities and support sustainability. I contribute to population-focused and prevention initiatives.

Domain 3: Quality, Governance & Risk

Practice Managers ensure services are safe, compliant and aligned with governance and regulatory expectations. This domain covers audit, safeguarding, information governance, policy management, risk processes, learning and continuous quality improvement.

Safe and effective use of digital systems, information governance and digital risk awareness are essential to maintaining quality, compliance and patient safety in primary care.

1. I maintain governance processes and compliance		
A	B	C
I follow policies and procedures accurately relating to information governance and safeguarding. I support audits, data collection and compliance tasks. I recognise and report risks, incidents and near misses, including data breaches. I demonstrate understanding of safeguarding and information governance requirements. I complete required safeguarding and information governance training and keep knowledge up to date. I demonstrate awareness of safe and responsible use of digital systems, including data protection and information governance requirements.	I coordinate governance processes including policies, audits/investigations and compliance checks. I ensure documentation and protocols/policies are up to date and shared with staff. I oversee safeguarding, information governance, Freedom of Information and Subject Access requests, Data Protection Impact Assessment, Records of Processing Activities processes. I implement improvements arising from audits or feedback. I ensure staff complete required information governance and safeguarding training and have access to guidance, updates and protected time to maintain compliance. I ensure digital records, reports and audit trails are accurate and used appropriately to support governance processes.	I lead governance and assurance across the practice, including policy development and auditing. I ensure practice systems meet national regulatory frameworks and expectations. I represent the practice to regulators and auditors (Data Protection Officer, Caldicott Guardian, Information Commissioner's Office). I shape practice governance strategy and learning culture. I lead a culture of governance learning, ensuring systems are in place for ongoing training, awareness and continuous improvement in information governance, safeguarding and compliance. I ensure digital systems and data processes meet governance, security and compliance standards.

2. I lead risk management and safety processes		
A	B	C
I know how to report risks and incidents. I follow policies and procedures accurately relating to risk management, health, and safety. I understand the purpose of the Business Continuity Plan. I participate in risk assessments with support. I maintain basic safety records. I complete mandatory safety and risk training.	I maintain risk registers and ensure mitigation plans are implemented. I ensure documentation and policies are in place and in line with current legislation to ensure statutory compliance. I analyse trends from incidents or complaints. I coordinate business continuity plan and emergency planning, including BCP drills. I ensure staff understand safety processes and have access to appropriate training, guidance, and protected time to maintain safe practice.	I lead risk strategy and safety culture across the practice. I oversee risk mitigation and comprehensive business continuity planning across the practice, ensuring clear plans are in place. I ensure adherence and compliance to legal and regulatory requirements. I manage complex regulatory or safety issues. I ensure robust systems are in place for ongoing safety learning and training, allocating resources and time so staff understand their role in maintaining a safe environment.

3. I ensure high standards of patient experience and service quality

A	B	C
I respond to basic queries and feedback from patients. I understand simple quality processes. I support improvements arising from patient experience work. I understand the principle of openness and honesty with patients.	I coordinate complaints, concerns and patient experience reviews. I implement improvements based on patient feedback or audit findings. I ensure effective communication and accessible information for patients. I support the incident response process in line with statutory Duty of Candour.	I lead practice-wide patient centred quality improvement initiatives. I use data and feedback to influence service redesign across the practice. I ensure compliance with statutory publishing and information standards.

4. I manage policies, procedures and assurance documentation

A	B	C
I locate and use relevant policies correctly (complaints, significant events, whistle blowing, health and safety, Welsh language standards compliance). I maintain basic logs and checklists.	I oversee policy reviews and implementation. I ensure accurate audit trails/data logs/ records management for compliance requirements. I support staff to understand and follow practice policies and procedures. I coordinate statutory submissions and reporting cycles.	I lead policy governance across the practice. I monitor trends, implement changes and escalate risks to practice partners. I ensure practice alignment with national standards. I drive a culture of continuous improvement and innovation that ensures all policies and procedures are fit for purpose and have a focus on improving patient outcomes.

Domain 4: Service Development & Innovation

Practice Managers lead and support service improvement, redesign and innovation. This domain focuses on planning, delivering and evaluating change that improves services, access and outcomes. Leadership behaviours that enable improvement are described in Domain 6.

Digital systems, data and technology increasingly support service innovation, improved access and new models of care in primary care.

1. I lead or contribute to service redesign and improvement		
A	B	C
I suggest ideas to improve processes, access or patient experience. I participate in small improvement activities, pilots or projects. I demonstrate awareness of basic improvement and change principles. I support implementation of agreed changes in day-to-day practice. I participate in improvement initiatives that involve the use or optimisation of digital systems and tools.	I lead improvement projects within the practice from planning to implementation. I use feedback, evidence of good practice and data to identify priorities and plan change. I engage staff and partners in co-design and problem solving. I embed improvements into routine practice and monitor impact. I use insight and evaluation to demonstrate outcomes and learning. I use data from digital systems and reports to identify opportunities for service improvement.	I lead complex or large-scale transformation across practice services or pathways. I apply improvement methodology to drive sustainable change. I influence improvement priorities across the wider health system or cluster. I shape long-term innovation and service development strategy for the practice. I use evaluation and insight to inform strategic decisions. I evaluate how digital tools, technologies or new systems can support service redesign and improved models of care.

2. I use data and insight to plan and evaluate services

A	B	C
I understand the purpose of data, evaluation and performance monitoring. I collect and organise basic data to support service monitoring. I use simple information to support basic practice improvements.	I interpret performance, activity and population data to identify needs and trends. I produce evaluations for projects or service changes. I use evidence and trends to inform planning and decision-making. I apply critical thinking to identify problems, opportunities and solutions. I use data to demonstrate impact and support continuous improvement.	I lead evaluation across services or programmes. I use modelling, forecasting and population insight to inform planning. I shape practice decisions using data, outcomes and evidence. I champion data-driven improvement. I use evidence to support sustainability, productivity and reduction of inequalities.

3. I understand population health and inequalities		
A	B	C
I demonstrate awareness of local population needs and wider determinants of health. I recognise that some groups experience barriers to access and health outcomes. I use patient feedback, community insight and basic data to identify underserved groups. I support actions that improve equitable access, inclusion and culturally responsive care.	I use available population health data and community insight to identify priority groups, unmet need and gaps in access. I support staff to undertake inequalities and Making Every Contact Count training. I understand how health inequalities may vary by factors such as deprivation, ethnicity, disability or housing status. I support improvements to equality data recording and use data where available to inform service planning. I apply inclusive approaches to reduce barriers to access and improve engagement with underserved groups. I consider access models (e.g. appointment systems or outreach approaches) and how they may affect different population groups.	I lead population-health-informed planning across the practice or cluster. I use population insight, service data and community intelligence to identify and address unmet need. I champion approaches that improve prevention, early identification and equitable access to care. I shape quality improvement projects to respond to population need and reduce health inequalities. I work with partners across primary care, community organisations, third sector and local authorities to co-design services that reach underserved populations.

4. I lead and support change management

A	B	C
I show openness to change and participate constructively. I understand how change affects staff and patients. I support colleagues through change and listen to concerns.	I lead change at team or service level. I develop and implement change plans collaboratively. I communicate clearly and support staff through transition. I use feedback to refine implementation. I escalate risks or issues appropriately.	I lead complex or large-scale change programmes. I build practice readiness and resilience for change. I anticipate risks and manage resistance constructively. I influence change across organisations and partnerships. I ensure learning from change informs future improvement.

Domain 5: Personal & Professional Development

Practice Managers are reflective, resilient and committed to continuous learning. This domain focuses on personal development, wellbeing and supporting the development of others, while promoting a supportive and inclusive professional culture.

1. I demonstrate self-awareness and personal growth		
A	B	C
I reflect on my strengths and areas for development. I seek feedback and remain open to different perspectives. I act professionally and maintain confidentiality. I recognise the impact of my behaviour on others. I use strategies to support my wellbeing with support where needed. I use digital resources and learning platforms to support my professional development.	I use reflection to improve my leadership, relationships and communication. I take ownership of my professional development. I show curiosity and seek learning from others and evidence. I consider the impact of my decisions on individuals and teams. I manage competing demands with professionalism and balance. I model healthy and sustainable ways of working. I engage with digital learning opportunities such as webinars, online training and professional networks.	I encourage reflective practice within my team and role. I share learning to support service and team development. I demonstrate resilience and adaptability under pressure. I role-model professional growth and continuous learning. I contribute to a culture of curiosity, learning and respect. I encourage inclusive and supportive ways of working. I encourage others to develop digital confidence and capability through learning and reflection.

2. I participate in appraisal, development planning and learning

A	B	C
I prepare for appraisal or development conversations with support. I take part in personal development planning. I engage in learning relevant to my role.	I use the practice manager development framework to inform development discussions. I set and review development goals regularly. I seek training, mentoring or coaching opportunities. I engage in learning that supports service priorities. I contribute to open and psychologically safe development conversations.	I ensure structured development conversations across teams. I contribute to workforce development planning. I shape approaches to learning and development. I align development activity with future service and workforce needs. I promote a supportive approach to development that balances wellbeing and accountability.

3. I support others' development

A	B	C
I share knowledge and learning with colleagues. I take part in team learning activities. I offer support to colleagues when appropriate.	I coach or mentor colleagues where appropriate. I support induction, supervision and skills development. I encourage reflective discussions and shared learning. I use supportive conversations to build confidence and capability. I recognise when colleagues may need additional support.	I lead development initiatives or programmes. I support succession planning and talent development. I influence workforce capability and professional standards. I promote a positive and supportive learning culture. I create an environment where learning from mistakes feels safe and constructive.

4. I contribute to professional culture and identity		
A	B	C
I demonstrate professionalism and pride in my role. I engage positively with colleagues and the wider team. I treat others with respect and professionalism.	I contribute to a positive and supportive practice culture. I engage with professional networks or forums. I promote shared values, inclusion and professionalism. I encourage respectful and collaborative working relationships.	I represent Practice Managers at local or wider forums. I support the development of the Practice Manager role. I advocate for professional development across primary care. I promote a culture where staff feel valued, heard and supported.

Domain 6: Leadership

This domain describes how Practice Managers lead people, culture and direction within primary care. It reflects national leadership principles including accountability, integrity, inclusion, collaboration and compassionate leadership.

1. I balance safety, productivity and wellbeing		
A	B	C
I prioritise work in line with practice priorities. I ensure that urgent and important tasks are prioritised promptly. I manage my time and workload effectively. I maintain my own wellbeing, including my emotional and physical health and seek support when needed. I commit to continuing professional development and learning, and I use reflection to improve my leadership practice. I use digital tools and systems effectively to organise work and manage priorities.	I use planning and delegation to manage competing priorities and optimise efficiency and productivity in my area of responsibility. I proactively manage my wellbeing and promote healthy boundaries and sustainable ways of working. I encourage continuous learning and reflective practice within the team. I use evidence and feedback to improve efficiency and quality of services within the practice. I support colleagues to use digital systems and tools that improve efficiency and safe ways of working.	I lead forward planning and risk mitigation to optimise productivity, manage risk and changing demands. I model and promote a culture of safety and wellbeing through demonstrating safe and healthy wellbeing practices and promoting open conversations about workplace safety and wellbeing. I regularly seek feedback on my management and leadership approaches, engage in coaching and mentoring, and act with curiosity, I model, promote, and embed continuous learning and reflective practice across the practice while also championing curiosity. I champion digitally enabled ways of working that support service resilience and improvement.

2. I use strategic communication and influence to lead effectively

A	B	C
I model professional and supportive communication by listening to others and responding constructively. I listen actively and encourage others to speak up, share concerns and feedback. I share information openly and appropriately to effectively gain support and achieve desired outcomes. I contribute constructively to meetings and discussions.	I adapt my communication style for different audiences and actively seek feedback to ensure understanding. I facilitate difficult conversations with clarity and empathy. I listen to feedback and follow up concerns raised, to ensure that everyone feels they are heard and valued. I advocate on behalf of people within the team to negotiate mutually beneficial outcomes, managing upwards only where necessary.	I consistently demonstrate fair and inclusive communication, considering the impact that my words and actions might have on others. I provide constructive and inclusive feedback, ensuring I listen to diverse perspectives, to promote open dialogue and collaboration. I embed inclusive approaches that encourage open dialogue, challenge and feedback. I use influencing and negotiation to drive productivity and efficiencies to improve outcomes and experiences across the practice.

3. I lead with integrity and accountability

A	B	C
I act with honesty, fairness and professionalism. I build trust and engagement with others, ensuring that I am approachable and encourage honest feedback to foster a collaborative and transparent environment. I role model respectful behaviour and create a positive and supportive atmosphere.	I demonstrate accountability and self-awareness, using feedback and self-reflection. I actively interact with colleagues and patients, enabling them to feel included by sharing information and updates, and showing empathy for their differing points of view. I encourage and celebrate behaviours that exemplify respect and compassion. I address inappropriate behaviour promptly and fairly.	I set the cultural tone for accountability and professionalism. I give colleagues and patients my full attention when interacting, including avoiding distractions, showing that I value their time and input, and acknowledging their feelings and perspectives. I identify and challenge discourteous and inappropriate behaviour, addressing this promptly.

4. I create the culture and conditions for improvement and change

A	B	C
I show openness to new ideas and ways of working. I support colleagues through change. I take a constructive approach to problem-solving.	I create conditions that support improvement and innovation. I engage the team in thinking about change and development. I use evidence and feedback to inform decisions. I listen to concerns and respond constructively. I support staff emotionally and practically through change.	I lead a culture of continuous improvement and innovation. I enable others to take ownership of change. I use insight and learning to influence direction and priorities. I support system-wide collaboration and transformation. I ensure change is delivered sustainably and inclusively.

Appendix One:

Practice Manager Personal Development Plan

Date:

Self-Assessment

Practice managers should review each domain and assess against their current working practice. Practice Managers should identify which level best reflects their current practice and then total their **ticks per domain and record below**:

Domain	A	B	C
1. Operational management			
2. People, communication & collaboration			
3. Quality, governance & risk			
4. Service development & innovation			
5. Personal & Professional Development			
6. Leadership			

1. Where am I now?

(Brief reflection – what does this tell me about my current strengths and gaps?).

2. What are my strengths across these domains?

3. Where would I like to be?

(Which domains/levels
do I want to focus on?).

4. My Top Development Goals (in the next 12 months)**5. Why these matter to my role and service delivery****6. What steps will I take in the next 3 months to start this development****7. Support/resources I need**

(e.g., coaching, shadowing, training modules, protected time for training, further discussion with practice partner/clinical lead/Health board Primary and Community Care Academy team).

8. Review date

(Recommended review every 6 or 12 months, or aligned to appraisal/PDR).



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