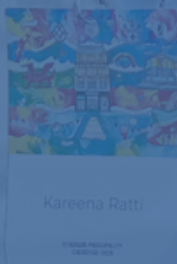


3 Year Working Plan SAS Psychiatrists

May 2026



About This Report

This report outlines priorities in the support and development of SAS Psychiatrists across Wales over the next three years, and commits to a working plan.

The plan has been conceived by the Chair and Vice-Chair of SAS Psychiatrists for RCPsych in Wales, and will be a focus of their terms of office. They will deliver the plan with the support of a number of stakeholders.

In development of the plan, the Chair and Vice-Chair engaged with the Dyfodol programme. There is alignment with the objectives and work of the Dyfodol programme, and the need and opportunity to strengthen the support and development of SAS Psychiatrists in Wales.

The programme itself remains a vehicle to support the development of SAS Psychiatrists across Wales; including through CPD, training, research and quality improvement opportunities.

About Dyfodol

The Dyfodol (meaning 'Future') programme offers several workstreams to both respond to challenges and opportunities across the health service, but also to model and design future services and pathways. This is achieved through an evidence-based, and informed approach, and through research collaborations with partners.

Dyfodol is hosted by National Collaborating Centre for Mental Health (NCCMH), working in partnership with RCPsych in Wales and the NHS Wales Joint Commissioning Committee (JCC). The programme formally reports to Welsh Government.

Further information on the Programme is [available](#).



Authors

This report was authored by the Chair and Vice-Chair of SAS Psychiatrists for RCPsych in Wales, who both took office in November 2025.



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1. Purpose

This three-year working plan sets out the priorities, objectives, deliverables, and monitoring arrangements for the Chair and Vice Chair of the RCPsych in Wales SAS Representatives.

The plan provides a structured approach to strengthening SAS representation, supporting professional development, and improving communication and sustainability, while maintaining alignment with the Royal College of Psychiatrists, NHS Wales priorities, and high clinical standards.



2. Vision

2.1 Our Three-Year Vision

To empower SAS Psychiatrists across Wales to shape decisions, progress professionally, and uphold consistent standards of care, and to advance equality in status, opportunity, and recognition alongside our colleagues across the other nations.

2.2 The Vision Words

Vision Word: **Empowerment** and **Equality**

Empowerment means enabling SAS Psychiatrists in Wales to have the confidence, capability, opportunity, and authority to contribute fully, influence decisions, and act effectively. In practice, this involves removing barriers, providing practical support and resources, and ensuring SAS voices are heard and acted upon.

Equality means securing fair and comparable status, opportunity, and recognition for SAS Psychiatrists in Wales, including parity of access to development, leadership, and professional standards with our colleagues across the other nations.

Decision test questions

- **Empowerment test:** Does this action increase SAS Psychiatrists' voice, capability, or practical ability to influence and deliver?
- **Equality test:** Does this action reduce unfair variation and move Wales SAS closer to parity in status, opportunity, and recognition with other nations?

3. Values & Principles

Fairness

We pursue equal treatment and equal outcomes for SAS Doctors, challenging unjust variation and ensuring decisions are made on principle, not convenience.

Dignity

We uphold the professional standing of SAS Psychiatrists, ensuring they are treated with respect, taken seriously, and recognised for their contribution.

Solidarity

We act for the whole SAS body across Wales, building unity, mutual support, and a shared voice so no one is left to struggle alone.

Stewardship

We use our influence responsibly, work constructively with partners, and leave sustainable improvements that endure beyond our term.



4. Roles & Responsibilities

4.1 Chair (Dr Gathoni Kamau)

- Provides strategic leadership and direction aligned to the Vision Words
- Represents SAS Wales to RCPsych in Wales and UK SAS structures
- Leads senior stakeholder engagement and formal representation
- Chairs meetings and oversees delivery of priorities
- Escalates risks and workforce concerns appropriately

4.2 Vice Chair (Delivery and Development Lead)

- Coordinates delivery, tracking, and implementation of the work plan
- Deputises for the Chair when required
- Maintains action logs, progress reporting, and continuity

4.3 Joint Responsibilities (Chair and Vice Chair)

- Agree priorities, milestones, and deliverables
- Maintain engagement with SAS Doctors across Wales
- Ensure consistent messaging aligned to the Vision Words
- Provide routine reporting and assurance via governance processes

5. Governance & Ways of Working

5.1 Meetings and cadence

- Chair and Vice Chair planning meeting: Monthly (30 to 60 minutes)
- SAS Representatives Wales meeting: Every 6 to 8 weeks (or quarterly as agreed)
- SAS network engagement session: Quarterly
- Written progress update: Quarterly
- Annual report: Annually to RCPsych in Wales

5.2 Record keeping

- Agendas circulated in advance
- Decisions recorded in minutes
- Actions tracked in a live action log
- Escalations documented and fed back to SAS members

3 Year Objectives & Deliverables

The plan identifies 4 key objectives across 3 years

- 1 Improve access to Section 12 and Approved Clinician approval for SAS Doctors
 - 2 Support and promote SAS Doctors to become Clinical and Educational Supervisors for Medical Students, Foundation Doctors and Resident Doctors in Core Training
 - 3 Increase awareness and engagement between SAS Doctors and the RCPsych
 - 4 Strengthen the Wales SAS Network to increase participation in RCPsych activity
- MAJOR
-
- ENABLING

Objective 1 (Major)**Improve access to Section 12 and Approved Clinician approval for SAS Doctors****Intent**

SAS Doctors in Wales have fair, timely, and consistent access to Section 12 approval and Approved Clinician pathways, supported by clear guidance and practical tools, with reduced variation across Health Boards.

Three Year Deliverables

- A Wales-wide baseline map of current Section 12 and AC access, processes, and barriers, including variation by Health Board.
- A set of practical navigation modules for SAS Doctors covering Section 12 and AC requirements, paperwork, timelines, common pitfalls, and local routes (including checklists and templates).
- An agreed Wales SAS minimum standards position statement for equitable access (for example SPA support, supervision, study leave, governance support, and transparent criteria).
- Evidence of improved access by end of term (for example increased uptake, fewer delays, improved completion rates, or reduced variation), reported annually.

Key Actions

- Gather intelligence via survey/listening exercise and stakeholder mapping (SAS Doctors, MHA offices, AC leads, HEIW, Medical Directors, RCPsych in Wales).
- Develop and publish a modular toolkit (short modules, checklists, worked examples, and document templates) and keep it updated, with a clear “start here” pathway for new applicants.
- Run quarterly support sessions (Q&A or workshops) using the modules, and create a peer support/mentorship contact route for individual queries.

Lead: Vice Chair

Support: Chair

Measures of success

- **Uptake and reach:** Number of SAS Doctors accessing the Section 12 and AC modules, and attendance at support sessions (with positive feedback scores).
- **Process improvement:** Reduction in reported confusion, delays, or incomplete submissions, shown through pre/post survey results and qualitative feedback.
- **Equity impact:** Demonstrable reduction in variation between Health Boards in access and support (for example clearer routes, improved timeliness, or increased successful approvals).

Objective 2 (Major)

Support and promote SAS Doctors to become Clinical and Educational Supervisors for Medical Students, Foundation Doctors and Resident Doctors in Core Training

Intent

SAS Doctors in Wales are enabled and supported to become recognised Clinical Supervisors and Educational Supervisors for Medical Students, Foundation Doctors and Resident Doctors in Core Training, with clear routes, appropriate training, and consistent local approval processes, strengthening supervision capacity and professional recognition.

Three Year Deliverables

- A Wales-wide map of current eligibility, approval routes, training requirements, and barriers for SAS Doctors becoming Clinical and Educational Supervisors for Medical Students, Foundation Doctors and Resident Doctors in Core Training, including variation by Health Board.
- A practical Supervisor Pathway Pack for SAS Doctors (Clinical and Educational Supervision), including step-by-step guidance, required evidence, templates, and named local contacts, aligned to local governance and HEIW expectations.
- A recurring Supervisor Development offer (workshops, signposting to recognised supervisor training, peer support, and a Q&A schedule), with a clear annual programme.
- Documented progress towards improved access and consistency (for example simplified routes, clearer criteria, increased supervisor numbers), supported by an annual update to RCPsych in Wales.

Key Actions

- Gather intelligence via survey/listening and stakeholder mapping (College Tutors, SAS Tutors, Training Programme Directors, Medical Education leads, HEIW, Health Boards).
- Develop and publish the Clinical and Educational Supervisor toolkit for Core Training, including checklists, evidence templates, example portfolios, and a “how to gain approval” guide, refreshed annually.
- Establish support arrangements: quarterly sessions focused on supervision roles for Resident Doctors in Core Training, and a peer mentor contact route linking aspiring supervisors with experienced supervisors.

Lead: Chair

Support: Vice Chair

Measures of success

- **Uptake and approvals:** Increase in the number of SAS Doctors approved and active as Clinical and Educational Supervisors for Medical Students, Foundation Doctors and Resident Doctors in Core Training, with rising applications year on year.
- **Quality and confidence:** Improved self-rated readiness among SAS supervisors, with positive feedback from Resident Doctors and education teams where available.
- **Equity and consistency:** Reduced variation between Health Boards in criteria and approval routes, evidenced through updated mapping and documented changes.

Objective 3 (Enabling)**Increase awareness and engagement between SAS Doctors and RCPsych****Intent**

SAS Doctors in Wales feel informed, included, and able to use the RCPsych for practical support, development, and representation, with clear understanding of routes, benefits, and opportunities.

Three Year Deliverables

- A clear “RCPsych for SAS in Wales” offer (one-page summary plus detailed guide) covering benefits, support routes, CPD, leadership opportunities, events, and representation.
- A programme of regular awareness and engagement activities (for example quarterly briefings, short webinars, and presence at local education meetings), with consistent messaging.
- A practical signposting and contact pathway (who to contact for what, how to raise issues, how to access support), maintained and updated.
- Evidence of improved awareness and engagement (survey results and increased uptake of College activity by SAS Doctors in Wales), reported annually.
- Annual SAS Conference.

Key Actions

- Produce and circulate a simple, consistent communications pack: “what the College can do”, “how to access it”, and “how SAS can influence it”.
- Deliver quarterly engagement sessions (short, focused, repeatable) and embed messages into existing SAS forums and Health Board education meetings.
- Establish a routine feedback loop: collect SAS questions and barriers, update the materials, and publish “you asked, we clarified” summaries.

Lead: Chair

Support: Vice Chair

Measures of success

- **Awareness:** Improvement in pre/post survey scores for knowledge of RCPsych support, routes, and opportunities.
- **Engagement:** Increased participation by SAS Doctors in RCPsych in Wales activity (event attendance, committees, CPD engagement, membership use).
- **Access and confidence:** Reduction in “not sure who to contact/what to do” themes in feedback, with increased direct use of signposting routes.

Objective 4 (Enabling)**Strengthen the Wales SAS Network to increase participation in RCPsych activity****Intent**

The Wales SAS representative function supports a connected, active SAS Network that increases participation in RCPsych in Wales activity, improves two-way communication, and sustains engagement beyond individual post-holders.

Three Year Deliverables

- A structured Wales SAS Network model (local points of contact by Health Board or region, with clear roles and contact routes).
- A regular programme of SAS Network meetings and engagement activity linked to RCPsych in Wales (for example quarterly network calls plus themed sessions).
- A visible participation pathway for SAS Doctors (clear routes into committees, projects, events, teaching, and leadership opportunities), with active signposting.
- A sustainable network pack (terms of reference, action log approach, communication plan, and a handover process), ensuring continuity.

Key Actions

- Establish and maintain a network of local SAS contacts or champions, with agreed expectations and a light-touch support structure.
- Run a consistent rhythm of network meetings and engagement events, with minutes, actions, and short “you said, we did” updates.
- Create and promote a participation pathway into RCPsych in Wales activity, including invitations, onboarding guidance, and follow-up support for new contributors.

Lead: Vice Chair

Support: Chair

Measures of success

- **Network coverage and activity:** Number of local SAS contacts in place and attendance at SAS network meetings over time.
- **Participation:** Increased SAS involvement in RCPsych in Wales activities (events, committees, projects, teaching), tracked year on year.
- **Sustainability and impact:** Evidence that the network continues to function with clear outputs, feedback loops, and a working handover process.

7. Summary Delivery Table

Objective	Key deliverables by end of three years	Lead
<p>Objective 1 Improve access to Section 12 and Approved Clinician approval for SAS</p>	<p>Baseline map of S12/AC access and barriers; S12/AC navigation modules (paperwork, checklists, templates); Wales SAS minimum standards position statement; measurable improvement in uptake and reduced variation</p>	<p>Vice Chair</p>
<p>Objective 2 Support SAS Doctors to become Clinical and Educational Supervisors for Resident Doctors in Core Training</p>	<p>Baseline map of supervisor approval routes and barriers; Supervisor Pathway Pack (Clinical and Educational) with templates; recurring Supervisor Development programme; documented increase in SAS supervisors and improved consistency across Health Boards</p>	<p>Chair</p>
<p>Objective 3 Increase awareness and engagement between SAS Doctors and RCPsych</p>	<p>"RCPsych for SAS in Wales" offer (one-page + detailed guide); quarterly awareness and engagement programme; clear signposting/contact pathway; improved awareness and increased participation in College activity</p>	<p>Chair</p>
<p>Objective 4 Strengthen the Wales SAS Network to increase participation in RCPsych activity</p>	<p>Wales SAS network model with local contacts; regular network meetings and engagement rhythm; participation pathway into RCPsych in Wales roles/projects/events; sustainable network pack (ToR, comms plan, handover)</p>	<p>Vice Chair</p>

8. Stakeholders

- RCPsych in Wales Council
- RCPsych UK SAS Committee
- Health Board Medical Directors
- Mental Health Clinical Directors and Divisional Directors
- SAS Tutors and College Tutors
- HEIW and Postgraduate Education leads
- Workforce and Organisational Development leads
- BMA SAS Committee (where appropriate)
- SAS Doctors across all specialties and sites



9. Closing Statement

This working plan reflects a shared commitment by the Chair and Vice Chair to serve SAS Psychiatrists in Wales with purpose, integrity, and ambition. It is grounded in the belief that SAS Doctors are central to high-quality patient care and deserve both empowerment and equality in their professional lives.

Through focused objectives, practical delivery, and transparent governance, this plan aims not only to represent SAS voices, but to translate representation into real opportunity, confidence, and progress. Its success will be measured by what changes on the ground: clearer routes, fairer access, stronger participation, and a more connected SAS community across Wales.

Above all, this plan is intended to leave SAS representation stronger, more confident, and more influential than it was at the start, creating a foundation on which future SAS leaders can continue to build.



