



**Diane Palmer**  
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**for Adult Services**



# Background

MOD/NHS/CQC roles

ARU- VFI

NHSE/ICB/LA

Partnerships and contracts with Military Charities

**PREVENT and the introduction of WWTW IPS Employment Support**

MOD VAPC Member, Chair of UK wide VAPC Health and Wellbeing Group (Newly formed)

Director of CIC

New role at Keys Group



# Overview of Keys Group Services

2<sup>nd</sup> Largest Provider of care services to children and adults with Learning Disabilities, ASD, Mental Health, and ABI in England and Wales

1. Keys
2. PEAK
3. Accomplish

7000+ staff

Expanding through acquisitions and tenders

*Several hundred vacancies* (various roles and levels)



# Signing the Armed Forces Covenant



Pledge written and signed by CEO 11<sup>th</sup>  
November 2024

Lead AF Champion

Guaranteed Interviews

Forces and Families friendly Policies ie.  
Reservist leave/moving services when  
partner posted

Connected with the MOD Regional  
Engagement Team

Public signing with MOD Jan 2025

Applied for DERS Bronze Ward



# Setting up a Steering Group and Action Plan

Senior representation and buy in across different departments- [Why should we do this?](#)

Veteran voice on steering group

Updated HR Policies

Website Page and regular comms

Appointed AFC Champion in Recruitment Team

Signed contract with RFS

Partnership working with [Forces Employment Charity](#), CTP, WWTW and the Poppy Factory. \*Already employing Veterans via this route\*



# Op Ascend

## **Government commits to get more veterans into meaningful jobs**

Thousands of veterans and their family members across the UK will have access to enhanced career support thanks to government plans to expand Op ASCEND

<https://www.gov.uk/government/news/government-commits-to-get-more-veterans-into-meaningful-jobs>



# Veterans into Employment

For those leaving the United Kingdom (UK) Regular Armed Forces, employment is seen as a key indicator of a successful and sustainable transition.

Whilst previous research (Deloitte, 2018; FiMT, 2013), and Ministry of Defence (MOD) employment statistics (MOD, 2021), show that the vast majority of ex-Forces personnel gain employment after leaving, very little consideration has been given to the longevity of the employment achieved or whether ex-Service personnel are employed in the 'right' jobs (i.e. fulfilling, sustainable, matching their aspirations or maximising their potential).

# Adjusting to the Civilian Workplace

Adapting to a civilian environment is key. For many though, the biggest challenge longer-term was accepting that they were no longer a serving member of the Armed Forces. Detachment from the military was a significant challenge for many, even for those, who on the face of it, had successfully transitioned into civilian employment.



# Shared values and meaningful Employment



Excellence

Passion

Integrity

Caring

Courage

Discipline

Respect for others

Integrity

Loyalty

Selfless commitment to others

# Similarities



Both environments can be challenging and unpredictable

Training is required, but skills are acquired through on the job experience

Communication, problem solving, risk management, teamwork, and leadership skills are essential

Making the world a safer place and protecting others from harm

Legal Frameworks

# Adapting to the Keys Culture



Trauma Informed

Could be seen as 'pink and fluffy'

Offer Keys Connect- Model of  
Therapeutic Practice and access to  
Mentors

Democratic approach

Working in the grey areas

Person centred v task orientated

\*Cultural familiarisation days\*



# Setting up a Staff Network

Surveys sent out to establish existing staff with Military Connection  
Embraced their Military Identity and created an *additional* sense of belonging  
'Military Connect' Staff Network formed  
Meets Monthly online  
Guest Speakers from NHS and Charities  
Visit to Fisher House/Fundraising Event  
Newsletters to mark AF Day and Remembrance  
Cultural awareness days

National memorial Arboretum 'Combat to Caring'. Networking event to showcase how we have honoured our commitment 1 year on.



# Event at National Memorial Arboretum



# Next Steps

Reviewing the Employment Pathway and Retention of Veterans , Reservists and Spouses

Identifying how many of the PWS in our services have served or have a military Connection and raising awareness of their needs and the external services available to enhance their current support.

Exploring opportunities for Charities to use of our PEAK outward Bound Centres and engaging with The Invictus Games for Birmingham 2027

Fundraising Activities





**accomplish.**  
make every day amazing



**keys**  
make every day epic



**PEAK**  
EDUCATION THROUGH ADVENTURE

part of

**keys**  
group