



# Our Strategy

Making people's experience of homeless temporary accommodation short, safe and healthy.

**2026 – 2030**



## Introduction

Since 2008, Justlife have supported thousands of people in homeless temporary accommodation and our mission remains the same in 2026; to make their experience short, safe and healthy. Our journey began in Openshaw, east Manchester, working alongside people from one row of houses, to where we are today, supporting over 1000 people every year in the Greater Manchester and Brighton & Hove regions, and a national team campaigning, influencing and supporting those in power so our mission can impact everyone living in temporary accommodation.

The challenges faced are greater than ever. The number of people experiencing temporary accommodation continues to rise and in 2025 reached new heights, 132,410 households (families and individuals) including 172,420 children. The government, in their latest Homelessness & Rough Sleeping Strategy, highlighted the issue of poor quality temporary accommodation and lack of support. People's stays are not temporary and we know this often leads to deteriorating mental and physical health, becoming victims of crime, losing control of their lives and even dying prematurely.

We believe that more support and changes to policies and approaches nationally can have a massive impact on people's lives. Justlife, as the only charity in the UK solely focused on people in temporary accommodation, are well placed to make a difference. We are proud of our progress, how we have been able to continue to deliver support for people in temporary accommodation while testing new ideas, gathering data, sharing learning and influencing the wider sector including local and national government. We have seen steady growth in our work and impact over the years through this approach and as we look ahead to 2030 we are focused on increasing our impact again, to see temporary accommodation transformed.

Over the past 12 months this strategy has been developed and iterated through numerous conversations across our teams. Over the next 5 years we will adapt as the world changes, learn together and seek new opportunities to make a bigger difference. We hope you will continue to stand with us on our journey to transform temporary accommodation and make people's experience short, safe and healthy.

**Simon Gale, CEO**

**Amy Sheehan-Daly and Dave Steell, Co-Chairs of the Board of Trustees**

On behalf of the Board of Trustees and the Justlife Team

[www.justlife.org.uk](http://www.justlife.org.uk)



# Our Vision

## Our vision is to see temporary accommodation transformed.

Right now thousands of people struggle to manage in poor and unsuitable temporary accommodation. Their stay isn't temporary, they are likely to be suffering with deteriorating mental and physical health, becoming victims of crime, losing control of their lives, and even dying prematurely.

We believe that temporary accommodation should be a safety net that we, as a country, can be proud of. One that provides a short term solution for people experiencing homelessness, an opportunity to address their support needs and enables them to move on with their lives in a positive way.





# Our Mission

**Our mission is to make people's experience of homeless temporary accommodation short, safe and healthy.**

# Our Values

**Our values have guided us for many years in everything we do, how we support people, deliver services, build partnerships and work with one another and they will continue to do so as we deliver this strategy.**

- People before Programmes**
- Collaboration before Competition**
- Innovation before Institution**



## Our Strategic Aims

**We have two strategic aims that we are focusing on that we believe will enable us to work powerfully towards achieving our mission, to make people's experience of homeless temporary accommodation short, safe and healthy.**

- Delivering Impactful Support**
- Transforming Temporary Accommodation**



# Our Foundations for Impact

To help us deliver our strategic aims we have four areas that we want to continue to champion, strengthen and lead the way in.

- A Safe, Open and Supportive Workplace
- Lived Experience at the Centre
- Valuing Difference and Advancing Equity
- Sustainable Income and Resources



# Strategic Aim 1: Delivering Impactful Support

**We believe that people experiencing homelessness in temporary accommodation in the Brighton & Hove and Greater Manchester regions should receive support that is impactful, psychologically safe and trauma-informed. We deliver services that put the individual at the centre and provide opportunities to move forward with their lives in a positive way so their experience is short, safe and healthy.**

## **Our objectives are;**

- 1.1 Support more people each year to improve their physical and mental ill-health, reduce involvement with the criminal justice system, substance misuse, domestic abuse and financial hardship, navigating and overcoming the barriers to moving into a home.
- 1.2 Enable more people each year to settle into longer term homes and develop their connections in the local community.
- 1.3 Pursue opportunities to develop our service delivery including working with families, promote lived experience involvement and growing our homelessness sector support and leadership role in the Brighton & Hove and Greater Manchester regions.

## **To achieve this we will:**

Provide a range of support and advice, crisis management, guidance, advocacy, signposting and enabling smooth transitions into and out of temporary accommodation, from hospital, prison and rough sleeping, onto longer term homes. Befriending and peer led support for those moving on from homelessness, empowering people to build their networks and community, developing resilience and confidence.

Engage with homelessness sector staff and leaders, influencing and working alongside local authorities, promoting the voice of lived and learned experience, to improve the support and services, especially for people in temporary accommodation.

## Strategic Aim 2: Transforming Temporary Accommodation

**We believe that temporary accommodation should be a safety net that we, as a country, can be proud of. We want to see a radical reduction in the use of unsuitable temporary accommodation, ensuring it's well managed, with high standards, designed to meet the different needs of those experiencing homelessness, ensuring it is short, safe and healthy.**

### Our objectives are;

- 2.1 Launch a national alliance and campaign together for a Temporary Accommodation Framework setting out the gold standard for provision and support, underpinned with research, legislation and a robust regulatory system.
- 2.2 Report on the impact of three testing hubs we fund and support we provide across England, providing a resource of good practice and guidance to inform and inspire charities and local authorities to support those in temporary accommodation in ways that have the most impact.
- 2.3 Create a national lived experience group to advise and influence national and local government decision making.

### To achieve this we will:

Gather best practice and shared learning, test, learn, and evidence what does and doesn't work in improving lives, conditions and support.

Embed lived experience in policy and practice change within Justlife and the wider sector, sharing resources to meaningfully involve people in policy development, service design, feedback and carrying out research.

Campaign, raise awareness, research and develop policy that calls for accelerated change, creating solutions, collaborating with partners and advising national government and local authorities across the country.



# Our Foundations for Impact

## How We Succeed Together

**These foundations reflect what matters most to Justlife and what we choose to strengthen as we work towards our strategic aims. They shape how we work together and enable us to remain people-centred, collaborative and innovative as we live out our mission.**



## A Safe, Open and Supportive Workplace

We create a psychologically safe and supportive environment where people can do their best work. We work openly, collaborate across teams, and value the diverse skills, knowledge and lived and learned experience that each person brings.

Being a supportive employer means prioritising wellbeing, safety and trust, enabling honest conversations, shared learning and collective responsibility.

## Lived Experience at the Centre

People with lived experience are at the heart of Justlife. Their insight shapes our decisions, our services, and our campaigning and influencing work. We are committed to meaningful involvement. Not as an add on, but as a core way we understand the system, challenge injustice and create change grounded in real lives.

## Valuing Difference and Advancing Equity

We value difference and actively work to advance equity within Justlife and beyond.

We recognise our responsibility to promote justice, inclusion and sustainability – not only for the people we support, but within our organisation and the wider local and global communities we are part of.

This means listening, learning, challenging ourselves, and taking action to address inequality wherever it exists.

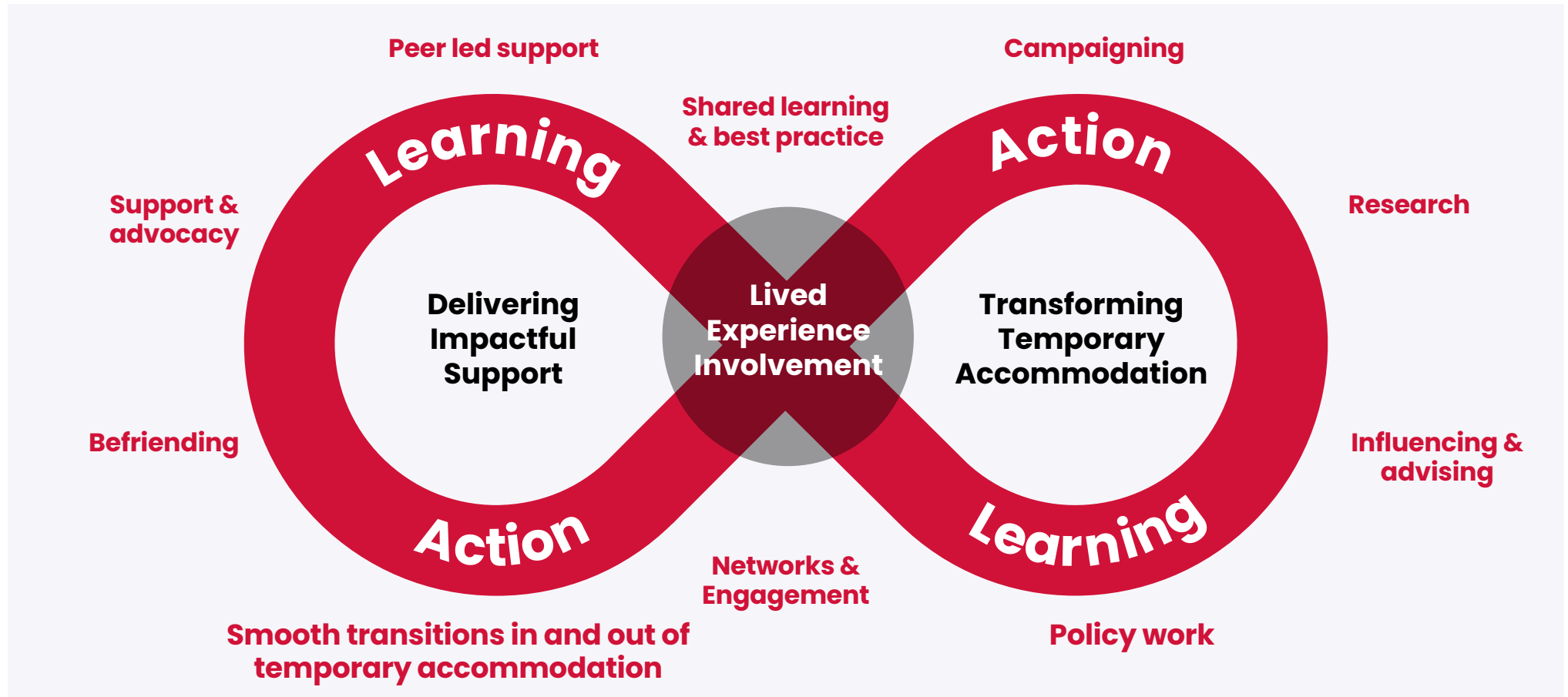
## Sustainable Income and Resources

Delivering our mission requires strong, stable and growing resources. We are committed to diversifying our income, strengthening corporate partnerships, and building a shared culture of income generation across Justlife.

By investing in sustainability, we protect our impact, grow our reach, and ensure we can continue to stand alongside people experiencing homelessness for the long term.

# Our Model of Work

We support people in Brighton & Hove and Greater Manchester today because the need is so clear, but we also campaign and influence nationally because we want to see the need reduced. The two parts of our work learn from one another, developing our actions and approaches, keeping lived experience involvement at the centre.



**Our strategy 2026 – 2030 will be underpinned by several strategies, plans and frameworks that give us the detail and understanding of how we as a team will operate as we work towards achieving our aims together. This will include;**

- National Influencing Plan**
- Communications Plan**
- Diversity, Equity & Inclusion Strategy**
- Resources and Sustainability Plan**
- Lived Experience Involvement Framework**
- Local Delivery Plans**

**Thank you for taking the time to read our strategy and joining us on our journey towards making homeless temporary accommodation short, safe and healthy.**

#### **Contact Us:**

**[www.justlife.org.uk](http://www.justlife.org.uk)**



**@justlifeuk**

**info@justlife.org.uk**  
**0300 13 1550**

**Manchester Office**  
1479–1489 Ashton Old Road  
Manchester  
M11 1HH

**Brighton Office**  
5a Brunswick Row  
Brighton  
BN1 4JZ

**Justlife Foundation Limited**  
Registered Charity No. 1140822 and Company Limited by Guarantee Registered in England No. 7517887

