



Justlife
Strategic
Plan
2022 - 2025



Introduction

At Justlife we know thousands of people struggle to manage in poor and unsuitable temporary accommodation and we are passionate about making this experience short, safe and healthy.

We haven't focussed on growth for growth's sake but have seen our work and impact grow steadily and organically. We have continued to have a national impact whilst also remaining focussed on why we exist and operating within our values.

This plan outlines our desire to continue to grow because of the ever growing need to raise awareness and bring about systemic change in the temporary accommodation sector as well as knowing there are many more people right now who need support.

The plan reminds us why we exist, the vision we want to achieve and our core values, along with our story and where we are now. This is followed by highlighting the key challenges currently blocking us from our vision and the approaches and commitments we will take to overcome them over the next 3 years.

We have deliberately chosen a strategy that is agile rather than set in concrete. Further iterations of the plan will continue to develop in the next 3 years as the landscape and opportunities change and develop. We look forward to delivering this strategic plan and hope you will join us on the journey.

Simon Gale, CEO

On behalf of the Board of Trustees and the Justlife team

www.justlife.org.uk





Our Why

Justlife is in existence because we know 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 life and even dying prematurely.



Our Values

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



Our Vision

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

Our Story

Justlife began when our founders, Gary and Hannah Bishop, who were living and working in East Manchester, encountered people in temporary accommodation who were completely unsupported and struggling with drug and alcohol addiction, substandard living conditions and poor mental health.

They met Jason, who after a long, wretched battle with heroin addiction, found himself in prison. After a 6 month stretch he came back to the area and was homeless, jobless and desperate, ending up on a notorious local street, full of privately-run temporary accommodation. A few weeks later, Jason was tragically found dead in his room.

Following this, Gary and Hannah founded Justlife in 2008, to start providing support to this overlooked and neglected community of people. The service quickly grew from lunches to supporting people with their healthcare, job opportunities and importantly moving onto more suitable accommodation.

In 2012 Justlife expanded to run services Brighton & Hove followed by their first piece of research into temporary accommodation a year later. Now Justlife has well established services in Brighton & Hove and Greater Manchester, as well as leading the way nationally in regard to carrying out research, developing policy and advocating for and with people in temporary accommodation.

Over the years Justlife have had the privilege of working with thousands of people like Jason and supporting them to move on positively in their lives, alongside engaging with local authorities, landlords and the voluntary sector to make changes to temporary accommodation that makes people's experience short, safe and healthy.

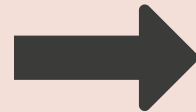


Our Now

SERVICES AND
WORK WE DO

**CHANGES AND
OUTCOMES** WE SEE

IMPACT
WE HAVE



Our Strategy



Challenges

that we've identified that are blocking us from achieving our vision

Approaches

we've chosen to guide and help us overcome our challenges

Actions

and commitments to carry out our approaches

Challenges

Worsening Crisis

The numbers in temporary accommodation continue to rise, the ongoing pandemic and its consequences are increasing pressure on local authorities and options for people who are homeless.

Lack of Understanding

Temporary accommodation is too often seen as an answer to homelessness – which it isn't – and it remains hidden with little understanding of its impact on people. This leads to resources not being allocated where they are needed and the issues not improving.

Income & Resources

We remain predominantly reliant and focused on grant funding which is becoming more competitive and haven't invested resources into exploring other potential income streams.



Approaches

Approaches to guide and help us overcome our challenges.

Inform

Driving positive change through Systems Leadership in the temporary accommodation sector, convening those with a common interest to build a movement that brings about lasting change.

Involve

Making sure that those we support are at the heart of our service design and development and involved across the organisation in meaningful ways through Co-Production.

Innovate

Seeking opportunities to develop our work and find new ways to increase our impact, including working with new areas, people and partners, using tools such as Human Centred Design methods.

Inspire

Focusing on our why, vision and our values, so we can be Agile and responsive, striving to be as great as we can be in everything we do.



Actions

Actions & commitments to carry out our approaches.

Inform

Driving positive change through Systems Leadership in the temporary accommodation sector, convening those with a common interest to build a movement that brings about lasting change.

Growing Networks

We will increase the reach of the Temporary Accommodation Network and support more local areas to start temporary accommodation action groups and deliver an All-Party Parliamentary Group that makes national change.

Developing Research

We will gather evidence through research into temporary accommodation and collect the stories and experiences of people we support to put their voices at the heart of our call for change.

Building Influence

We will use our network, research and impact measuring to build and deliver recommendations for policy change to local and national government.

Specific actions and targets to measure our progress

- Deliver the Households in Temporary Accommodation All Party Parliamentary Group (APPG) and convene quarterly meetings.
- Support the development of 3 new Temporary Accommodation Action Group's (TAAG) each year.
- Increase the number of people on our network mailing list by at least 25% each year.
- Engage with political parties for understanding & inclusion in manifestos for the next election.
- Build evidence using interviews and experience from our service delivery & the work of our network partners focussed on lived experience voice, delivering a report on the sector each year.
- Develop at least 1 research theme each year.
- Deliver at least 1 campaign for change each year, based on the APPG outcomes or local known issues.



Involve

Making sure that those we support are at the heart of our service design and development and involved across the organisation in meaningful ways through Co-Production.

Doing With

We will increase the voice and role of people who have lived in temporary accommodation in areas such as developing and delivering our services, policy recommendation, quality assurance and recruitment processes.

One Team

We will learn together from our experiences and grow as 'one team' across areas and projects, involving all the team in delivering our strategic plan, developing our work and organisation.

With Others

We will work with a wide range of stakeholders including charities, local and national government and the wider community to develop a joined-up approach and solutions to the issues faced by temporary accommodation.

Specific actions and targets to measure our progress

- Involve 50 people with lived experience in our project steering groups, research and policy development, recruitment, design and delivery of services and other areas each year.
- Gather the team together yearly to focus on strategy, learning from one another and celebrating success.
- Deliver 20 good practice, educational, solution focussed, issue raising events a year.
- Staff will report in our yearly survey they feel engaged and able to influence our development.
- Engage 50 people each year volunteering through locally based awareness, fundraising events and service delivery.



Innovate

Seeking opportunities to develop our work and find new ways to increase our impact, including working with new areas, people and partners, using tools such as Human Centred Design methods.

Diversifying Income

We will grow our ability to generate income through a broader range of streams, focusing on developing partnerships across the sector, to build a platform for more innovation.

Expanding Areas

We will scope opportunities in other geographical areas, where there is a need and where we can work alongside local communities effectively. We will do this through our network, our research and partnership working.

Reaching People

We will pursue opportunities to support specific communities and groups of people within temporary accommodation that we may not be currently, where research and intelligence show there is a need. For example, families or prison leavers.

Specific actions and targets to measure our progress

- Develop and implement an Income Generation & Fundraising plan in year 1.
- Increase the income received by 25% in year 1.
- Increase the number of bids submitted with partner organisations each year.
- Scope opportunities in 2 new geographical areas each year where there is need and potential.
- Scope opportunities with 2 new groups of people or communities each year where there is need and potential.



Inspire

Focusing on our why, vision and our values, so we can be Agile and responsive, striving to be as great as we can be in everything we do.

Designing Environments

Our physical environments will be psychologically informed, and we will refurbish our Manchester building to create an inspiring space for people we support and for our team to call home.

Driving Excellence

Measuring our impact and developing our internal quality assurance, iterating and developing as we go and sharing our learning and ideas freely, we will be efficient and lean to ensure we are moving towards achieving our vision.

Cultivating Culture

We recognise we are only as great as the people in our team so we will continue to strive to be the most energized, inclusive and supportive organisation for staff and volunteers, growing our passion for learning and development, increasing our diversity and continued flexibility, while holding true to our values.

Specific actions and targets to measure our progress

- Complete the fundraising and refurbishment of the Manchester building in year 1.
- Carry out 1 service evaluation each year, showing our learning and development opportunities and sharing publicly.
- Implement a social value monitoring tool across all our services.
- Review our current internal quality assurance systems and ensure all key areas of service delivery, business support, development and governance are monitored and involve staff and people with lived experience where possible.
- Review our HR practices, training programmes, employee support and benefits and find ways to continually improve and develop.
- Be as inclusive as possible and increase the level of diversity of our staff and volunteers to match the communities in which we are based.





Let's Go

We look forward to delivering this strategic plan and making people's experience of temporary accommodation short, safe and healthy. We hope you will join us on the journey.

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