



Lived Experience Engagement and Recruitment Guidance

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Introduction

Our approach

People with lived experience are at the heart of Justlife. Their insight shapes our decisions, our services, and our influencing work. We are committed to meaningful involvement, not as an add-on, but as a core way of understanding systems, challenging injustice, and creating change grounded in real lives.

Purpose of this guidance

This guide focuses on recruiting people with lived experience to participate in projects, supporting equitable, transparent and effective engagement in line with Justlife's commitment to centring lived experience. It aims to strengthen practice across Justlife and the wider system by promoting ethical approaches that enable meaningful participation from the outset, while minimising the risk of harm.

Who is this guidance for?

This guidance is for intended stakeholders, including staff at Justlife and professionals working across community and voluntary sector organisations, local authorities, national government, research and academic institutions, as well as funders.

It is designed to support the recruitment of people with lived experience to contribute to service design, peer-led research, lived experience advisory

panels, steering groups, speaking opportunities, funding groups and other forms of participatory work.

Why is this guidance needed?

While there is [broader guidance across the sector on lived experience recruitment](#), including the [enrolment stage](#), there is less practical focus on the early engagement stage, including the methods used to identify, reach, and approach individuals from the outset.

This gap has been consistently highlighted through practice, with Justlife staff and partners including funders, academic collaborators and VCSE organisations across the sector calling for clearer guidance, advice and support on how to recruit people with lived experience safely and effectively.

In response, this guidance has been developed from the ground up, drawing on learning from lived experience projects including [Peer Research](#), [Community Research](#), and [Common Ambition](#). It has also been shaped by input and feedback from colleagues across Justlife. This has been further informed by a review of relevant materials from across the wider sector. This framework brings together Justlife's tried and tested approaches that reflect real-world practice and strengthen how recruitment is designed and delivered across Justlife.

How to use this guidance

This document is designed to be used flexibly alongside existing organisational policies and sector guidance. It sets out principles and practical approaches to support consistent, ethical recruitment practice across different contexts.

Contact Us

If you would like to discuss any aspect of this guidance in more detail or have suggestions for further guidance, please feel free to contact Justlife's Lived Experience and Participation Team to arrange a conversation

We're also here to help if you are about to undertake lived experience work, but don't feel the type of work you'll be doing is covered here.



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Definitions & our 'Why?'

What we mean by "Lived Experience"

Generally speaking, at Justlife, when we say "Lived Experience of Homelessness", we mean anyone who has a first-hand experience of homelessness or the homelessness system, such as:

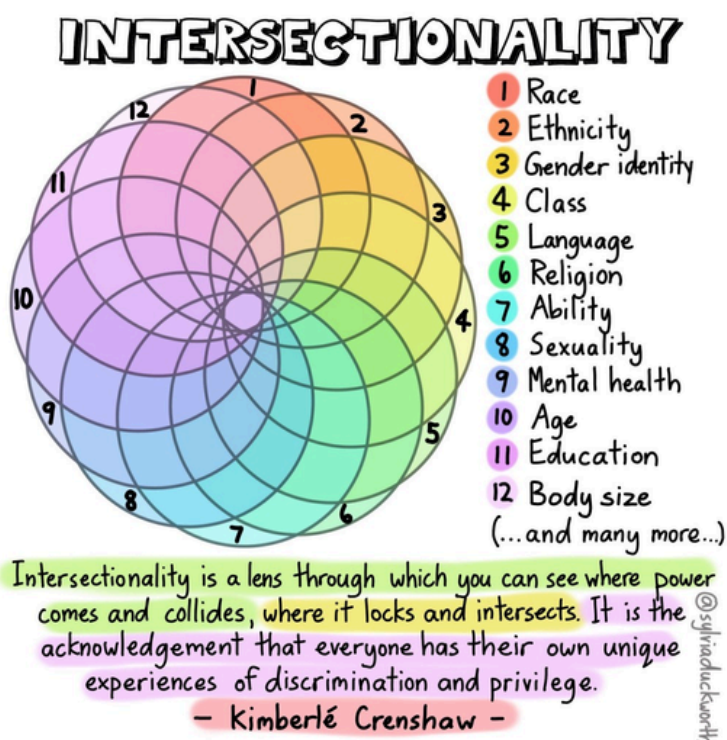
- Clients of our Brighton and Manchester services
- Anyone who has lived in temporary accommodation (TA)
- Anyone who has experienced other forms of homelessness
- People we collaborate with in our influencing work, research, steering group members or other co-production projects who have stayed in TA or experienced any form of homelessness.
- Our staff or volunteers who have experienced homelessness
- Families, friends, advocates and close supporters of those experiencing Homelessness

At times, we might further specify the type of lived experience depending on the participatory project being carried out. For example, a project mapping barriers to accessing homelessness support services might specifically call for people with first-hand experience of staying in TA. Whereas a project understanding the long-term impact of experiencing homelessness might include those who have lived experience of supporting a friend or relative.

What we mean by "Intersectionality"

Lived experience is shaped by individual identity and the environments in which people live. While it offers valuable insight, it is inherently partial and reflects a single perspective that cannot represent the diverse needs and identities within any community.

For this reason, we approach lived experience through an intersectional lens. This means recognising that people within the same group may have very different and equally valid experiences, shaped by factors such as ethnicity, gender, disability, age, neurodivergency and other aspects of identity and circumstance.



What we mean by “Participation”

Participation refers to actively involving people with lived experience in our work, rather than solely being a recipient of a support service. It goes beyond consulting people after decisions have been made, creating meaningful opportunities for people to influence, inform, design, deliver, and review services, research, policy, and organisational practice.

Participation can happen in many different ways and at different levels depending on the purpose of the work, people’s interests, and capacity. This may include:

- Sharing experiences, views, and feedback through consultations, interviews, or workshops
- Training as a peer researcher to carry out research aimed at understanding the realities of homelessness
- Training as a co-designer to carry out service improvement activity
- Taking on paid leadership roles that draw on lived experience expertise
- Being part of advisory groups, steering groups, recruitment panels, or governance processes

At Justlife, our participatory work aims to be reciprocal, recognising lived experience as expertise and ensuring people benefit from involvement as well as contribute to it. This includes creating opportunities for people to build new skills, strengthen existing ones, and develop confidence, experience and networks. We also offer payment to lived experience participants in recognition of the time, labour, and expertise they contribute. Our aim is to ensure participation is mutually beneficial rather than extractive, meaning we do not ‘take’ people’s knowledge, time, or experiences without recognition, reimbursement, or meaningful return.

Unlike employed staff, lived experience roles, participation usually involves contributing to specific pieces of work or decision-making processes, ad-hoc work, or skills-based training alongside participation (such as peer research) rather than ongoing organisational responsibilities.



Diversity, Equity and Inclusion in Practice

Diversity, Equity, and Inclusion (DEI) are central to how we approach lived experience participation recruitment. In practice, this means actively recognising and addressing barriers that may affect who is able to participate, how people are engaged, and whose voices are heard.

We aim to move beyond awareness of DEI towards consistent, reflective practice. This includes:

- recognising and challenging bias in recruitment and engagement processes
- actively seeking out a diverse range of lived experience perspectives
- ensuring participation is accessible, inclusive, and safe
- reflecting on power dynamics between staff, services, and people with lived experience
- continuously learning and improving how we engage with communities

DEI is not a separate strand of work, but embedded in how we design, deliver, and review lived experience recruitment.



Ethical Principles for Participation Recruitment

This is underpinned by [Justlife's lived experience ethical principles](#) and best practice developed by our [Peer Research](#) and [Common Ambition](#).

1 Non-extractive Recruitment

You should ensure your recruitment approaches are non-extractive, so that people's time, knowledge, and participation are meaningfully valued. While people may not necessarily need to be paid for attending an interview, you should consider covering expenses or offering a small gesture of appreciation, such as buying a drink. [See Justlife's payment policy](#).

2 Trust and Relationship building

It is important to prioritise trust when recruiting from marginalised communities, particularly where there may be histories of exclusion, discrimination, or harm.

This involves engaging in a consistent, respectful way, taking time to understand community context and being mindful of power imbalances. Trust is supported through transparent communication, following through on commitments, and adopting a person-centred approach that values people's experiences and perspectives.

3 Transparency and Accountability

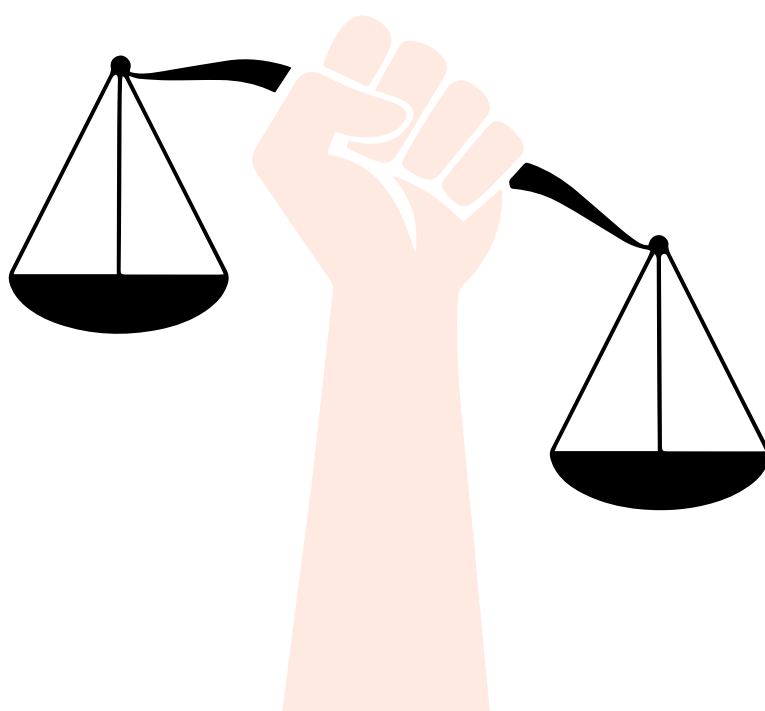
The purpose, expectations, and outcomes of all recruitment activities should be clearly communicated to people in a timely manner. People taking part should understand what the role involves and what they can expect from the process and involvement.

4 Time and Capacity

Recruitment and engagement activities should be planned well in advance, recognising that meaningful involvement takes time to develop and that staff and partner organisations are often working within existing capacity pressures. Last-minute requests, rushed timelines, or repeated approaches to the same organisations and communities should be avoided wherever possible, as this can place undue pressure on partners, reduce the quality of engagement, and risk overburdening relationships.

5 Choice and Control

People should be supported to exercise meaningful choice and control over their involvement at every stage of engagement, recognising that autonomy is central to safety, particularly for people who have experienced trauma or marginalisation. This is supported by ensuring people have genuine opportunities to make decisions about their participation, including what they take part in, how, and to what extent.



Who to involve



Scoping who to include

When planning recruitment, consider the different factors that may shape who needs to be included:

- Demographics (e.g. age, LGBTQ+ identity, gender, ethnicity)
- Circumstances (e.g. asylum seekers, families, single adults)
- Geography (e.g. Manchester, Brighton)
- Service access (e.g. people accessing particular services or support pathways)
- Lived experience of homelessness (e.g. street homelessness, temporary accommodation, and hidden homelessness)
- Pathways into homelessness (e.g. leaving care, experiencing domestic abuse, seeking asylum, leaving institutional settings)
- Other forms of lived experience (e.g. drug and alcohol use, poor mental health)

Who are we missing?

Even when recruiting broadly (e.g. people with lived experience of homelessness), it is important to recognise that not everyone will be reached equally.

When recruiting people with lived experience, consider whether any groups are missing or underrepresented. Recruitment should aim to reflect the diversity of the population or community the project seeks to engage, ensuring a wide range of perspectives are meaningfully included.

This includes actively identifying individuals or communities who are less frequently heard and may face barriers to participation. Consider what may be preventing engagement and take steps to reduce or remove these barriers wherever possible.

There is no single approach that works for everyone. Engagement strategies should be adapted to the needs of different communities, and the most effective way to understand how to reach people is often to ask people directly.

Fresh perspectives and avoiding over-reliance on the same people

It is also important to balance involvement between people who have previously engaged in organisational projects and those who are new to participation. While existing relationships and experience are valuable, repeatedly recruiting the same individuals can limit the diversity of insight and risk overlooking other voices. Continuously engaging the same individuals can also lead to consultation fatigue, risk overburdening goodwill, and unintentionally excluding other people from participating.

Communities and populations are not static. Recruitment should therefore be intentional about reaching new people for each project, ensuring a broader and more representative range of lived experiences is included over time.



Accessibility and Inclusion



[Accessibility](#) is about identifying and removing barriers so that everyone can participate fully. This means taking a person-centred approach, by consulting people and asking how adjustments can be made. Barriers are not always visible and often relate to people's intersectional identities and lived experiences.

Inclusive recruitment goes beyond making adjustments when needed; it involves [designing from the margins](#), which means accessibility for all is built in from the outset, including allocating sufficient budget.

Making these considerations clear in recruitment processes signals that participation is genuinely open to all and gives people confidence that their needs will be anticipated and accommodated.

In this context, accessibility has been grouped into five key areas to guide practice:

- **Logistical and Financial Accessibility:** Practical and financial barriers can disproportionately affect people, such as people on lower incomes or with caring responsibilities.

Consider:

- Offering flexible meeting/interview times to accommodate different schedules and commitments, such as school holidays, school runs, working hours or appointments
 - Providing both online and in-person options
 - Paying travel expenses, so people are not left out of pocket
 - Thinking about childcare or caring responsibilities
- **Physical accessibility:** Physical environments can exclude people with a range of access needs, including mobility and sensory differences.

Consider:

- Step-free access, ramps, wide doorways, accessible toilets
 - Sufficient space for wheelchairs, mobility aids, and space to move around
 - Well-connected public transport options
 - Meeting people at their preferred locations
 - Availability of breakout spaces for privacy, including emotional regulation
 - Lighting, noise levels, temperature, smells, and whether sensory toys could support comfort
 - Availability of child-friendly spaces
 - Sharing photos of the space or offering a tour in advance to help reduce anxiety and increase familiarity
- **Communication and digital accessibility:** Communication and digital barriers can disproportionately affect people with low literacy, visual impairments, dyslexia, neurodivergence, or people for whom English is not their first language.

Consider:

- Using plain, jargon-free language
- Using respectful, person-first language aligned with community preferences
- Ensuring clear formatting and appropriate colour contrast
- Providing information in accessible formats (e.g. captions, easy read, translations, interpreters, dyslexia-friendly formats, screen-reader compatible documents)
- Recognising that not everyone has equal access to devices, the internet, or digital confidence, and adapting engagement methods accordingly

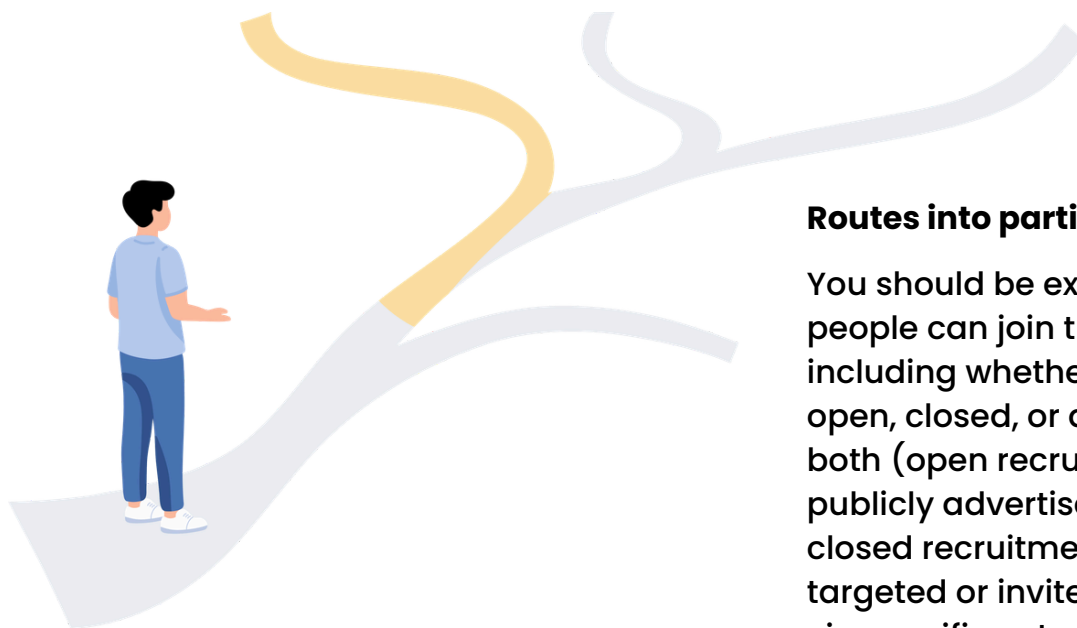
- **Cultural accessibility:** Cultural identity, including ethnicity, religion, language, and socio-economic background, can shape participation and access.

Consider:

- Actively applying [anti-racist practices](#)
 - Ensuring everyone involved is aware of and upholds anti-discrimination and anti-racism principles, including the use of respectful and inclusive language
 - Scheduling around key religious observances (e.g. Ramadan)
 - Ensuring venues associated with specific faiths are welcoming and inclusive to people of all backgrounds and identities
 - Providing information in different languages
 - Offering appropriate food options when refreshments are provided (e.g., Halal, Kosher)
 - Ensuring diversity in materials and, where possible, in recruitment panels
 - Avoiding assumptions about identity, background, or beliefs
- **Psychological accessibility:** Recruitment processes that are not psychologically informed can create barriers for people experiencing trauma, mental health difficulties, or neurodivergence.

Consider:

- Choosing venues that are calming and relaxing, and avoiding spaces that feel overly clinical or institutional, as these can be uncomfortable or triggering for people who access services and may unintentionally recreate power dynamics.
- Be mindful of how the venue, its location, and the wider social environment may impact people's sense of safety, comfort, and belonging, for example, whether a space feels male-dominated, exclusionary, or unsafe for some groups
- Avoiding triggering content, providing trigger warnings and offering opportunities to pause or step away
- Using inclusive language, including correct names and pronouns
- Being aware of power dynamics and the impact of discrimination or trauma
- Offering appropriate emotional support where needed
- Normalising wellbeing and reducing stigma around mental health
- Giving people control over what they share and how they participate

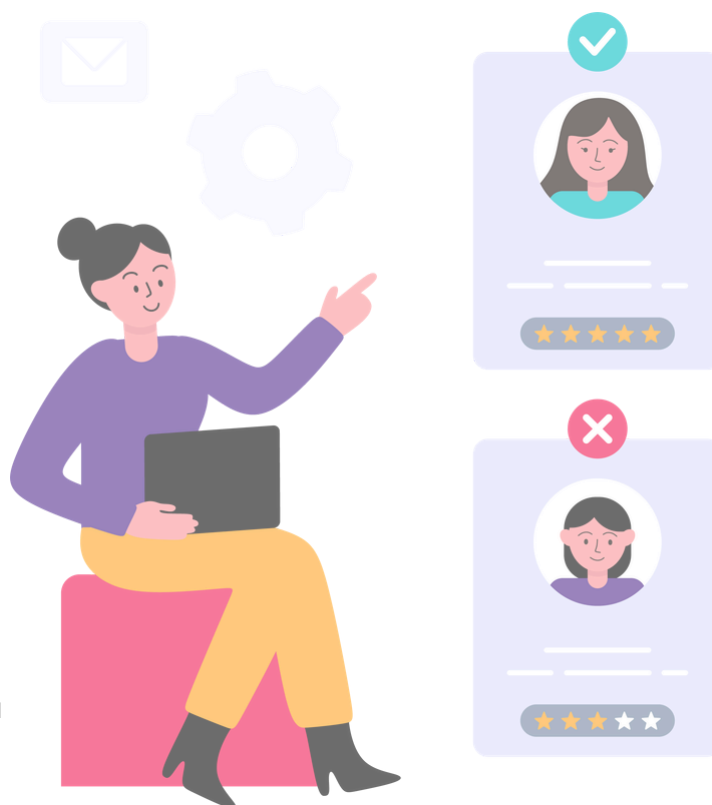


Routes into participation

You should be explicit about how people can join the project, including whether recruitment is open, closed, or a combination of both (open recruitment refers to publicly advertised opportunities; closed recruitment refers to targeted or invited approaches via specific networks or partners). This may include self-nomination, where individuals apply directly; nomination, where people are put forward by others (e.g. partner organisations or staff); or a combination of both approaches.

Criteria and selection

Recruitment should avoid tokenism and focus on creating genuine opportunities for people to participate, rather than the appearance of inclusion. Where individuals are selected or nominated based on specific needs, criteria, readiness for a role, or because there are limited spaces available on a project, this should be done transparently and ethically. Clearly explaining and reiterating key information about the selection process at each stage can help to manage expectations, avoid misunderstandings, and reduce the risk of disappointment. For example, explaining that an interview is part of a selection process, rather than an indication that someone has already been offered the role, can help ensure that everyone has a clear understanding of what to expect.



Engagement Methods



Organisational Journey/Internal recruitment

At Justlife, we use an approach often referred to as the “Justlife Journey”, where people typically begin their engagement through support from the [Health Engagement](#) and/or [Social Connections project](#). From there, individuals may go on to become involved in volunteering or participatory activities at Justlife, including [Peer Research](#) and [Common Ambition](#).

In practice, this involves working collaboratively across teams and partner projects to identify individuals who may be ready and interested in taking the next step in their involvement journey. Any conversations about progression should be approached in a supportive, strengths-based, and non-pressurising way. It is also important to be mindful of staff capacity and time pressures by planning this work, avoiding last-minute requests, and coordinating effectively with colleagues to identify and support potential opportunities.

Care should also be taken to avoid repeatedly selecting or approaching the same individuals, and to consider when people were last engaged and whether they have since moved on from Justlife, or would wish to re-engage. A key aspect of our work is supporting people to transition positively away from the organisation, and continued or repeated contact after someone has moved on may not always be appropriate and could risk undermining this intention.

Recruitment Events

Hold events, [webinars](#), or sessions that allow people and organisations to learn more about the opportunity and how to get involved. Provide clear information about the role, what participation involves, and the support available. Use these events as an opportunity to ask attendees what adjustments or support they would need to participate fully. By combining information sharing with consultation, you can build trust, encourage diverse participation, and design a process that responds to people's needs from the outset.



Practice Example

Emma, a community researcher with lived experience, led the design of an approach to recruit people for her [community research project](#). She advised that people are more likely to engage through trusted organisations and existing relationships.

Emma invited service providers and women with lived experience to attend a launch event, where she shared information about the research project, co-designed the approach, and supported recruitment. This strengthened trust through existing community relationships. The launch event was highly successful, with every attending organisation nominating someone with lived experience to participate.

This example demonstrates the value of relationship-based engagement and co-produced design in recruitment, where participants had ownership over shaping the approach. It also highlights how co-production supported accessibility, safety, and trust, and the importance of early collaboration with trusted partners in involving people with lived experience.

Lived experience employment services

You may want to work in partnership with organisations that support people with lived experience into education, training, employment, and participation roles (e.g. peer support services and expert-by-experience networks such as [St Mungo's](#), [Southdown](#), or [BHT](#)). These partnerships can support fair and accessible routes into participation through trusted referral pathways.

Networks and partnerships

Developing ongoing, reciprocal relationships with key organisations, networks, and community groups (including faith groups and services supporting marginalised communities). This is about long-term collaboration, not just recruitment periods, and may include actively engaging in meetings, events, and forums. These relationships support awareness-raising, information sharing, and nominations when opportunities arise.

We encourage making opportunities known and accessible, with clear messaging that roles are open for people to apply if they wish, rather than creating pressure or a sense of obligation for individuals to take part. For example, moving from asking organisations to identify individuals to take part, towards sharing open opportunities that people can choose to apply for if they wish.

A service map and directory of local support services can be a practical resource for identifying and connecting with relevant organisations and contacts across different communities and areas. Examples for Brighton and Hove include the [Common Ambitions service map](#) and our [co-produced women's guide](#), both of which feature directories of local support services.

Targeted outreach and recruitment engagement

Visiting community spaces such as drop-ins, hubs, or local settings with a specific intention to raise awareness of the project and recruit participants. This involves going into spaces where people already gather, while remaining sensitive to context, boundaries, and purpose. This should not involve attending spaces uninvited or without prior agreement with the relevant organisation, especially if it's the first time you have visited them. Approaches should be respectful and non-pressurising, ensuring conversations about the project do not feel intrusive or inappropriate for the setting.



Awareness raising

Focus on building the [visibility and reputation](#) of the project so that people are aware of it. This is about creating recognition and trust over time through services, organisations, and peer groups, so that people are more likely to approach the project themselves or respond to opportunities when they arise.



Digital platforms and social media

Digital channels can be used to publicise opportunities and share information about the project. These include:

- Emails
- Organisational websites
- Partner organisation websites and networks
- Press releases
- Social media platforms
- Electronic newsletters from the organisation and partner networks

Video

Video can be used to increase engagement, accessibility, and reach across multiple platforms. Video is particularly effective for storytelling, explaining opportunities, and building emotional connections with audiences. It can help make information more accessible for people who may prefer visual or audio formats, including people with lower literacy levels or who find written information difficult to digest.

It can also support wider dissemination when shared or embedded across networks and may be adapted for traditional media such as television or community broadcasts where appropriate.

Practice Example

The Lived Experience Campaign Group shared a video alongside a written information pack and role description, with the aim of making the recruitment process more accessible and giving applicants the opportunity to see and hear from the project lead.

Some applicants shared that they had chosen to watch the video rather than read through the full information pack. This demonstrated the value of offering key information in different formats, enabling people to engage with recruitment opportunities in ways that work best for them.

Traditional media

Local newspapers or newsletters can help reach audiences who may not be online.

Printed materials

Leaflets and posters can reach people who may not be online. This is more effective when placed in locations that are frequently visited by your target communities.

Lessons from Practice

Our learning from lived experience engagement has shown that leaflets and posters can be less effective in reaching people and creating opportunities for participation. This may be due to a range of factors, including anxiety about engaging, a lack of wider context or opportunities to build relationships and trust, competing priorities, or accessibility barriers such as dyslexia, language barriers, or limited literacy.

Word of Mouth

Suggest that people share opportunities within their communities. Peer-to-peer recommendations are often more trusted by communities and can reach people who might not engage through formal channels. Although, do not pressure people into this.

Professional and recruitment platforms

These platforms reach people who are actively seeking opportunities or working within relevant sectors, such as recruitment websites, LinkedIn and similar professional networking platforms. These channels are useful for structured recruitment.

Email and Phone Contact

We recommend asking people for their preferred contact details rather than giving people your contact details and asking them to reach out to you. Following up directly via email or phone builds trust, reduces the anxiety of initiating contact, and creates a more inclusive approach. Direct contact also allows you to provide personalised information, answer questions promptly, and guide people through the process, demonstrating respect for their time and engagement.



Recruitment process

Role Description

Develop a [role description](#) that clearly outlines the purpose of the role. Emphasise a [values-based recruitment](#) approach, focusing on lived experience rather than formal employment history or qualifications. Be explicit about the expected frequency of engagement and overall project timescales. Include details of the support available, accessibility considerations, and the [benefits of participation, such as CV development and transferable soft skills](#). It should be made clear whether this is an informal participatory role or formal employment.

Information Packs

We suggest producing an [information pack](#) to accompany the role description. This provides a wider overview of the project and helps people understand the context they are being invited into.

It should include the project's purpose, aims, objectives, and who will be involved, and explain how the role contributes to these. It should also describe the type of involvement (e.g. co-production, steering group, peer research, or individual participation) and how it will operate in practice, including how ways of working or ground rules will be agreed. Where the project is ongoing, including examples of what has already been achieved can help set expectations. Where aspects of the process will be shaped by participants, this should be made explicit. Finally, it should identify which team the work sits within so participants understand the wider organisational context.

Application Process

The application process should be clear, accessible, and transparent, setting out how people can apply, key deadlines, and the steps involved. This should include explaining whether people can express an interest informally by email or phone, or apply more formally through a simple, easy-to-complete application form. It should also clearly outline what support is available for anyone who may need help to apply, and whether applying will automatically lead to selection or whether there is a further selection process.

1:1/Informal Interview

We suggest offering an initial one-to-one meeting or informal interview to give people the opportunity to meet a member of the team. This can be a key step in establishing safety and trust.

This should be a two-way conversation. It is important to share clear information about the project, what participation will involve, expectations, and any support available. People should also receive clear information about payment, expenses, and other benefits of participation, so they can make an informed decision about whether the opportunity is right for them.

It is also an opportunity to understand a person's relevant lived experience, readiness to participate, why they want to take part and what they hope to achieve from participating. People may have different motivations, such as wanting to influence change, share their experience, access opportunities, or build connections. These motivations are valid but may differ between individuals and should not be assumed.

Using a consistent set of questions helps ensure everyone has an equal opportunity to take part and supports transparency. You may also want to share questions in advance to give people time to reflect and think things through in their own time.

See Appendix for interview question template.

Ongoing support and follow-up

If someone is not offered a place on the project, consider how you will support them following the conversation. This might include offering clear and honest feedback where appropriate, and making it clear that the door remains open for future opportunities. You could also ask if they would like to be added to the Justlife lived experience mailing list to hear about future opportunities. To arrange this, contact Gail@justlife.org.uk.

Reflection and learning

We encourage you to reflect on how the recruitment and engagement process is working in practice and how different engagement methods are being experienced.

This may include asking people how they found out about the role, which communication and engagement routes were most effective and accessible, and what influenced decisions to apply or take part. It may also involve reflecting on what worked well and what could be improved.

This reflective practice can help inform the ongoing development of recruitment approaches for different communities over time. In doing so, it creates a cycle where lived experience recruitment is continually shaped and improved by the insights of people with lived experience themselves, with learning and best practice also shared across projects to strengthen organisational understanding and consistency.

Appendix: Lived Experience Interview Questions

Introduction

We're really grateful that you are interested in getting involved in [Insert project name]

We're having this meeting so you can find out a bit more about the project and what the role involves. This is also an opportunity for us to get to know each other better, including your relevant lived experience in relation to this project, and how we can make sure the project is accessible to you. This conversation is also a chance for us to explore together whether this type of involvement feels like the right fit for you at this time.

We have this meeting with each person involved in the project so that everyone has a fair and equal opportunity to take part. This helps keep the process consistent, clear, equitable, and supportive for everyone.

Sometimes, through this process, it may become clear that this opportunity is not the right fit. If that happens, we will always be open and honest with you about why, and may suggest other options that might be more suitable for you at this time.

There is no pressure to take part, and you are free to decide what feels right for you. It is absolutely ok if you choose not to get involved after this meeting, or if you decide to step back at any point.

How we use your information

Any information you share is confidential and will only be used to help us understand whether this is the right project for you.

We will:

- Keep your information secure and stored safely
- Only share it with the facilitators involved in this project
- Not share your information outside the project (unless there is a safeguarding concern)

If you would like more details about how your information is used and stored, we can provide a full privacy statement.

Questions

- 1.What name would you like us to call you?
- 2.What are your preferred pronouns?
- 3.How would you prefer us to contact you?
- 4.What lived experience do you have that feels relevant to this project? (e.g. homelessness) There's no need to go into detail.
- 5.What are your reasons for wanting to get involved in this project?
- 6.Do you have any previous experience of being in a group?
- 7.What helps you feel safe, comfortable, and supported in group settings?
- 8.What access needs, preferences, or adjustments would help you take part comfortably?
- 9.How would you prefer to be paid or reimbursed for your time and contribution (e.g. bank transfer, vouchers, other)?
- 10.Is there anything else you would like to share that might help us support your involvement better? Do you have any questions for us?

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