

Changing Futures Sussex

Impact Briefings

Overview



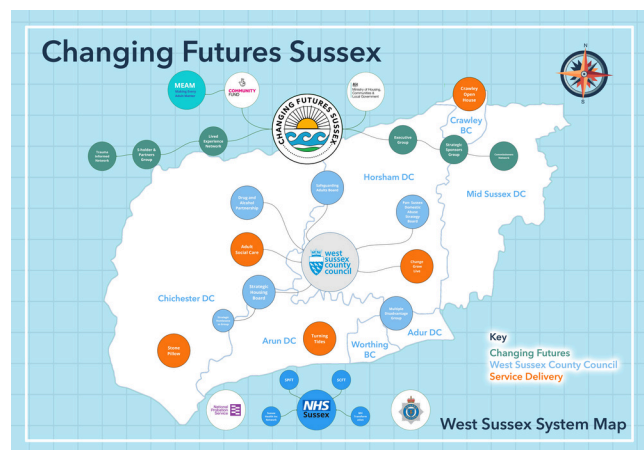
Introducing the series of Changing Futures Sussex impact briefings



About Changing Futures Sussex

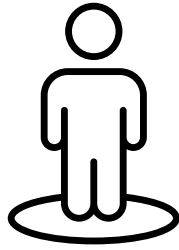
Changing Futures Sussex is one of **15 local partnerships** across England within the national Changing Futures programme, working to improve outcomes for adults experiencing multiple compound needs.

Funded by £6.07 million from the Ministry of Housing, Communities and Local Government (MHCLG) and the National Lottery Community Fund, the programme operates across three Local Authority areas in Sussex - Brighton and Hove, East Sussex, and West Sussex, making it one of the largest partnerships in the country.



Our Approach

We focussed on delivering change at three levels:



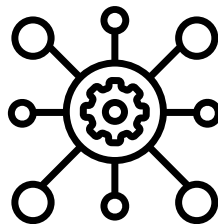
Individuals

Flexible, trauma informed, and person-centred support to improve stability and create opportunities for positive change



Services

'No wrong door' approach and better coordinated, accessible local services, reducing demand on 'reactive' services such as A&E, police, and ambulance callouts



System

Effective multi-agency partnerships, governance, and data sharing to shape commissioning, align system goals, and deliver value for money

Multiple Compound Needs

The national Changing Futures programme defines Multiple Compound Needs (MCN) as people experiencing three or more of the following:



Homelessness



Poor Mental Health



Problematic Substance Use



Current or Historic Offending



Domestic Violence & Abuse

People experiencing MCN frequently struggle to engage with traditional support services and face a high risk of premature, preventable death. This risk is often driven by the cumulative impact of overlapping needs.

Within Changing Future Sussex, **57% of clients present with five distinct needs**, the remaining 43% have three or four concurrent needs, highlighting the high levels of complexity among people experiencing MCN in Sussex.

The most common co-occurring need for this cohort is a combination of **homelessness, substance use, and mental health**.

67%



of Clients experiencing homelessness, substance use and poor mental health

Impact Briefings

The Impact Briefings outline the key impacts of the Changing Futures Sussex programme, offering insights for frontline practitioners, strategic leaders and commissioners, and anyone interested in Multiple Disadvantage or Multiple Compound Needs (MCN).

Each of the Impact Briefings have a one page summary in this document. The full briefings are linked below:

1. Service Transformation

The Changing Futures Programme Sussex has improved outcomes for individuals experiencing multiple compound needs

2. Governance & Commissioning

The Changing Futures Programme Sussex has enabled MCN to achieve greater strategic prominence through policy, governance and service development

3. Data & Insights

The Changing Futures Programme Sussex has improved data, evidence and insights on MCN

4. Co-Production

The Changing Futures Programme Sussex has enabled the embedding of lived experience in service design & delivery

5. Trauma Informed & Reflective Practice

The Changing Futures Programme Sussex has enabled and strengthened best practice across services.

The Changing Futures Programme Sussex has improved outcomes for individuals experiencing multiple compound needs.

It has achieved this by:

1) Increased Client Stability, Engagement and Wellbeing

Changing Futures Sussex has improved outcomes for people with complex needs through trauma-informed, person-centred support delivered by multi-disciplinary teams (MDTs). These outcomes demonstrate meaningful progress for individuals who typically struggle to engage with traditional services.

2) A Coordinated, Best-Practice Model for MCN

The programme has introduced an integrated, cross-sector MDT model, replacing fragmented, single-service responses. This model provides more responsive, consistent, and effective support for people with multiple disadvantages.

3) Demonstrable reduction in demand on Crisis Services

By stabilising individuals and addressing needs earlier, the programme has reduced reliance on high-cost crisis services. This demonstrates the value of coordinated, preventative support compared to traditional crisis-driven systems.

Conclusion

Changing Futures Sussex shows that integrated, trauma-informed MDT working improves outcomes for people with complex needs while reducing pressure on public services. The model is now being adopted locally as a sustainable and replicable approach to service transformation.

The Changing Futures Programme Sussex has enabled Multiple Compound Needs (MCN) to achieve greater strategic prominence in policy, governance, and service development

It has achieved this by:

1) Raising the Profile of Multiple Compound Needs (MCN)

MCN has moved from the margins to a recognised strategic priority across Sussex. It has ensured that MCN is embedded in local authority strategies and policies, reflected in health, safeguarding and partnership plans. In addition CF Sussex has influenced national strategies and frameworks and increased visibility and shared understanding across systems.

2) Collaborative, Multi-Agency Governance

Stronger governance has been established to coordinate system-wide leadership and accountability. This has included the establishment of dedicated MCN Boards and governance structures across Sussex and the alignment of senior leaders across housing, health, social care and justice, contributing to improved joint decision-making and system coordination.

3) Influence on Commissioning and Service Development

The programme has shaped how services are planned, commissioned and delivered. This has been achieved by embedding MCN in needs assessments and evidence bases, championing lived experience in order to inform design and priorities, strengthening cross-agency commissioning and collaboration, and securing ongoing funding and system commitment.

Conclusion

Changing Futures Sussex has ensured that MCN is now embedded in policy, governance and commissioning, creating a stronger, more coordinated system that is better equipped to respond to complex need.

The Changing Futures Programme Sussex has improved data, evidence, and insights on Multiple Compound Needs (MCN)

It has achieved this by:

1) Establishing a clearer picture of MCN needs and prevalence

Changing Futures Sussex has developed the strongest local evidence base on MCN, providing a clearer understanding of who is affected, the scale of need, and how individuals interact with services. Shared data systems and dashboards have brought together information across housing, health, care and criminal justice, helping partners identify patterns, gaps and trends. This has significantly improved the ability to plan services and target support where it is most needed.

2) Providing deeper insight into cost and demand

Analysis of service use through tools such as Pressure Maps has provided new insight into how people with MCN interact with crisis and emergency services. The evidence shows that coordinated, multi-disciplinary support reduces both demand and cost over time, particularly across A&E, policing and mental health services. These insights are now informing service design and helping to break cycles of repeat crisis intervention.

Conclusion

Changing Futures Sussex has transformed how data is used to understand and respond to MCN, creating a stronger, shared evidence base to support better planning, commissioning and outcomes.

Impact 4 - Lived Experience Summary

The Changing Futures Programme Sussex has enabled the embedding of lived experience in service design, commissioning, and delivery

1) Lived Experience Shaping Services, Strategy and Commissioning

Changing Futures Sussex has embedded lived experience into decision-making across services, ensuring people with lived experience actively shape design, evaluation and commissioning. This has increased the visibility and influence of lived experience across systems, with co-production now more consistently reflected in strategies, recruitment and service development.

2) Strengthened Collaboration and Co-Production Across Sussex

The programme has built strong lived experience networks and created spaces for collaboration, shared learning and co-production. These networks have connected organisations and individuals, enabling more meaningful and consistent involvement of lived experience across services and supporting the spread of good practice across Sussex.

3) Peer Workers as Equal Partners in Delivery

Changing Futures Sussex has established peer workers as equal partners within multidisciplinary teams, recognising lived experience as a core form of expertise. Peer roles have improved trust and engagement with clients, while also influencing wider adoption of paid peer roles across services, strengthening support and outcomes.

Conclusion

Changing Futures Sussex has ensured that lived experience is now a central part of how services are designed and delivered, creating a more inclusive, collaborative and effective system of support.

The Changing Futures Programme Sussex has enabled and strengthened best practices across services

1) Promoting Trauma-Informed Practice Across Services

Changing Futures Sussex has significantly increased awareness and adoption of trauma-informed approaches across services. Through the development of a Sussex-wide Trauma-Informed Framework and extensive training and engagement, organisations are now better equipped to embed trauma-informed thinking into everyday practice, policy and decision-making. This has improved the quality, consistency and dignity of support provided to people with complex needs.

2) Building Shared Learning and System-Wide Capability

The programme has strengthened cross-agency learning and collaboration, bringing together organisations to develop a shared understanding of trauma and its impact. Networks, training and learning spaces have built workforce capability across health, care, justice and voluntary sector services, supporting more joined-up, informed and consistent approaches to working with people affected by trauma.

3) Strengthening Workforce Wellbeing and Reflective Practice

Changing Futures Sussex has embedded reflective practice across teams, providing safe spaces for staff to process the emotional demands of their work. This has improved resilience, reduced isolation and supported better practice. Evidence shows stronger workforce wellbeing, including lower sickness and staff turnover, helping to sustain high-quality support for people with multiple needs.

Conclusion

Changing Futures Sussex has strengthened trauma-informed and reflective practice across Sussex, creating a more resilient workforce and improving the quality of support for people experiencing complex disadvantage.

Links for further reading

Changing Futures Sussex Impacts Reports:

1. [Introduction & Summaries](#)
2. [Service Transformation](#)
3. [Governance & Commissioning](#)
4. [Data & Evidence](#)
5. [Co-Production](#)
6. [Trauma Informed & Reflective Practice](#)

Impact Reports Supporting Data

Area Data Packs:

- [Brighton & Hove](#)
- [East Sussex](#)
- [West Sussex](#)

[Pressure Maps Insight & Learning](#)

'Voices of Changing Futures Sussex' - Client voice Project

[Voices of Changing Futures You Tube Playlist](#)

Further Learning & Resources

[Changing Futures Sussex Learning Archive](#)

[Changing Futures Sussex System Resources Archive](#)

List of Acronyms and Abbreviations

| | |
|-----------------|---|
| A&E | Accident & Emergency |
| CF | Changing Futures |
| CFS | Changing Futures Sussex |
| CMS | Case Management System |
| DVA | Domestic Violence and Abuse |
| EBE | Expert by Experience |
| HMCN-ICT | Homeless and Multiple Compound Needs - Integrated Community Team |
| ICB | Integrated Care Board |
| ICS | Integrated Care System |
| LEAG | Lived Experience Advisory Group |
| MCN | Multiple Compound Needs |
| MDT | Multi-Disciplinary Team |
| MHCLG | Ministry of Housing, Communities and Local Government |
| MHNA | Mental Health Needs Assessment |
| MNA | Multiple Needs Audit |
| NDTA | New Directions Team Assessment |
| NECG | National Expert Citizens Group |
| ReQoL | Recovering Quality of Life |
| VCSE | Voluntary, Community and Social Enterprise |
| VOLEB | Voices of Lived Experience Board |
| WSCC | West Sussex County Council |

Changing Futures Sussex

www.changingfuturesussex.org.uk



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