

Changing Futures Sussex Impact Briefing 1 Service Transformation



A report outlining the transformational impact of Changing Futures Sussex on strategic and operational service delivery

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

Changing Futures Sussex has transformed frontline service delivery for people with multiple compound needs (MCN) through trauma-informed, multi-disciplinary teams (MDTs) in Brighton and Hove, East Sussex, and West Sussex County Councils.

This has improved health and wellbeing outcomes, strengthening clients' engagement with services, and reducing reliance on high-cost crisis interventions.

Hosted and managed within local authorities, the MDT model brings together practitioners from adult social care, housing, health, substance misuse, domestic violence, mental health, and voluntary sector alongside peer support workers with lived experience of MCN.

Small caseloads of eight to ten clients per worker enable frontline teams to build trust, provide assertive outreach, and coordinate tailored, wrap-around support. Each client receives direct support from a dedicated keyworker as well as input from the wider MDT.

525

People supported
across Sussex

8-10

Smaller caseloads
enable relationships

56%

Clients with 5 areas
of MCN

167

Nominating Agencies
across Sussex

1) Increased stability, engagement, and wellbeing for individuals with Multiple Compound Needs



"It's the first time I've ever been able to talk about myself and be proud ... Everything is coming together, and I can really see a future – I never thought I'd be saying I feel hope again and that I am looking forward to the future, I have my own place and I am feeling solid in my recovery, the first time in 7 yrs. I still have bad days but know I can get through them – on bad days I used to go and score but that doesn't even enter my mind now, I feel like I have options – I am not just surviving anymore, I am living. I feel happy for the first time."

Changing Futures client

Despite high levels of risk, overlapping needs, and non-linear recovery journeys, clients supported by Changing Futures Sussex show measurable improvements in their health, stability, and overall wellbeing.

The strongest improvements were seen in housing stability, engagement with services, stress and anxiety, and self-harm.

Key Outcomes

60%

reduced risk of mortality compared to national average for those with MCN

45%

of clients showed improved engagement with services

46%

of clients secured more stable and secure housing

46%

of clients experienced reduced stress and anxiety

42%

of clients showed less risk from others

40%

of clients showed reduced intentional self-harm

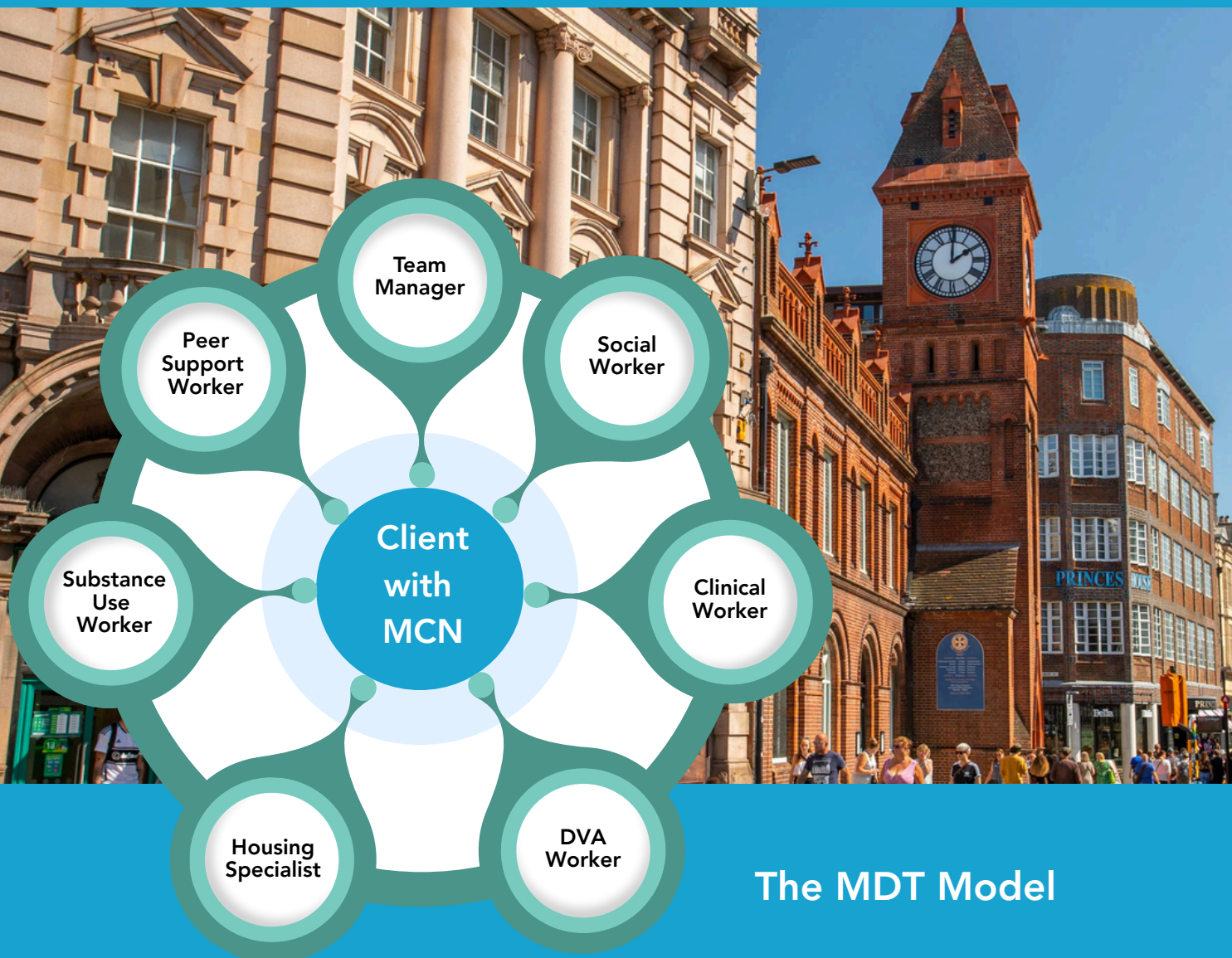
These improvements show that the programme's coordinated MDT model of support can achieve meaningful progress for a cohort typically excluded from, or unable to engage with traditional services. Pressure Map studies illustrate individual journeys towards stability and recovery. Further details on client outcomes are also available in the supporting data packs, linked at the end of this report.

"Since I was 17 years old, I have lived in 53 different places and feel that finally I have found somewhere I can call home which I feel is due to the support from Changing Futures team."

Changing Futures client

2) A coordinated, responsive best-practice model for Multiple Compound Needs

Changing Futures has introduced Sussex's first integrated, cross-sector response for people experiencing MCN—replacing siloed, single-issue services such as homelessness, domestic abuse, mental health, or substance misuse with a coordinated, trauma-informed model.



The MDT Model

Each client is supported by an average of 3 workers, depending on their individual needs, while also benefitting from a fully joined-up multidisciplinary team (MDT).

Scale, reach, and partnership

Average client journey with Changing Futures Sussex is 15 months (ranging from 6 to 24+ months)

845 clients nominated from 167 agencies
from December 2022 to March 2026

Nearly half (46%) clients work with 2 or more workers as well as wider collaboration with many agencies across Sussex

23 partner organisations
within the three CFS multi-disciplinary teams

52 staff supporting clients across Sussex

£111.5k spent in personalisation funds
(small, flexible funds to provide direct client support)
from September 2023 to March 2026 supporting
331 clients

"A specialist team to work in a trauma-informed way to support continuity of care in individuals' journeys of recovery. It is essentially necessary for the future of social care to adapt to this new way of working and have an integrated community team [based within Local Authorities] supporting those who are experiencing multiple disadvantage."

Changing Futures MDT worker

Key Outcomes

- **A model of MDT working:** My Team Around Me model brought together multiple service providers as a single coordinated team around each person, delivering holistic support and driving shared accountability and continuity across agencies.

Its effectiveness established MDT working as a protective condition for service transformation and as a replicable approach. All three Sussex local authorities have now adopted the model to continue support for people with MCN beyond the programme. Protected resources and sustained funding help embed multi-specialist MDT working and prevent a return to siloed, crisis-driven practice.



- **Safeguarding:** Routing safeguarding referrals directly to the MDTs has accelerated safeguarding responses for people with MCN, reducing central safeguarding processing by 70% and increasing S42 enquiries, safeguarding plans and reviews - leading to fewer preventable incidents, harms, and deaths. Further details on how the programme improved safeguarding for people with MCN is available in the [Brighton and Hove MDT Evaluation Report](#).

- **Responsive support:** Streamlined multi-agency referral pathways for people with MCN now enable faster, more consistent access to the right specialist support, in the right place, at the right time.

"I started working with a Domestic Abuse Navigator in February 2023. Since meeting her I have been clean of class As and any other narcotic you can think of. She had enabled me to move forward in every aspect, whether it be my mental health or physical. I've managed to attend 85% of appointments now because I have worked with the Domestic Abuse Navigator towards being able to be around what I would say are 'normal people'."

Changing Futures client

- **Housing stability:** People with MCN face high risks of eviction and repeat homelessness. MDT advocacy and partnerships have strengthened housing pathways, helping clients secure safe accommodation and move from high support settings to more independent living.
- **Gender-responsive support:** By supporting a higher proportion of women than traditional services, the MDT model effectively responds to gender-specific risks, and multiple compound needs.

[The Brighton and Hove MDT Evaluation Report](#) and the [West Sussex Delivery Team Impact Report](#) set out clear evidence of the MDTs' impact in improving trust and engagement, safety and safeguarding, health, housing, and recovery for people with MCN.

"Sometimes the work is just showing up again, when everyone else has stopped calling."

"I took him to the sea. It wasn't an 'intervention', it was just something peaceful he could hold on to."

Changing Futures workers

3) Evidence of reduced demand and cost on crisis and emergency services

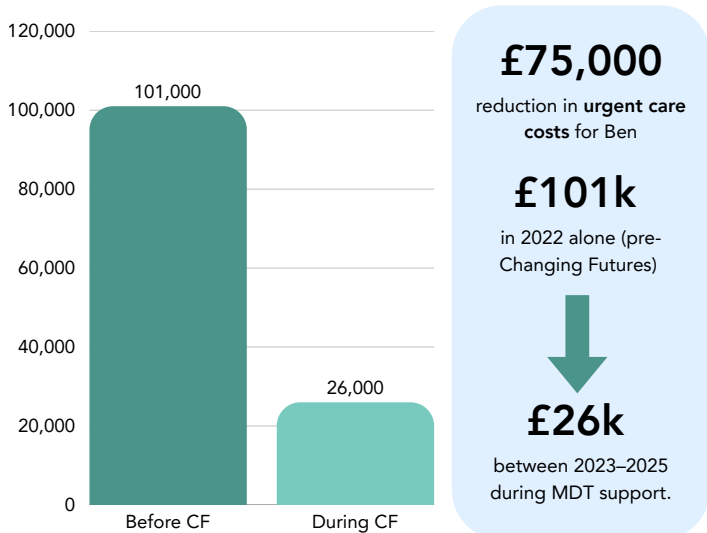
Changing Futures Sussex programme has helped break the cycle of repeat crisis service use among people with MCN, reducing pressure and cost on services such as A&E, ambulance, and police. Clear patterns show that clients' contact with crisis services declined as the MDTs addressed their health, housing, and other wellbeing needs, even though recovery journeys are often lengthy and non-linear.

This reduction in frequency of crisis-service use highlights the limitations of traditional, siloed services in intervening before crisis point, reinforcing the value of coordinated, preventative, cross-sector MDT model.

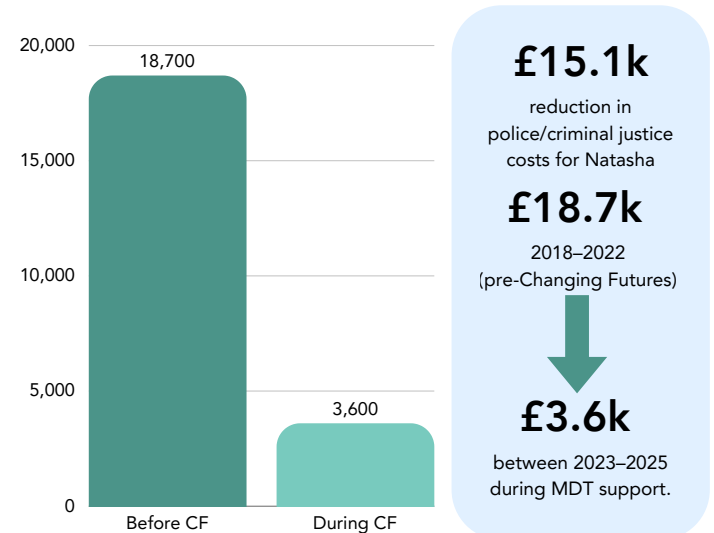
Further details on reduced demand and cost on crisis services following Changing Futures' intervention is presented in the [Brighton and Hove MDT Evaluation Report](#) and the [Changing Futures Pressure Maps](#).

Reduction in Crisis Intervention Cost

Ben - Urgent Care Costs



Natasha Police / CJ Costs



Enablers / Optimised Conditions

Below is a list of enablers and optimised conditions that have allowed the impacts to be achieved:

- **Multi-agency collaboration & MDT wrap-around support** underpinned by data sharing agreements and MoU's
- **Co-located Peer Support Workers** as equal partners of the MDTs
- **Trauma informed approach** enabled by:
 - *Small caseloads*
 - *Assertive outreach*
 - *Sustained engagement*
 - *Flexible funds (Personalisation Budget)*
 - *Trust building*
 - *Reflective practice as standard*
- **Shared case management system**
- **Data dashboard and performance monitoring** – built in continuous improvement
- **Senior leadership to hold the boundary**, ensuring coordination, stability, and system-wide buy-in



Risks / Red Flags

Below is a list of risks and red flags that highlight a return to practice before Changing Futures:

- Return to siloed, crisis-driven responses
- Reduced capacity to support people with MCN, undermining trauma informed and person-centred MDT support
- Caseload creep
- Referrals replace navigation
- Reduced resources, including cuts to Personalisation Budgets, peer support roles, or specialist MDTs
- Loss of data-sharing arrangements, limiting visibility of risk and forcing clients to repeat their stories - increasing risk of re-traumatisation and disengagement from services



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](#)

Changing Futures Sussex

www.changingfuturesussex.org.uk



Ministry of Housing,
Communities &
Local Government

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