



**Salisbury
Street
Foundation**



STRATEGIC PLAN

2025-2030

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INTRODUCTION

Comment from the Chair

I am thrilled to announce, on behalf of the Board, our strategic direction for the next five years. As the Salisbury Street Foundation (SSF) has expanded, we have witnessed the positive impact we have on people's lives, particularly in terms of their social and reintegration outcomes. As we embark on this next phase of growth, the insights gathered from our stakeholders, staff, and especially our residents have significantly informed the board's direction and our strategic approach to delivering our services sustainably.

We are committed to reflecting on this feedback and concentrating on the following areas:

- Sustaining our programme delivery while identifying our unique point of difference.
- Enhancing and implementing improvements to our properties that facilitate smoother transitions during reintegration.
- Building trust with our funders, reintegration partners, and the wider community.
- Fostering a culture that deepens our understanding of te ao Māori and knowledge of tikanga Māori.
- Celebrating the accomplishments of both our staff and residents.

On behalf of the board, I want to extend our gratitude to the team at Salisbury Street for their outstanding achievements and their collaborative efforts in creating a safe environment that aims to provide the best practices in reintegration.

Jane Farish
Chairperson

Salisbury Street Foundation Trust

Comment from the CEO

The Salisbury Street Foundation's Strategic Plan outlines our approach to delivering our programme, ensuring we remain at the cutting edge of global trends in reintegration while maintaining an infrastructure and cultural connections that are fit for purpose.

This strategy lays the groundwork for a long-term vision aimed at sustaining and supporting the reintegration of individuals who participate in our program.

Our vision encompasses various factors that affect people's health and wellbeing, pro-social choices, life skills, and ultimately, a safe and structured reintegration into the community, all supported by the 6 Pillars of Reintegration:

- Oranga/Wellbeing
- Accommodation
- Skills for Life
- Employment
- Education and Training
- Family/Whānau/Community Support

The plan outlines several initiatives for the next five years that will enable our residents to live well and receive support, while acquiring essential life skills, in environments that facilitate their reintegration.

This strategy is rooted in our commitment to Te Tiriti o Waitangi | The Treaty of Waitangi (Te Tiriti) and seeks to deepen our collective understanding of te ao Māori and tikanga Māori.

I am thrilled to present this strategy, developed with invaluable input from our stakeholders, staff, and residents.

Dan Pallister-Coward
Chief Executive Officer

OUR STORY SO FAR

OUR MISSION

The Salisbury Street Foundation (SSF) was established in 1979 to address the need for support in helping men reintegrate into the community after their release from prison. Within a year of its establishment, SSF became a Charitable Trust and relocated to its current location in Merivale, Christchurch.

Our mission is to be:

A SAFE
COMMUNITY ENVIRONMENT
FOR GROWTH
TOWARDS INDEPENDENCE
SELF DETERMINATION
& SOCIAL CONNECTION

OUR PHILOSOPHY

Our goal is to support successful re-integration. The programme offered encompasses a variety of interventions, including individual and group sessions, life skills training, recreational activities, cultural engagement, tutoring, and mentoring. It builds upon and reinforces what each resident has learned before arriving at SSF, ensuring that support pathways are effectively maintained.

Our philosophy centers on delivering a professional and compassionate residential programme for men with a history of criminal behaviour. We aim to prevent recidivism and facilitate their safe transition back into the community.

OUR VALUES

SELF DETERMINATION

We are dedicated to empowering residents to take control of their lives and shape their own futures. We strive to equip individuals with the skills, knowledge and confidence they need to overcome obstacles, make positive choices, and achieve their goals.



RESPECT

We believe in the inherent worth and dignity of every individual. We strive to create a safe and inclusive environment where everyone feels valued and respected.



GROWTH

We prioritise providing opportunities for personal growth that help residents progress beyond their past experiences. We pride ourselves on fostering a culture of continuous learning and development to help residents set and achieve new goals to aid their successful reintegration into society.



SOCIAL CONNECTION

We believe in the power of social connection. We strive to facilitate meaningful relationships and community integration. This includes organising group activities that encourage mutual support among residents and connecting residents with local support networks to foster a sense of belonging and purpose.



OUR 2025-2030 GOALS

1

Reintegration delivery model

We are dedicated to implementing a best practice approach for reintegration within a therapeutic community, ensuring that it is both understood and assessed to achieve successful outcomes.

3

Te Tiriti o Waitangi/The Treaty of Waitangi.

We are dedicated to a programme focused on cultural competency, aimed at enhancing our shared understanding of Te ao Māori and the principles of tikanga Māori.

5

Property Investment

We are dedicated to upholding our properties to effectively deliver our programmes while also expanding our property portfolio.

2

Engagement and Communications

We are dedicated to collaborating with our stakeholders, staff, and residents to identify and address the most pressing service needs, always prioritising our residents at the heart of the reintegration process.

4

Sustainability

We are dedicated to protecting our environment by minimising our carbon footprint and ensuring that our decisions contribute to the long-term success of SSF.

6

Digital Presence

We are dedicated to enhancing our technological practices to better inform, educate, and improve the visibility and results of our services.

OUR 2025-2030 STRATEGY

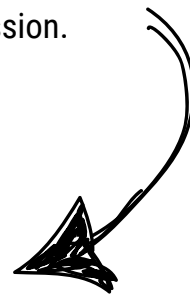
Our strategy has been shaped by feedback, thoughtful reflection, and our aspirations for the future delivery of our programmes. You have shared the following insights with us:

- Our programme is highly valued and respected, built on long-standing relationships. Without it, individuals with complex needs would likely return to and remain caught in the cycle of correctional facilities.
- It is essential for us to ensure that our outcomes are clear and visible, and that our documented processes effectively support these outcomes.
- We have a significant opportunity to strengthen and enrich the cultural journey our tāne experience with us, while also deepening our understanding of te ao Māori and the principles of tikanga Māori.

- Fostering a culture of learning, collaboration, and partnerships among like-minded organisations.
- Enhancing our post-residential programme with aftercare and outreach services.
- Exploring how housing support can create new opportunities and facilitate residents' transitions into housing.

Incorporating feedback has been crucial to our updated strategic direction. Establishing a clear path for our teams and residents, while making our purpose visible to the community and stakeholders, serves as the foundation for this plan.

The voices of our residents are captured below and are intertwined with our core values and mission.



SALISBURY STREET FOUNDATION

STRATEGIC PLAN 2025-2030



COMMUNICATIONS AND ENGAGEMENT

We are dedicated to collaborating with our stakeholders, employees, and residents to identify and provide the most effective service needs, always placing our residents at the heart of the reintegration process.



REINTEGRATION DELIVERY MODEL

We are dedicated to adopting a best practice strategy for reintegration within a therapeutic community, ensuring that it is clearly understood and evaluated to achieve successful results.



SUSTAINABILITY

We are dedicated to protecting our environment by minimising our carbon footprint and ensuring that our decision-making supports the long-term success of SSF.



DIGITAL PRESENCE

We are dedicated to updating our technological practices to enhance, educate, and promote the visibility and effectiveness of our services.



PROPERTY INVESTMENT

We are dedicated to upholding our properties to effectively deliver our programmes while also diversifying our property portfolio.

Te Tiriti o Waitangi/The Treaty of Waitangi.

We are dedicated to a cultural competency programme aimed at enhancing our shared understanding of te ao Māori and the principles of tikanga Māori.



COMMUNICATIONS AND ENGAGEMENT

We are dedicated to collaborating with our stakeholders, staff, and residents to identify and address the most effective service needs, ensuring that our residents remain at the heart of the reintegration process.

Our Action

Identify, develop and implement a stakeholder engagement plan

Develop a website that connects with agencies and community to educate and inform of our services

Develop a notification process and key messages for our neighbours and meet our contract requirements

Develop process for residents to provide feedback on their journey with SSF

Develop, implement and review staff engagement process

Timeframe

Q2 2025

Q1 2025

Q1 Annually

Q3 Annually

Q3 Annually

What we want (Outcome)

Know who are partners are

Proactive messaging for community and understanding of what we do

Open and transparent engagement in our community of who we are

Best practice model of delivery with user input

Engaged workforce, committed to SSF that feel valued and their voice matters



Reintegration delivery model

We are dedicated to adopting a best practice strategy for reintegration within a therapeutic community, ensuring that it is clearly understood and evaluated to achieve successful results.

Our Action

Map the pathway through our programmes to integration in the community

Document our therapeutic programmes and evidence what is delivered within the 6 pillars of reintegration

Engaging with the international reintegration community to stay at the forefront of service development

Establish measures of our service delivery model and implement an audit and review process to sustain best practice in our delivery

Timeframe

Q4 2025

Q3 2025

Q2 2026

Q2 2026

What we want (Outcome)

Knowledge of where a client will be in process

Evidence based delivery programme that sets us apart from sector

Ensure a point of difference in our best practice service delivery model

Create a culture of continuous learning and quality improvement, supported by research, evaluation and innovation



Sustainability

Our Action

Timeframe

What we want (Outcome)

We are dedicated to protecting our environment by minimising our carbon footprint and making decisions that support the long-term success of SSF.

Implement a vehicle strategy that reduces our carbon footprint through hybrid vehicles

Q1 2025

Reduced costs, safer vehicles and a greener footprint

Develop and implement a budget that identifies where costs sit within the programmes and provides a capital investment plan

Q2 Annually

See where are costs are and how we work to a budget

Develop and implement a workforce strategy that prepares a workforce to deliver reintegration services to a complex mix of residents

Q3 2025

The right people, in the right roles, delivering the right outcomes for our residents

Identify opportunities to leverage off our properties to increase use of renewable energy at SSF

Q4 2026

Reduce our costs and contribute solar energy to the operational running of SSF

Implement a Safety, Health and Wellbeing culture of support in all actions we undertake

Q4 2025

Staff and Residents are safe and enabled to access the right support



Digital Presence

Our Action

Timeframe

What we want (Outcome)

We are dedicated to enhancing our use of technology to inform, educate, and improve the visibility and results of our services.

Develop a website that connects with agencies and community to educate and inform our services

Q1 2025

Proactive messaging for community and understanding of what we do

Explore what AI can bring to how we report our measures and outcomes

Q1 2026

Free up time to do the right thing while meeting our reporting requirements

Ensure that residents have equitable opportunities to engage in the digital world

Ongoing

Provide the environment to have the motivation, access, skills and trust to use computers and the internet to enhance their lives

Use our digital tools to stay connected internationally to the reintegration community to stay at the forefront of service provision

Q4 2025

Connected platform that enables sharing of tools and ideas to deliver best practice reintegration



Property Investment

Our Action

Timeframe

What we want (Outcome)

We are dedicated to
upkeeping our
properties to
effectively deliver
our programmes
while also expanding
our property
portfolio.

Complete accreditation process with MSD
and MHUD to enable options of social
housing

Q1 2027

To become provider of social
housing to enable our
residents options post
completion of their programme
at SSF

Enhance the use of properties to create
more transitional living options for
programme delivery

Q1 2026

Create a transitional housing
approach within our existing
properties

Identify what properties are needed to
continue to reintegrate our residents within
the community

Q4 2025

Clear pathways for housing
options for our residents that
enables placement within 3
months of completing
programme

Identify and implement an emergency
housing approach to Aftercare to support
and sustain former residents in the
community

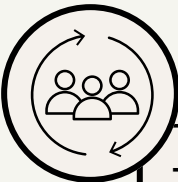
Q1 2027

Continue to support our
graduates in the community as
reintegrated and contributing
community members

Link our use of Security platform to AI to
enhance a safe environment

Q1 2027

Technology enabling a safe
environment for staff and
residents



Te Tiriti o Waitangi/The
Treaty of Waitangi.

Our Action

Timeframe

**What we want
(Outcome)**

We are dedicated to a
cultural competency
program aimed at
enhancing our shared
understanding of te
ao Māori and the
principles of tikanga
Māori.

Support staff and residents who wish to
learn te reo Māori

Q3 2025

Grow our cultural competency
as an organisation

Develop our capability and capacity to
engage with Māori across our workforce

Q4 2025

Deeper connection and
resources to enable our
journey of te ao Māori and
knowledge of tikanga Māori

Strengthen our relationship and partnership
with Nga Hau E Wha National Marae

Q4 2025

Partnership to support our
journey of te ao Māori and
knowledge of tikanga Māori

Recognise our workforce as our most
valuable asset and support the
development of sustainable, diverse, skilled
and confident workers for the future

Ongoing

The right people, in the right
roles, delivering the right
outcomes for our residents

ACKNOWLEDGEMENTS

Our strategy has been informed by many people sharing and providing valuable mahi ngātahi of thoughts.

Thank you to the following:

- Our stakeholders who provided valuable insights to developing our strategy.
- Our residents for providing what is important to them and what we can continue to develop.
- The staff of Salisbury Street Foundation for your feedback, honesty and support.

WE THANK YOU
FOR YOUR CONTINUED SUPPORT IN OUR
PROGRAMMES