

Platform Impact Report 2025–2026



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Whāinga Vision

Championing a strong and sustainable mental health and addiction non-governmental organisation (NGO) and community sector, growing healthy and connected communities.



Context

Platform is guided by the vision, purpose, principles, and goals set out in our strategic intent 2023–2026.

Our impact report provides highlights of some of what we achieved from 1 July 2025 to 30 June 2026.

With the 2026 General Election on the horizon, the environment within which our sector operated during the 2025–2026 financial year was increasingly characterised by political parties' repositioning their stance and a government rushing to complete its legislative programmes for the term ending September 2026. This brought an even greater need for collective action and collective voice, something which we saw reflected in our active member engagement and growing membership. The approaching election also provided a valuable opportunity to elevate sector priorities and strengthen engagement with decision-makers across the political spectrum.

During 2025–2026, we saw an increasing number of policy, environment, and operational changes with significant impacts on the mental health and addiction sector. These included the *Healthy Futures (Pae Ora) Amendment Act* and participation in the People's Select Committee for Pay Equity following changes to pay equity legislation that brought existing claims to an end, and operational changes to the way in which Health New Zealand contracts and funds mental health and addiction NGO and community providers. Over the last few years, the funding and contract environment has been fraught with national and regional inconsistencies, delayed contract renewals, short-term contracts, and funding increases

that do not keep up with inflation or the cost of living and delivering services. During 2025–2026 this was a focal point of our advocacy and we worked closely with Health New Zealand and the Minister for Mental Health to address these challenges. As a result, the Minister for Mental Health announced his commitment to increasing the overall funding and expenditure on NGO and community organisations and ensuring 80% of NGO providers have multi-year contracts by the end of 2026. Health New Zealand also committed to reducing delays in contract renewals and to providing three-year contracts to mental health and addiction NGO providers, with a limited number of exceptions.

The Government's focus on value for money, outcomes and social investment has meant that demonstrating impact and effectiveness is even more important than before. In response, Platform continued to invest in initiatives that strengthen the sector's evidence base through workforce and outcomes data while exploring how emerging technologies such as AI support capability, efficiency and innovation across the sector.

As the election approached, opportunities emerged to influence the future direction of mental health and addiction policy and investment. Platform continued regular engagement with the Minister for Mental Health, government agencies, and parliamentarians, while supporting members to contribute to consultations, strategy development, and policy discussions. Through our advocacy, partnerships, leadership activities, and member networks, we worked to ensure the voice of 108 member organisations remained visible, influential, and well positioned to shape future system priorities.



Our strategic goals are:



1. He ārahi ki te haeata o te āpōpō Leading for a bright future

Through advocacy, lobbying, and disseminating information, Platform works to influence policy, regulation, and strategy within the health and social system, and to support the actions outlined in Kia Manawanui Aotearoa: Long-term pathway to mental wellbeing.



2. E tū ngātahi ana tatou We are in this together

Fostering strategic partnerships and alliances to achieve collective impact.



3. He rāngai āhei, pakari, toitū A capable, strong, and sustainable sector

Supporting and connecting the sector to be well placed to facilitate the wellbeing of tāngata whai ora and whānau.

Our impact is made possible through the collective strength of our 108 member organisations. We acknowledge their expertise, leadership, and commitment to a shared vision for change. By working together, we amplify the voice of the mental health and addiction NGO and community sector and strengthen recognition of its impact across the wider health and social system.

Who we are and how we work

Platform is a membership organisation and peak body representing the mental health and addiction NGO and community sector.

We directly represent and advocate for our member organisations, who provide support to tāngata whai ora (people seeking wellness) and their whānau, including Māori and Pasifika providers, and whānau and lived experience-led services. Through this collective membership, Platform provides an independent, strong and united national voice to advocate for better policy, funding, services, and outcomes, while building the capability and sustainability of the sector. Platform's intentional approach and aspiration is for members to act in unison and demonstrate collective impact.

Alongside our membership, we support a wider network of mental health and addiction NGOs and community services that share a commitment to a mental health, addiction and wellbeing system that delivers responsive services and more equitable outcomes for all people and communities.



The people and organisations closest to communities often have the clearest understanding of what is working, where gaps exist, and what changes are needed. Platform's role is to ensure those insights are heard and acted on. Through advocacy, leadership, sector engagement, and strategic partnerships, we work to influence policy, bring the sector's experience into conversations with decision makers, and strengthen the conditions that enable mental health and addiction NGO and community providers to thrive. As a trusted intermediary, we help information flow across the system by identifying emerging challenges and opportunities and translating complex policy and system changes into practical information that supports providers in their day-to-day work. We do this so our members can focus on delivering high-quality support to tāngata whai ora, whānau, and communities, while developing and implementing innovative solutions to meet changing needs.

Mental health and addiction NGO and community providers play a pivotal role in the wider system, offering a diverse range of support. Services range from early intervention connected to primary care and general practice, through to integrated employment and housing support, and highly specialised residential mental health and addiction and other drug (AOD) services.

What does the mental health and addiction NGO and community sector do?

Recent data from 2024–2025 show:

In 2024/25, approximately

82,980

people accessed MH&A NGO services¹ (up from 73,000 in 2023/2024*).

This makes up approximately

44.6%

of all people who accessed health funded MH&A services for their mental health and/or substance use needs (up from 41% in 2023/2024*).

Of the people accessing NGOs in 2024/25:



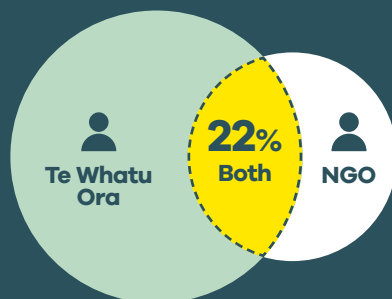
● Māori: 38.4%

● Pacific peoples: 5.7%

● Asian peoples: 5.2%

● Other: 50.7%

Approximately **22%** of all people who accessed mental health and addiction services received support from both community mental health and addiction NGO and Te Whatu Ora specialist clinical services.



In 2024/25, NGOs provided:

563,187

(up from 561,821 in 2023/2024*) bed nights to...

8,742

people who were in either supported residential accommodation or community respite services (up from 8,266 in 2023/2024)*.

Access and Choice programme:

In 2024/2025 financial year, **236,322** people accessed integrated primary mental health and addiction services.² Some of these integrated arrangements include services that are delivered by mental health and addiction NGO providers (up from 95,250 as at June 2022).*

236,322

* Refer to Platform Impact Report 2024–2025.

Note that the lack of available information about mental health and addiction NGO involvement in the Access and Choice programme limits what can be said about the NGO contribution to care at this time.

¹ Te Whatu Ora | Health New Zealand PRIMHD extract dated 14 August 2026, analysed by Te Pou.

² Te Hīringa Mahara | Mental Health and Wellbeing Commission. (2025). Access and Choice programme report – April 2025. Link: [Access and Choice programme 2025 report downloads | Te Hīringa Mahara—Mental Health and Wellbeing Commission](#).

Our impact at a glance

Our successes

Platform exists to champion and support a strong and sustainable mental health and addiction NGO and community sector.

As an intermediary organisation, the impact of our work is often achieved through the member organisations we support, stakeholders and decision-makers we influence. The measures below provide an indication of the reach, scale, and effectiveness of our activities. We expect that by strengthening sector capability, facilitating connections, advocacy,

and access to information, we contribute to a stronger and more sustainable sector, ultimately supporting better outcomes for tāngata whaiora, whānau, and communities. We periodically review our approach to ensure we continue to measure the activities and outcomes that matter most, and achieve value and impact.



108

Member organisations

(93 in 2024–2025)



479

Leaders participated and engaged in members' forums

(480 in 2024–2025)



41

Sector intelligence gathered through regional Navigate Groups

(48 in 2024–2025)



9

Parliamentary
Cross-Party
meetings held

(10 in 2024–2025)*



38

Submissions
written

(22 in 2024–2025)



16

Advocacy & lobbying
briefings provided
to stakeholders

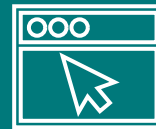
(73 in 2024–2025)



3,177

Number of visits to the
online policy library

(3,425 in 2024–2025)



40

Best practice and
organisational development
online resources promoted

(28 in 2024–2025)



55

Policy templates
available in our
policy library

(70 in 2024–2025)**



570

Newsletter reach

(572 in 2024–2025)



6

Member events
and workshops
hosted

(3 in 2024–2025)

* At the meeting held in October 2025 the members of the Cross-Party Mental Health and Addiction Group agreed to hold meetings every 8 weeks instead of monthly.

** A significant number of policies were consolidated since Ngā Paerewa Health and Disability Services Standard NZS 8134:2021 took effect on February 2022 and others removed as they were no longer relevant to the sector.



Strategic Goal 1:

**He ārahi ki te
haeata o te āpōpō
Leading for a
bright future**

Actively contribute to system change within the mental health and addiction, health and disability systems through advocacy, lobbying and dissemination of information.

Over the year, we strengthened the sector's influence by championing investment in community-based mental health and addiction services, contributing to system reform, and increasing recognition of the value, expertise, and impact of NGO and community providers.

This work helped to advance the sustainability and resilience of NGO community-based services, and supported improved access, wellbeing, and outcomes for tāngata whai ora, whānau, and communities, addressing:

1. NGO commissioning processes, contracting, and funding sustainability.
2. Recognition of the value and impact of the NGO and community sector.
3. Workforce development and sustainability.
4. Mental health and addiction system reform affecting NGOs and communities.
5. Reporting and audit burden.

Here is some of the work that we are most proud of within this strategic goal.

Completed 38 submissions



to shape and inform policy, regulation, strategy, and system change relevant to the mental health and addiction system, and wider health and social sector.

- **Wrote 16 briefing reports and briefings** to stakeholders, Government Ministers, and government officials that advocated for mental health and addiction NGO and community providers' needs and interests.

Met 3 times with the Minister for Mental Health, Hon Matt Doocey



to champion and advocate for mental health and addiction NGO and community sector needs and interests.

- **Held 6+ evidence-gathering workshops** with members to understand NGO and community sector views on particular issues, including for the mental health and wellbeing strategy 2026–2036 and Platform's Digital Mental Health position statement.

We demonstrated the value of NGO services and championed greater investment in community mental health and addiction support.

- **Secured a nationally consistent funding uplift** for mental health and addiction NGO providers and successfully advocated for recognition of increasing cost pressures. This outcome provides greater financial stability for providers and supports the ongoing delivery of quality mental health and addiction services.

Secured commitments from the Minister for Mental Health



to significantly expand the use of multi-year contracts, increasing coverage from 20% to 80% of mental health and addiction NGOs and community providers. This landmark shift strengthens sector sustainability by providing greater contract and funding certainty.

- **Achieved a commitment from Health New Zealand to offer three-year contracts** to most mental health and addiction NGO providers. This significant shift provides greater certainty for providers, supports workforce and service planning, and strengthens the long-term sustainability of the mental health and addiction NGO sector.

Contributed to 3 sector-wide data and evidence projects



to better understand and improve NGO outcome measurement, workforce and Access and Choice data collection and reporting and better demonstrate the value of NGO services.

- **Elevated mental health and addiction NGO sector priorities** by briefing representatives from four political parties ahead of the 2026 General Election.
- **Secured a ministerial commitment to rebalance investment** towards the mental health and addiction NGO and community services, including a long-term goal of achieving funding parity with specialist mental health and addiction services delivered directly by Health New Zealand.
- **Hosted Platform Members' Leadership Day** attended by over 130 leaders.
- **Supported mental health and addiction NGO workforce development initiatives:**
 - **Partnered with Te Pou to shape and promote support worker learning resources**, The Difference podcast series, workforce development grants, and the rollout of Keeping it Real | Kia Pono te Tika, while contributing to Phase One of the workforce data project.
 - **Contributed to Health NZ workforce initiatives**, including the scoping of a clinical social worker role and development of a psychology assistant programme.
 - **Promoted the Workforce Futures Fund and supported NGO providers** to pursue workforce development investment opportunities.
 - **Represented the NGO sector in consultation** on the future of work-based learning, ensuring NGO perspectives informed system design discussions led by the Education, Health and Community Industry Skills Board (ISB).



Strategic Goal 2:

E tū ngātahi ana tatou **We are in this together**

Foster strategic partnerships and alliances that amplify Platform member voices, strengthen collective influence, and deliver benefits to members and across the wider mental health and addiction NGO and community sector.

Over the year, we brought together members, stakeholders, decision-makers, and people with lived experience to strengthen influence and collective action on issues that matter to the sector.

The following is some of the work that we are most proud of within this strategic goal.

We engaged and amplified the voices of tāngata whai ora, whānau, people with lived experience, Māori, and Pasifika within Platform's work programme.

- Maintained the voice, leadership, and input of people with lived experience to the Platform Board.
- Maintained the voice, leadership, and input of Māori leaders to the Platform Board who whakapapa Māori and have rich experience with Māori frameworks and models of care.

We supported cross-party collective action to improve the mental health and addiction system for tāngata whai ora and communities.

**Provided
secretarial support
and coordinated
6 Cross-Party and
Mental Health and
Addiction Wellbeing
Group meetings**



**Facilitated
3 workshops
attended by 100+
Platform members**



as part of the Ministry of Health lead consultation on the draft Mental Health and Wellbeing Strategy 2026 to 2036.

We fostered strategic partnerships and alliances to champion a mental health and addiction sector that is community-led, capable, and connected.

Participated in 82 meetings with key stakeholders



including representatives from the Mental Health and Wellbeing Commission | Te Hiringa Mahara, Health New Zealand | Te Whatu Ora, Ministry of Health | Manatū Hauora, and mental health and addiction workforce centres.

We facilitated connections between mental health and addiction NGO and community providers at local, regional and national levels.

Worked alongside and gathered sector intelligence



on mental health and addiction NGO and community sector issues at 30 regional Navigate Group meetings.

- **Developed international relationships** to build knowledge on advances and trends in mental health and addiction systems and collective impact for intermediary organisations, by participating in international meetings such as the International Collaborative Learning Network focusing on improving the physical health of people living with mental illness and Global Leadership Exchange network and match meetings.
- **Worked with the chairpersons** from each regional Navigate Group to share information and identify priorities of collective interest by seeking their input on key issues.
- **Organised and hosted** 11 Navigate Group Chairperson forums.
- **Developed strategic purposeful relationships** by participating in a total of 12 network forums, to represent the needs of the mental health and addiction NGO and community sector.



Strategic Goal 3:

**He rāngai āhei,
pakari, toitū
A capable, strong, and
sustainable sector**

Support and connect members and the wider mental health and addiction NGO and community sector to build capability, share knowledge, and strengthen sustainable services to demonstrate impact and value.

Over the year, we supported mental health and addiction NGO and community providers to navigate change, strengthen organisational capability, and access information, resources, and connections that enable high-quality service delivery.

Below is some of the work that we are most proud of within this strategic goal.

We strengthened leadership, engagement and sector knowledge by sharing key information and facilitating member and NGO leader collaboration.

Hosted 10 online member forums



with presentations and discussions on strategic and operational matters to influence and inform developments and changes in the mental health and addiction system.

- **Brought together 130+ members and key sector stakeholders** at our annual Platform member leaders' day, providing a key opportunity for the sector to come together and identify shared priorities and strengthen collective leadership.

Co-hosted 5 training workshops and webinars



for our members, including on social return on investment and AI tools and leadership.

We strengthened access to tools and resources that support sustainable and high-quality services.

- **Hosted the Policy Library** on the Platform website, with 25 policies reviewed, 1 new policy added and 17 obsolete policies removed.

Published and distributed 11 Platform newsletters to an average of 570 stakeholders



- **Shared key sector updates, information and resources** with members through 57 member-wide emails.
- **Profiled 40 best practice and organisational development online resources** and revised new policy templates hosted on the Platform website.



Platform member organisations

None of our work would be possible without the support, expertise, and relationships we hold with our network of Platform member organisations.

Able Charitable Trust.

ADL – Supporting Young People Ltd.

Anxiety NZ.

Arahura Charitable Trust.

Arataki Ministries.

Asian Family Services.

Atareira.

Auckland City Mission – Te Tāpui Atawhai.

Balance Aotearoa.

Barnados Aotearoa.

Beth-Shean Trust.

Brave Hearts NZ.

CareNZ.

Centre 401 Trust.

Changing Minds.

Comcare Charitable Trust.

Community Wellbeing North Canterbury Trust.

Corstorphine Baptist Community Trust.

Creative Art / Artsenta.

Dayspring Trust.

Delamore Support Services Ltd.

Depression Support Network.

Eating Disorders Carer Support (EDCS).

EDANZ (Eating Disorders Association of New Zealand).

Ember Korowai Takitini.

Emerge Aotearoa.

Equip.

Family Drug Support.

Family Mental Health Support (FAMHS).

Goodwood Park Healthcare.

Hanmer Clinic Tauranga.

He Waka Tapu.

Health Action Trust (Nelson).

Healthcare NZ (Mental Health NZ).

Higher Ground Drug Rehabilitation.

IDEA Services.

Independent Living Choices.

Kāhui Tū Kaha.

Kia Puāwai.

Kites Trust.

KnowYourStuffNZ.

Each of these organisations has committed to supporting our vision and purpose, as we work towards a mental health and addiction system that recognises and champions the vital role of community organisations, leadership, and connection.



Koputai Lodge Trust.	People Relying on People.	o Hauraki.
Le Va.	Presbyterian Support Northern.	Te Paepae Arahi.
Life Matters Suicide Prevention Trust.	Presbyterian Support Otago.	Te Pou.
Linc Support Services.	Problem Gambling Foundation (PGF).	Te Puna Oranga.
LinkPeople Ltd.	Progress to Health.	Te Rūnanga O Kirikiriroa.
Mahitahi Trust.	Pūkeko Blue Ltd.	Te Roopu Taurima.
Mana o te Tangata.	Purapura Whetu Trust.	Te Waka Whaiora Trust.
Manaaki Ora Trust.	Red Door Recovery.	Te Whare Mahana.
MASH Trust.	Refugees as Survivors NZ.	The Lifewise Trust.
Mental Health Education and Resource Centre.	Roger Wright Harm Reduction Network.	The Psychology Group.
Mental Health Foundation of NZ.	Rubicon Charitable Trust.	The Salvation Army.
Mindplus.	Speed Freaks.	Toi Ora Live Art Trust.
Mirror Services / Aroha ki te Tamariki.	St Mark's Addiction Residential Treatment Centre.	Tui Ora.
New Zealand Drug Foundation.	Stand Tū Māia.	Turning Point.
Nova Trust.	Step Ahead Trust.	Vaka Tautua.
Oasis Network Inc.	Stepping Out Hauraki Inc.	WALSH Trust.
Odyssey.	Stepping Stone Trust.	West Coast Health.
Odyssey House Trust Christchurch.	Supporting Families Manawatu.	Whatever It Takes Trust.
Otago Mental Health Support Trust.	Take Notice.	Wild Bamboo.
Pact Group.	Te Awhi Whanau Charitable Trust.	Wise Group.
Pathways.	Te Korowai Hauora	WISH Trust (Waiheke Island Supported Homes Trust).
Penina Trust.		Work Opportunities Trust.
		Workwise.
		Yellow Brick Road.
		Youthline.



Our board & staff

We have a sector-led Board made up of representatives from our member organisations.

Sally Pitts-Brown | Chairperson

Chief Executive at Pathways

Karleen Edwards | Deputy Chairperson

Chief Executive at MASH Trust

Michael Douglas | Deputy Chairperson

Chief Executive at Equip

Karaitiana Tickell

Kaiwhakahaere Matua at Purapura Whetū Trust

Deb Fraser-Komene

Director at Whakaata Tohu Tohu at Mirror Services

Phyllis Tangitu (Ngāti Ranginui, Ngāti Awa, Ngāti Pikiao (Te Arawa), Ngāti Haua (Waikato))
Mana Whakahaere at Emerge Aotearoa

Clive McArthur

Chief Executive at ADL – Supporting Young People

John Moore

Chief Executive at Yellow Brick Road

John Cook

Group Chief Executive at Emerge Aotearoa

Darryl Bishop

Group CEO at Ember

Emma Hunter

Service Development Lead at The Salvation Army

Our staff

Memo Musa | Chief Executive

Simon Katz | Policy Analyst

Louise Hill | Membership Engagement Co-ordinator



