

Impact Report 2024-2025



Contents

Whāinga Vision	1
Context	2
Who we are and how we work	4
What does the mental health and addiction NGO and community sector do?	5
Our impact at a glance	6
Strategic Goal 1: He ārahi ki te haeata o te āpōpō Leading for a bright future	8
Strategic Goal 2: E tū ngātahi ana tatou We are in this together	11
Strategic Goal 3: He rāngai āhei, pakari, toitū A capable, strong, and sustainable sector	14
Platform member organisations	16
Our board & staff	18
References	18



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 what we achieved from 1 July 2024 to 30 June 2025.

In a period dominated by implementation of the Minister for Mental Health's priorities and five mental health and addiction targets, we continued to support Platform member organisations and the wider mental health and addiction NGO and community sector. Core to our work was to profile to stakeholders and politicians the impact and value of mental health and addictions services in New Zealand.

Ongoing restructures at Health NZ | Te Whatu Ora, Ministry of Health | Manatu Hauora and Ministry of Disabled People | Whaikaha, largely driven by the need to reduce public sector organisation operating financial deficits, continued to dominate health sector headlines.

The role and value of NGOs in the mental health and addiction sector is often not well understood and is downplayed. During 2024/25, by publishing a resource *A Sound Investment, A Spotlight on the Impact and Value of Mental Health and Addiction NGO Services in New Zealand*¹, we took the opportunity to shine a spotlight to help partners and stakeholders fully appreciate what NGOs do, the flexibility they provide, and the value they add in responding to community needs.

In 2024/25, we experienced increased Government expectations to deliver priority service initiatives – such as peer-led services in emergency departments and crisis cafés – improve outcomes and show the effectiveness and a return on the dollar amount invested in services. We also saw the introduction of mental health and addiction targets aiming to drive improvements in system and service performance.

We continued to deal with the recurring challenges of securing nationally consistent funding uplifts for contracts held by the mental health and addiction (MH&A) NGO and community sector, resolving pay equity for support workers until major legislative changes in May 2025, and advancing workforce initiatives seeking to engage and influence regional and national service improvement, with a focus on equity and inclusion of lived experience voices.

Platform continued to provide a pivotal voice for its 93 member organisations to be heard at the highest levels of government agencies, the Minister for Mental Health and other Ministers within the New Zealand Government.

We hosted a number of significant events for members; a webinar about understanding contracts, a member leadership day and our monthly online member forums which are pivotal in members hearing and engaging with key stakeholders.

¹ *A Sound Investment, A Spotlight on the Impact and Value of Mental Health and Addiction NGO Services in New Zealand, Platform 2005*



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 only possible because of the support and expertise of our 93 member organisations. We acknowledge our members for their support of Platform and their view to achieve collective impact and influence.

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. Platform's membership base provides a strong foundation for collective advocacy, enabling members to lobby, speak out, and influence improvements to services for people in the community.



Platform also supports a wider network of mental health and addiction NGO and community organisations who share the same aspiration of a mental health, addiction, and wellbeing system and sector that is driven by the need for better, responsive services and more equitable outcomes for all.

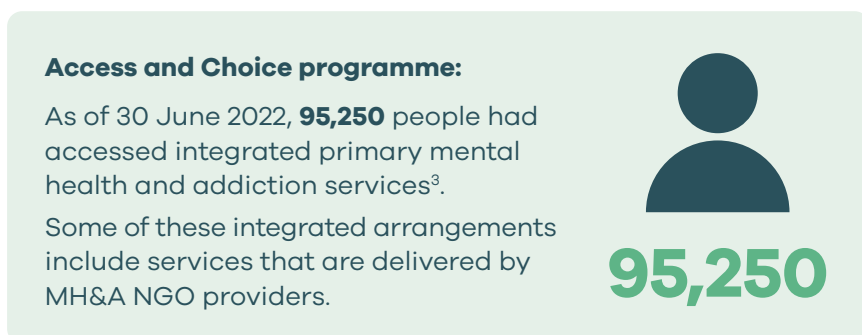
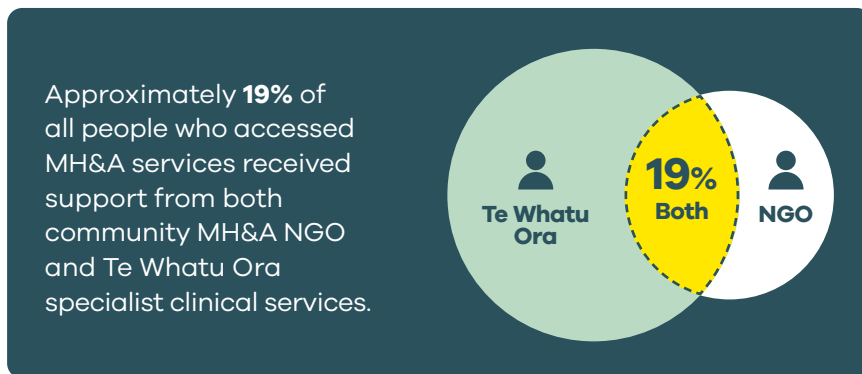
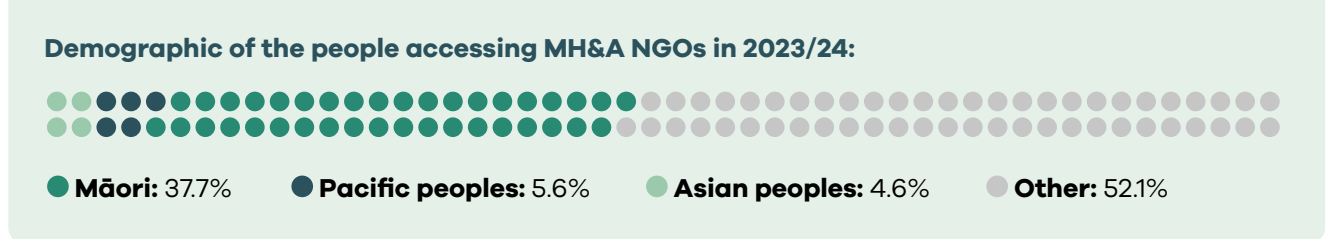
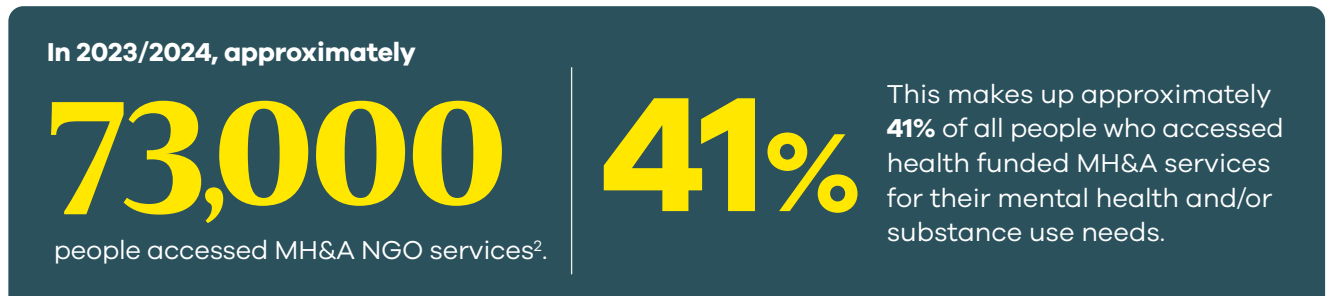
We work to ensure the mental health and addiction system supports NGO and community providers working across mental health, addiction, and wellbeing at all levels.

We do this work so our members can focus on delivering high-quality services to tāngata whai ora, whānau, and communities and creating more innovative service solutions.

NGO and community providers hold a pivotal role in the mental health and addiction system, by providing a diverse range of support to tāngata whai ora and whānau in their communities. Mental health and addiction NGO and community providers offer services ranging from early intervention connected to primary care and general practices, comprehensive services such as integrated employment and housing support, through to highly specialised services such as 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 2023–2024 shows:



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

² Te Whatu Ora | Health New Zealand PRIMHD extract dated 27 November 2024, analysed by Te Pou.

³ Te Hiringa Mahara | Mental Health and Wellbeing Commission. (2022). Access and Choice Programme: Report on the first three years | Te Hōtaka mā Ngā Whai Wāhitanga me Ngā Kōwhiringa: He purongo mā ngā tau tuatahi e toru. Wellington: Te Hiringa Mahara.

Our impact at a glance

Our successes



93
Member
organisations

(89 in 2023–2024)



480

Leaders participated
and engaged in
members' forums

(383 in 2023–2024)



3

Member events
and workshops
hosted

(3 in 2023–2024)



48

Sector intelligence
gathered through regional
Navigate Groups

(39 in 2023–2024)



24

Submissions written

(18 in 2023–2024)



73

Advocacy & lobbying
briefings provided
to stakeholders

(87 in 2023–2024)



10
Parliamentary
Cross-Party
meetings held
(6 in 2023–2024)



70
Policy templates available
in our policy library
(70* in 2023–2024)

*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.



572
Newsletter reach
(476 in 2023–2024)



28
Best practice and
organisational
development online
resources promoted
(26 in 2023–2024)



3,425
Number of visits to the
online policy library
(3,479 in 2023–2024)



840
Hours of pay
equity support and
engagement
(868 in 2023–2024)



Strategic Goal 1:

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

Through advocacy, lobbying, and disseminating information, Platform influences policy, regulation, and strategy within the health, disability and social system, and to support the Minister for Mental Health priorities, implementation of the five mental health and addiction targets and some of the actions outlined in *Kia Manawanui Aotearoa: Long-term pathway to mental wellbeing*.

Over this year, we advocated and lobbied for a community-based mental health and addiction system that is well resourced, including, but not limited to, addressing:

1. Pay equity, pay parity, and relativity concerns.
2. NGO commissioning processes, contracting, and funding sustainability.
3. Reporting and audit burden.
4. Workforce concerns and sustainability.
5. NGO involvement in implementation of the five mental health targets and the Minister for Mental Health's priorities.

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

Completed
24 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 20 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.

Supported the Equally Well Aotearoa backbone team to help achieve equity in supporting the physical health needs of tāngata whai ora by

attending 14
backbone team
meetings



to support the national strategic directions.

We have supported and advocated for the mental health and addiction NGO and community sector workforce.

- Highlighted the urgency to address pay parity in our briefings to the Minister for Mental Health and Health NZ national commissioning officials. This remains a significant issue that is commonly raised by members and NGO and community providers within regional Navigate Groups.
- Participated and contributed to 168 meetings related to three care and support worker pay equity claims⁴.
- Participated and contributed to 25 meetings related to the frontline managers and coordinators pay equity claim⁵.
- Supported 5 members to resolve with Health NZ outstanding Social Worker pay equity funding issues.
- Organised 3 events for leaders from Platform member organisations, to strengthen and grow mental health and addiction NGO and community sector leadership:
 - Co-produced and hosted a Platform Members Webinar: **Getting to grips with the requirements of your contracts with funders**, facilitated by experts from PwC, attended by over 80 leaders.
 - Hosted our Platform Members' Leadership Day, which was attended by over 100 leaders. The theme of the Members' Leadership Day was *Reshaping, re-energising*.
 - Hosted a post Budget 2025 briefing for Platform members, with a presentation from Perry Field Lawyers and PwC, attended by over 60 leaders.
- Supported mental health and addiction NGO and community sector workforce development initiatives:
 - Worked with Te Pou to give input into their work plan priorities for workforce development for the mental health and addiction NGO and community sector.
 - Supported and promoted the support worker podcast series by Te Pou profiling the work of support workers.
 - Continued work with Te Pou and NCAT on a draft Addiction Services infographic that will provide an overview of alcohol and other drug services, expenditure and workforce profile information.
 - Supported and worked with Te Pou to complete development of an online support worker e-learning resource platform and promoting this to the sector.
 - Provided information on the scope of practice, title, competencies and supervision requirement for the proposed new role of Assistant/Associate clinical psychologist.
 - Communicated on the need to respond to the Ministry of Health consultation about Putting Patients First: Modernising health workforce regulation.
 - Wrote submissions about the Industry Skill Training Board and liaised with Careerforce about MH&A NGO sector requirements.
 - Finalised with Te Pou the project scope about the feasibility of developing collective approaches to workforce information (e-collection, storage & reporting), NGO ownership and governance.
 - Provided information to Platform members and to Navigate Groups for completion of a letter of support for Careerforce to develop a Physical health equity micro-credential.
 - Promoted information for MH&A NGOs about Nurse to Entry Specialist Practice in conjunction with the Advanced Choice of Employment (ACE) process.

4 Claim one – care and support worker pay equity claim, raised in July 2022 against 15 employers across the health sector.
 Claim two – care and support worker pay equity claim, raised in November 2023 against 114 employers across the health sector.
 Claim three – care and support worker pay equity claim, raised in December 2023 against 164 employers across the health sector.

5 Frontline managers and coordinators pay equity claim, raised in September 2022 against 15 employers across the health sector.



Strategic Goal 2:

E tū ngātahi ana tatou We are in this together

Platform facilitated a collaborative environment that enabled mental health and addiction NGO and community providers to be capable, connected, and sustainable.

By fostering strategic partnerships and alliances to achieve collective impact, we work towards a system that positively enables the whole mental health and addiction sector, the wider health and social system, and consequently tāngata whai ora, their whānau, and communities.

Below 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 political advocacy and cross-party collective action on priorities that championed the mental health and addiction NGO and community sector.

Provided secretarial support and coordinated 10 Cross-Party Mental Health and Addiction Wellbeing Group meetings



which had representation from all political parties in Government. The Group’s purpose is to demonstrate collective and enduring political commitment to mental health and addiction system change, highlight emerging issues, and champion innovation.

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

- Met 5 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.

Participated in 42 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.

- Developed strategic and purposeful relationships by participating in a total of 8 network forums, to represent the needs of the mental health and addiction NGO and community sector.
- 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:
 - 3 Global Leadership Exchange (GLE) intermediary match meetings.
 - 3 International Collaborative Learning Network focusing on physical health in mental health and Equally Well.
 - 2 Oceania Mental Health Advisory Group meetings.

We supported and 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 and opportunities, by being present at 37 regional Navigate Group 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.



Strategic Goal 3:

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

We empowered Platform members, and consequently, the wider mental health and addiction NGO and community sector, to connect, collaborate, and demonstrate their strengths, so they can be well placed to facilitate the wellbeing of tāngata whai ora and whānau.

We supported mental health and addiction NGO and community providers to participate in and be informed about system and service opportunities and identify concerns where more support or advice is needed.

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

Hosted 14 information forums for Platform members'



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

- Published 10 newsletters with a subscription base of over 572 people including key stakeholders and government agencies.

We supported best practice, innovation, and organisational development so that mental health and addiction NGO and community providers can demonstrate their value in supporting tāngata whai ora, their whānau, and communities.

- Profiled 26 best practice and organisational development online resources in the Platform newsletter, including revised and new policies hosted in the online Platform policy library.
- Supported mental health and addiction sector PRIMHD hui, alongside the Mental Health and Addiction Key Performance Indicator (KPI) Programme.
- Attended 9 Mental Health and Addiction KPI NGO stream leads meetings, to influence and advise on data and evidence that supports the value of NGOs in tāngata whai ora and whānau service journeys.

Hosted the policy library on the Platform website



totalling 70 policies at the end of the year, and a total of 3425 visits over the year.



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. Balance Aotearoa.
Barnados Aotearoa. Beth-Shean Trust. Braemore Lodge.
Brave Hearts NZ. Changing Minds. Comcare Charitable Trust.
Community Wellbeing North Canterbury Trust.
Corstorphine Baptist Community Trust. Creative Art / Artsenta.
Dalcam Healthcare. Dayspring Trust. Delamore Support Services Ltd.
Depression Support Network. Ember Korowai Takitini.
Emerge Aotearoa. Equip. Family Drug Support.
Goodwood Park Healthcare. Hanmer Clinic Tauranga.
He Waka Tapu. Health Action Trust (Nelson).
Healthcare NZ (Mental Health NZ).
Higher Ground Drug Rehabilitation. Kāhui Tū Kaha.
Kia Puāwai. Kites Trust. Koputai Lodge Trust. Le Va.
Life Matters Suicide Prevention Trust. Linc Support Services.

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.



LinkPeople Ltd. Mahitahi Trust. Mana o te Tangata.
Manaaki Ora Trust. MASH Trust.
Mental Health Education and Resource Centre.
Mental Health Foundation of NZ. Mind and Body Consultants Ltd.
Mirror Services / Aroha ki te Tamariki. Oasis Network Inc.
Odyssey. Odyssey House Trust Christchurch.
Otago Mental Health Support Trust. Pact Group. Pathways.
Penina Trust. People Relying on People. Presbyterian Support Otago.
Problem Gambling Foundation (PGF). Progress to Health.
Pukeko Blue Ltd. Purapura Whetu Trust. Refugees as Survivors NZ.
Red Door Recovery. Rubicon Charitable Trust.
South Island Needle Exchange Trust. Speed Freaks.
St Mark's Addiction Residential Treatment Centre.
Stand Children's Services Tū Māia Whānau. Step Ahead Trust.
Stepping Out Hauraki Inc. Stepping Stone Trust.
Supporting Families Manawatu. Te Awhi Whanau Charitable Trust.
Te Korowai Hauora o Hauraki. Te Kotuku Ki Te Rangi.
Te Paepae Arahi. Te Pou. Te Puna Hauora o Te Raki Paewhenua.
Te Puna Oranga. Te Rūnanga O Kirikiriroa. Te Waka Whaiora Trust.
Te Whare Mahana. The Lifewise Trust. The Salvation Army.
Toi Ora Live Art Trust. Tui Ora. Turning Point. Vaka Tautua.
WALSH Trust. Whatever It Takes Trust. Wild Bamboo.
WISH Trust (Waiheke Island Supported Homes Trust).
Work Opportunities Trust. Workwise. Yellow Brick Road.



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

Naomi Cowan | Deputy Chairperson

Chief Executive at Equip

Karleen Edwards | Deputy Chairperson

Chief Executive at MASH Trust

Karaitiana Tickell

Kaiwhakahaere Matua at Purapura Whetū Trust

Deb Fraser-Komene

Director at Whakaata Tohu Tohu at Mirror Services

Michael Douglas

National Operations Manager AOD Services at The Salvation Army

Phyllis Tangitu (Ngāti Ranginui, Ngāti Awa, Ngāti Pīkiao (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 (joined February 2025)

Darryl Bishop

Group CEO at Ember (joined February 2025)

Emma Hunter

Service Development Lead at The Salvation Army (joined February 2025)

Our staff

Memo Musa | Chief Executive

Simon Katz | Policy Analyst (joined April 2025)

Louise Hill | Membership Engagement

Co-ordinator (joined May 2025)

Abigail Freeland | Policy Analyst

(resigned February 2025)

Kate Bell | Membership Engagement

Co-ordinator (resigned January 2025)

Natasha Snook | Membership Engagement

Co-ordinator (resigned May 2025)

References

Te Hiringa Mahara—New Zealand Mental Health and Wellbeing Commission.

(2024). *Kua Tīmata Te Haerenga | The Journey Has Begun—Mental health and addiction service monitoring report 2024: Access and options*. www.mhwc.govt.nz

Te Pou. (2023). *NGO workforce estimates 2022: survey of adult alcohol and drug and mental health services*.



