



Te Hīringa Mahara Stakeholder Survey 2026

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What to do with your results?



Do:

Understand your feedback. What surprises you most? What has been confirmed for you? What themes or discussion points emerge that you can discuss with your team?

Share the feedback with your teams quickly. A shared understanding provides the foundation to reach agreement on focus areas and for designing good actions. Don't forget to celebrate the successes!



Don't:

Keep the feedback to yourself. Let people know the findings and you'll ensure their participation next time.

Over-analyse the feedback. We know some people love exploring and dissecting the data in detail. But we suggest taking a simple approach, focusing on the obvious areas and saving time to develop actions with your teams.

Take the results personally. This can be easier said than done! It can be confronting, and it takes courage to openly discuss the feedback sometimes.

Get into debates about whether the data is right or wrong. There is a natural tendency to rationalise away information we don't agree with.

 [Learn more](#)



Our method moves the needle

Don't guess. Ask.

The AskYourTeam framework is borne out of insights from leading organisational models from around the world, and refined through 10 years of active collaboration with our customers.

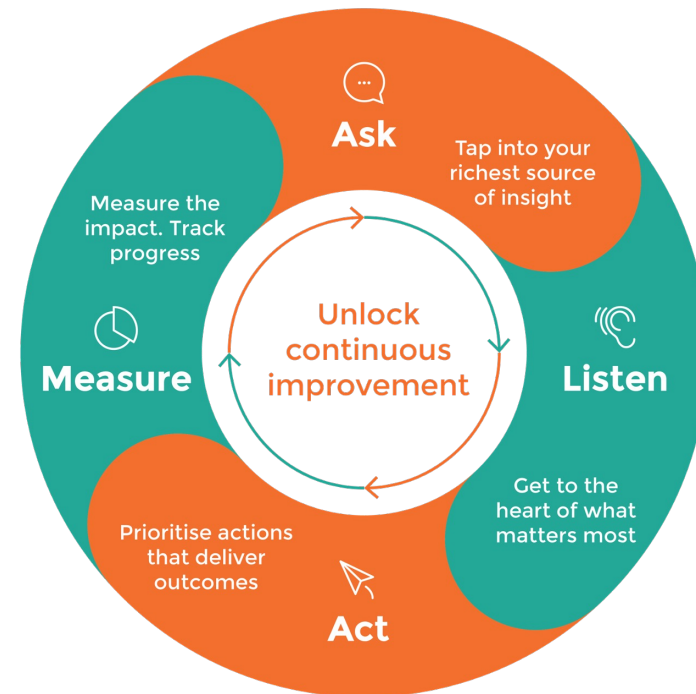
Ask: Don't guess. Ask your richest source of insight.

Listen: Get to the heart of what matters most with relevant, actionable insights.

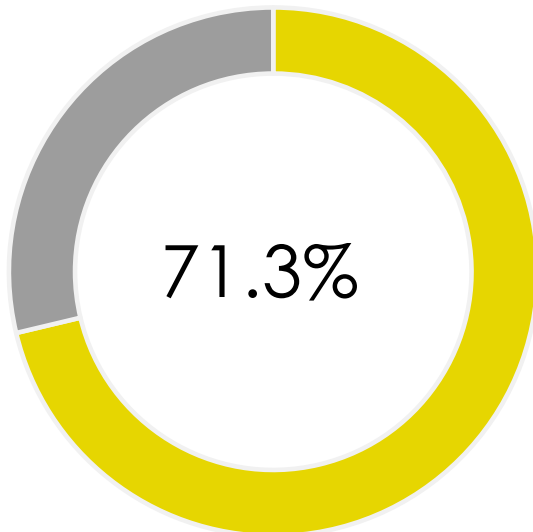
Act: Make smarter decisions, faster and prioritise actions that will deliver the best outcomes.

Measure: Measure the impact of your actions. Celebrate success or course correct if you need to.

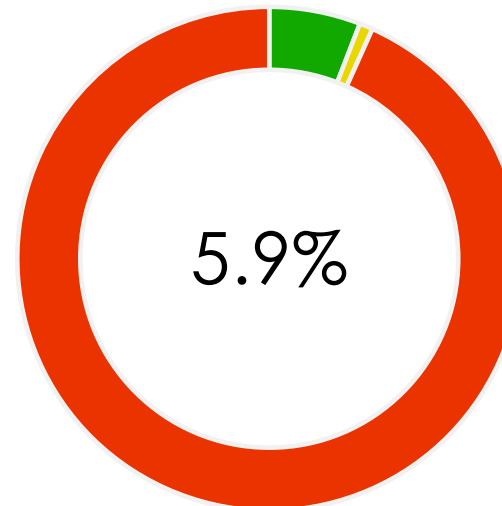
Do it all again and again to create a sustainable loop of continuous improvement.



Overall average & Participation rate



Average across all Agree-Disagree questions in your survey



Your participant target was 2100.

123 people completed the survey.

The participation rate is 5.9%.

123
Completed

18
Incomplete

1959
Not started

Participation rates help us understand how representative the feedback is.
While we are not aiming for 100%, a higher percentage indicates a representative sample.



Survey Summary

Three key messages found in this year's survey:

- **The numbers are stable**, with overall results changing very little from 2025.
- **Stakeholder expectations have evolved** with increasing focus on implementation, influence and visible change rather than additional monitoring.
- **Confidence remains high**. Stakeholders continue to express confidence in Te Hīringa Mahara and are asking it to amplify, not fundamentally change, its role.

While there were a number of changes to the questions asked this year, the overall survey results remained almost unchanged from 2025, stakeholder comments reveal an important evolution in expectations. Rather than asking Te Hīringa Mahara to change direction, stakeholders are asking Te Hīringa Mahara to amplify its existing role by becoming more visible, more courageous in its advocacy, and more influential in ensuring evidence translates into system change.

Despite the lower response rate, there was noticeably stronger alignment across the free-text responses than last year, suggesting growing consensus around Te Hīringa Mahara's strategic priorities.

The survey results indicate that participants generally hold a positive view of Te Hīringa Mahara's contributions to mental health and wellbeing. They suggest that Te Hīringa Mahara is making significant strides in improving mental health and wellbeing outcomes. Addressing the concerns raised in the free-text responses, such as enhancing accountability, integrating diverse perspectives, and improving communication, could lead to more effective and inclusive mental health services.



What's working well

Despite significant pressures across the wider mental health system, stakeholders continue to express confidence in Te Hīringa Mahara itself. Trust in the organisation, confidence in the quality of its advice and reports, and recognition of its communication and advocacy all remain consistently strong. Many free-text responses simply encouraged Te Hīringa Mahara to "keep doing the great work", suggesting stakeholders see the organisation as making a positive contribution even while recognising broader system challenges.

Your higher scores or most positive feedback was in these areas

- ▶ **Effective communication and trust:** Te Hīringa Mahara has been successful in building trust and confidence among its stakeholders. The organisation communicates effectively, ensuring that the voices of people with lived experiences are visible in its work.
- ▶ **Contribution to knowledge and advocacy:** The work of Te Hīringa Mahara has significantly contributed to increasing knowledge and understanding of mental health and wellbeing. It has also been effective in speaking up about important mental health, addiction, and wellbeing issues.
- ▶ **Quality and reliability of information:** Participants feel confident in the quality and reliability of advice, reports, and information from Te Hīringa Mahara. This indicates that the organisation provides valuable resources that inform decision-making and advocacy.
- ▶ A large number of comments reflect on Te Hīringa Mahara **continuing** to do the good work it does. Value is seen in what is being done already and encouragement offered to keep doing the great mahi already underway.

Related Questions

Te Hīringa Mahara communicates effectively: **73% average score**

I feel confident in the quality and reliability of advice, reports and information from Te Hīringa Mahara: **75% average score**

Overall, I have trust and confidence in Te Hīringa Mahara: **73% average score**



What needs some work

Your lowest scores or less positive feedback was in these areas

- ▶ **Enhancing accountability and equity:** There is a need for stronger accountability and equity in the mental health and addiction system and a request for Te Hīringa Mahara to contribute to holding others accountable as a strong independent role. Participants call for the implementation of recommendations from reports and ensuring agencies are held responsible for progress.
- ▶ **Improving stakeholder engagement:** Improving communication and stakeholder engagement is crucial, especially with priority population groups. Suggestions include regular face-to-face meetings and early involvement in decision-making to enhance transparency and trust and increase the use of the resources created by Te Hīringa Mahara into users activities.
- ▶ **Addressing diversity and inclusion:** There is an emphasis on integrating Māori perspectives and supporting indigenous therapies. This focus aims to improve outcomes for Māori communities and ensure diverse voices are included in decision-making processes.
- ▶ How to get **engagement from stakeholders** to provide this feedback. Limited weight can be given when only 6% responded and some of the groups we can report on had less than 10 people, so not clear if they're representative of how your stakeholders feel.

Example Questions

Te Hīringa Mahara contributes to improving mental health and wellbeing outcomes: **70% average score**

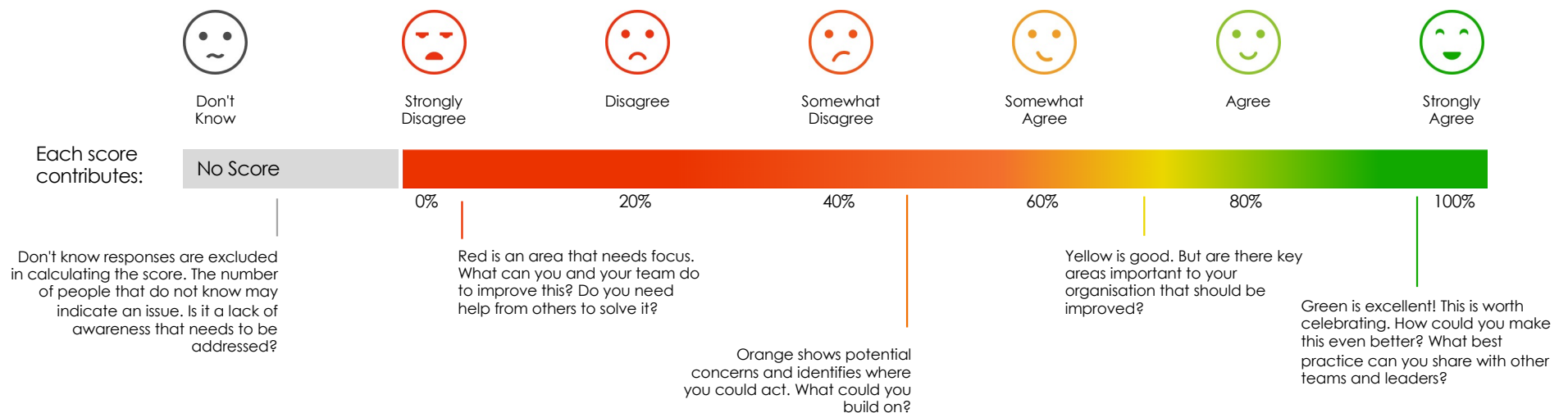
Te Hīringa Mahara collaborates effectively for positive sector change: **67% average score**

I have used Te Hīringa Mahara advice, reports and information to inform my decision making, advocacy or practice: **64% average score**



Understanding your results

How Strongly Agree to Strongly Disagree Likert scale questions are scored



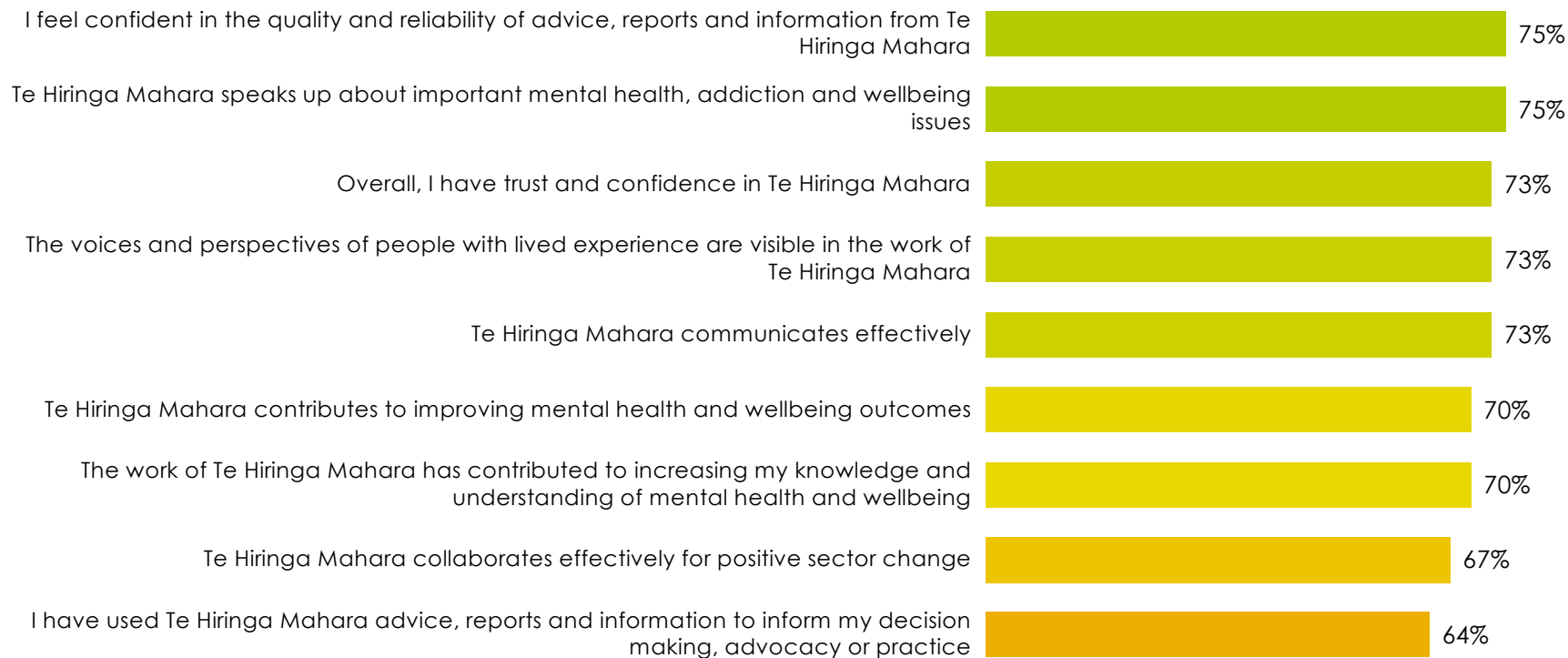
Each response on this scale contributes a score as outlined below. The responses are then averaged to give your overall question score as a %. For example, if 5 people selected 'Strongly Agree' and 5 people selected 'Strongly Disagree' the score would be 50%

5 x Strongly Agree responses at 100% = 500% | 5 x Strongly Disagree responses x 0% = 0%

Score = 500% / 10 responses = 50%



Average Question Score Across All Participants

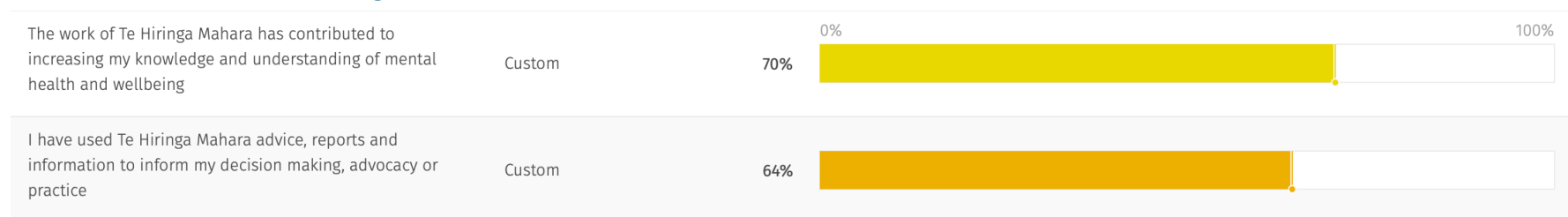


This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.

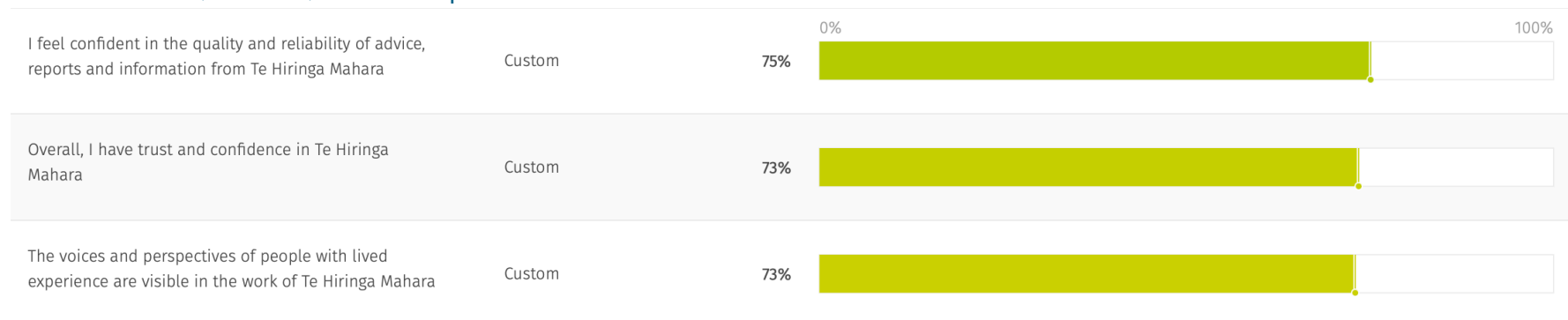


Questions by Impact Measure (for all participants)

Commission's knowledge and advice uptake rate



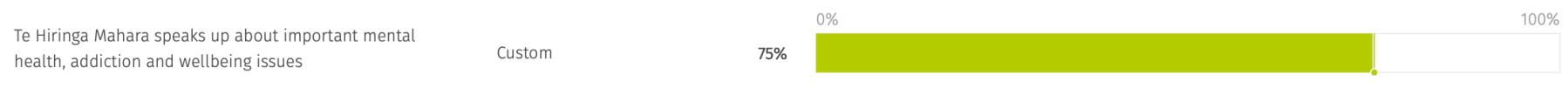
Stakeholder, Māori, Lived Experience trust and confidence score



This is a Strongly Agree – Strongly Disagree Likert scale question type. See 'Understanding your results' slide for more information on how these scores are calculated.

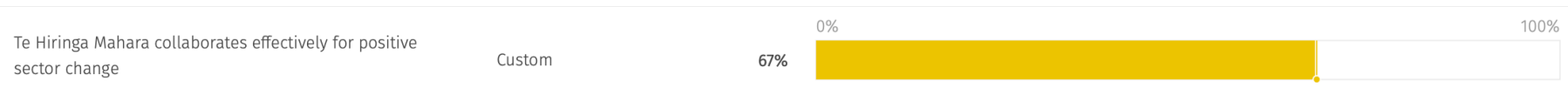
Questions by Impact Measure

Public advocacy and sentiment



Across the stakeholder groups the “Other service provider” group were most positive, at 93%, the next was “Lived experience peer support worker” with 80%. While the lowest at 62% was “Peak body/professional group” and “Member of the public” at 66%.

Sector and system alignment and collaboration



Across the stakeholder groups the “Other service provider” group were very positive, at 83%, while “Peak body/professional” group were lowest at 55% and “Member of the public” 56%.

Impact Measure results by Māori stakeholder groups

Commission's knowledge and advice uptake rate

The work of Te Hīringa Mahara has contributed to increasing my knowledge and understanding of mental health and wellbeing

Custom

74%



I have used Te Hīringa Mahara advice, reports and information to inform my decision making, advocacy or practice

Custom

67%



Stakeholder, Māori, Lived Experience trust and confidence score

The voices and perspectives of people with lived experience are visible in the work of Te Hīringa Mahara

Custom

80%



I feel confident in the quality and reliability of advice, reports and information from Te Hīringa Mahara

Custom

79%



Overall, I have trust and confidence in Te Hīringa Mahara

Custom

77%



These results are for the "Iwi/Hapu" and "Kaupapa Māori Organisation" stakeholder groups combined and represented in the Impact Measure categories. In all questions they were higher than the general average results. With results 3-6% higher for this sub-set of the stakeholder groups.

Impact Measure results by Māori stakeholder groups

Public advocacy and sentiment

Te Hīringa Mahara speaks up about important mental health, addiction and wellbeing issues

Custom



Sector and system alignment and collaboration

Te Hīringa Mahara collaborates effectively for positive sector change

Custom



Again, these results continue from the previous page and show the "Iwi/Hapu" and "Kaupapa Māori Organisation" stakeholder groups combined and represented in the Impact Measure categories. In all questions they were higher than the general average results. With results 3-6% higher for this sub-set of the stakeholder groups.

Impact Measure results by Lived Experience stakeholder groups

Commission's knowledge and advice uptake rate

The work of Te Hīringa Mahara has contributed to increasing my knowledge and understanding of mental health and wellbeing

Custom

67%



I have used Te Hīringa Mahara advice, reports and information to inform my decision making, advocacy or practice

Custom

61%



Stakeholder, Māori, Lived Experience trust and confidence score

I feel confident in the quality and reliability of advice, reports and information from Te Hīringa Mahara

Custom

73%



The voices and perspectives of people with lived experience are visible in the work of Te Hīringa Mahara

Custom

70%



Overall, I have trust and confidence in Te Hīringa Mahara

Custom

68%



These results are for the "Lived experience peer group worker" and "Person with lived experience of mental distress or addiction" stakeholder groups, by Impact Measure categories. This sub-set were lower than the general average results, with results on average 3% lower. The most notable difference, in the question, "Overall, I have trust and confidence in Te Hīringa Mahara" 5% lower than the overall average.

Impact Measure results by Lived Experience stakeholder groups

Public advocacy and sentiment

Te Hīringa Mahara speaks up about important mental health, addiction and wellbeing issues

Custom

75%



Sector and system alignment and collaboration

Te Hīringa Mahara collaborates effectively for positive sector change

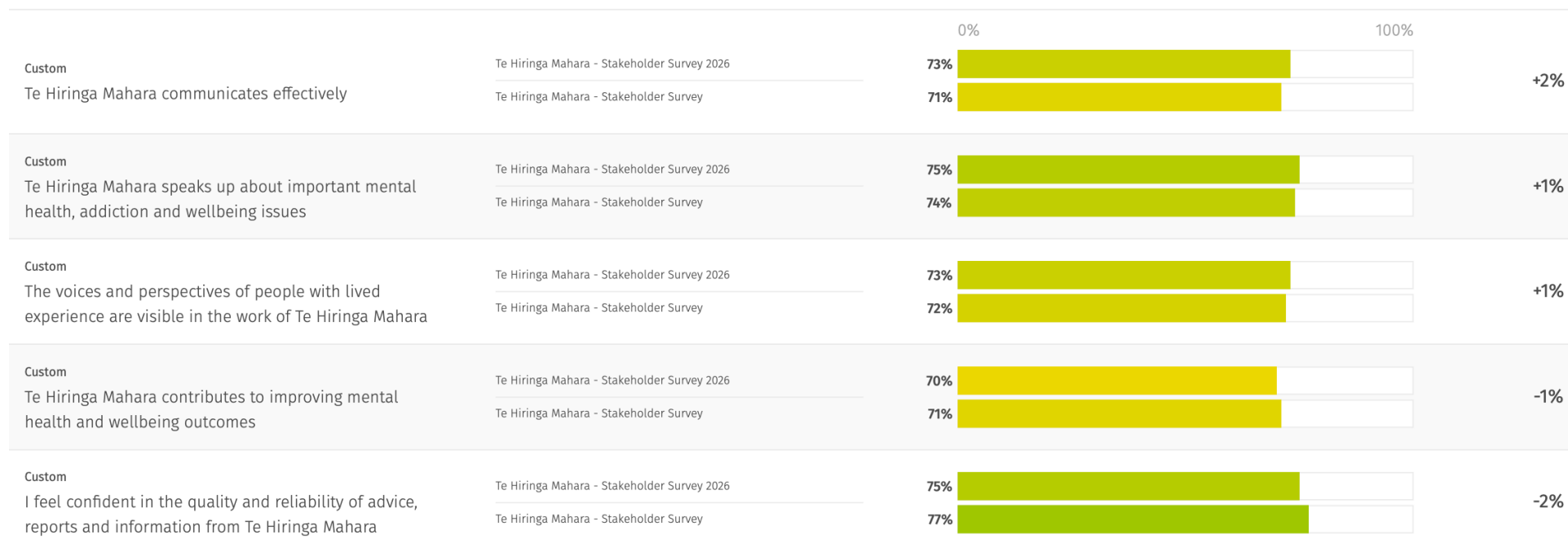
Custom

65%



Again, these results are a continuation from the previous page, for the “Lived experience peer group worker” and “Person with lived experience of mental distress or addiction” stakeholder groups, by Impact Measure categories. This sub-set were lower than the general average results, with results on average 3% lower. The most notable difference, in the question, “Overall, I have trust and confidence in Te Hīringa Mahara” 5% lower than the overall average.

Comparison 2025-2026



For the five questions which remained the same and enabled a year on year comparison, the resulting shifts have been insignificant. With some questions added, changed or deleted this year, this is a subset of the full questions asked. In 2025 the range of question averages were 77-59% this year it was 75-64% and yet the overall average of 71% was unchanged.



Summary regarding demographic groups

A challenge faced this year with demographic groups, is that for some there numbers in the demographic group are very low and so it can be hard to take a lot of significance in the differences we can see between demographic groups with low response rates. Some highlights from the information presented:

- ▶ **Priority population group:** Averages were highest for the Rural Community and Refugee groups at 74%. Averages were lowest for the Disabled and LGBTQIA+ groups at 61%.

The lowest ratings by questions came from The Disabled Community on “collaboration for positive change” and LGBTQIA+ on the “voices and perspectives of people with lived experience are visible in the work of Te Hīringa Mahara”. Both rated 51%.

- ▶ **Stakeholder group:** Averages were highest for “Other service Providers” at 83% and “Lived Experience Peer Support Workers” at 78%. Lowest averages came from “Member of the public” at 57% and “Peak body/professional group” and “Academic/researcher/consultant”.

The lowest rated questions were “I have used Te Hīringa Mahara advice, reports and information to inform my decision making, advocacy or practice” at 48%, and “The work of Te Hīringa Mahara has contributed to increasing my knowledge and understanding of mental health and wellbeing” at 50% from Members of the Public. Followed by “Te Hīringa Mahara collaborates effectively for positive sector change” and “I have used Te Hīringa Mahara advice, reports and information to inform my decision making, advocacy or practice” from the Peak Body/Professional Group, both at 55%.

- ▶ **Region groups:** Otago has the highest average of 83%, and Canterbury at 80%. The lowest average came from Wellington at 64%.

The following pages show the question heatmap for these demographic groups. The biggest range of responses came from the Stakeholder Groups. **Note** that the colouring in the heatmaps are not the same as the likert scale, here above 50% is shades of green, below 50% are shades of red. i.e. the most vibrant green is representing the highest scores.



Question score by Priority Population Group -

	Average	Older person (65+) (23)	Asian (10)	Disabled (13)	LCBTQIA+ (12)	Māori (44)	Pasifika (13)	Refugee or migrant (9)	Rural communities (18)	Other (40)
Questions		69%	63%	61%	61%	71%	71%	74%	74%	73%
I feel confident in the quality and reliability of advice, reports and information from Te Hiringa Mahara	74%	70%	65%	68%	65%	73%	76%	80%	79%	77%
Te Hiringa Mahara speaks up about important mental health, addiction and wellbeing issues	73%	73%	58%	68%	65%	72%	73%	80%	81%	76%
Te Hiringa Mahara communicates effectively	72%	75%	75%	63%	64%	72%	75%	71%	79%	72%
Overall, I have trust and confidence in Te Hiringa Mahara	71%	71%	63%	55%	62%	73%	72%	78%	76%	76%
The voices and perspectives of people with lived experience are visible in the work of Te Hiringa Mahara	69%	76%	60%	57%	51%	74%	67%	67%	74%	74%
Te Hiringa Mahara contributes to improving mental health and wellbeing outcomes	69%	68%	60%	58%	62%	71%	71%	75%	75%	71%
The work of Te Hiringa Mahara has contributed to increasing my knowledge and understanding of mental health and wellbeing	69%	65%	71%	63%	64%	70%	72%	75%	68%	71%
Te Hiringa Mahara collaborates effectively for positive sector change	66%	63%	60%	51%	56%	68%	67%	75%	69%	71%
I have used Te Hiringa Mahara advice, reports and information to inform my decision making, advocacy or practice	65%	63%	56%	65%	62%	62%	68%	63%	69%	69%

Question score by Stakeholder Group

	Average	Academic / researcher / consultant (20)	Government agency (21)	Iwi / Hapu (8)	Kaupapa Maori organisation (22)	Lived experience peer support worker (22)	Member of the public (18)	Mental Health and Addiction service provider (16)	NGO / Charity / Community organisation (49)	Peak Body / professional group (43)	Person with lived experience of mental distress or addiction (11)	Provider / Clinician (20)	Whānau / family member of someone experiencing distress or addiction (46)	Other service provider (9)
Questions		63%	72%	71%	76%	78%	57%	74%	71%	62%	68%	72%	65%	83%
I feel confident in the quality and reliability of advice, reports and information from Te Hiringa Mahara	75%	67%	79%	77%	80%	83%	61%	79%	77%	65%	73%	77%	70%	90%
Te Hiringa Mahara speaks up about important mental health, addiction and wellbeing issues	75%	71%	78%	74%	78%	80%	66%	79%	75%	62%	75%	77%	69%	93%
Overall, I have trust and confidence in Te Hiringa Mahara	72%	62%	74%	71%	78%	79%	59%	80%	73%	65%	68%	80%	66%	87%
The voices and perspectives of people with lived experience are visible in the work of Te Hiringa Mahara	72%	61%	69%	74%	81%	81%	58%	78%	71%	69%	69%	77%	68%	83%
Te Hiringa Mahara communicates effectively	70%	64%	69%	69%	75%	74%	57%	76%	72%	62%	70%	72%	68%	77%
Te Hiringa Mahara contributes to improving mental health and wellbeing outcomes	70%	61%	71%	74%	78%	80%	57%	71%	71%	65%	69%	72%	62%	88%
The work of Te Hiringa Mahara has contributed to increasing my knowledge and understanding of mental health and wellbeing	67%	62%	74%	63%	76%	76%	50%	71%	69%	56%	67%	66%	62%	73%
Te Hiringa Mahara collaborates effectively for positive sector change	66%	60%	63%	74%	73%	78%	56%	69%	67%	55%	65%	66%	61%	83%
I have used Te Hiringa Mahara advice, reports and information to inform my decision making, advocacy or practice	63%	56%	68%	60%	68%	69%	48%	66%	65%	55%	61%	63%	63%	72%

Average score by Region

	Average	Auckland (41)	Bay of Plenty (8)	Canterbury (16)	Manawatu-Wanganui (6)	Otago (7)	Waikato (9)	Wellington (19)
Questions		71%	67%	80%	73%	83%	67%	64%
I feel confident in the quality and reliability of advice, reports and information from Te Hiringa Mahara	75%	72%	71%	89%	73%	91%	78%	68%
Te Hiringa Mahara speaks up about important mental health, addiction and wellbeing issues	75%	76%	71%	79%	70%	86%	70%	72%
Overall, I have trust and confidence in Te Hiringa Mahara	73%	72%	70%	83%	70%	89%	68%	66%
The voices and perspectives of people with lived experience are visible in the work of Te Hiringa Mahara	73%	70%	63%	84%	90%	86%	64%	66%
Te Hiringa Mahara communicates effectively	73%	72%	69%	79%	83%	86%	63%	68%
Te Hiringa Mahara contributes to improving mental health and wellbeing outcomes	70%	72%	66%	74%	73%	83%	65%	61%
The work of Te Hiringa Mahara has contributed to increasing my knowledge and understanding of mental health and wellbeing	70%	71%	69%	80%	67%	69%	73%	63%
Te Hiringa Mahara collaborates effectively for positive sector change	67%	68%	68%	73%	67%	77%	63%	59%
I have used Te Hiringa Mahara advice, reports and information to inform my decision making, advocacy or practice	64%	63%	60%	81%	67%	80%	58%	54%

Free Text Question Summary

What are the key contributions Te Hīringa Mahara can make to improving future mental health and wellbeing outcomes over the next year?

Responses reflected a high level of engagement and demonstrated a strong understanding of Te Hīringa Mahara's role within the wider mental health and wellbeing system.

Compared with the previous year's survey, stakeholder feedback showed **greater consistency around a smaller number of strategic priorities**. While last year's responses contained a wide range of individual suggestions, this year's feedback converged around several clear themes, providing greater confidence that these represent the sector's most important priorities.

Overall, stakeholders are not asking Te Hīringa Mahara to fundamentally change its role. Rather, they are asking Te Hīringa Mahara to amplify the role it already plays by being more visible, more courageous, more influential and more connected to the voices of communities. Across the responses there is strong confidence in Te Hīringa Mahara's purpose and independence. The challenge identified by stakeholders is not *what* Te Hīringa Mahara does, but *how* it can maximise its influence to ensure evidence, lived experience and independent monitoring translate into meaningful system change.

The key areas highlighted by stakeholders in the free-text comments:

1. Strengthen Independent Advocacy and Accountability
2. Centre Lived Experience and Whānau Leadership
3. Champion Equity through Māori Leadership and Culturally Responsive Approaches
4. Drive Improvement through Evidence, Monitoring and Implementation
5. Build a Stronger and More Sustainable Mental Health System
6. Increase Visibility, Engagement and Public Influence



Free Text Topic Summary

What are the key contributions Te Hīringa Mahara can make to improving future mental health and wellbeing outcomes over the next year?

Key themes:

1. Strengthen independent advocacy and accountability

The strongest theme across responses was the expectation that Te Hīringa Mahara continue to be an independent and courageous voice for mental health and wellbeing.

Stakeholders value Te Hīringa Mahara's monitoring role but increasingly want to see stronger advocacy that not only identifies issues but actively influences change. There was a consistent desire for Te Hīringa Mahara to hold government and the wider system accountable for progress against recommendations and to speak more publicly about emerging issues.

2. Centre lived experience and whānau leadership

Stakeholders strongly supported Te Hīringa Mahara's commitment to lived experience but encouraged a shift from consultation towards genuine partnership and leadership.

Many respondents wanted lived and living experience voices to be more visible in decision-making, presentations, workforce development and policy influence. Whānau voices were also seen as needing greater prominence.

3. Champion equity through māori leadership and culturally responsive approaches

Stakeholders continued to see Te Tiriti o Waitangi and Māori wellbeing as central to Te Hīringa Mahara's role.

Respondents called for stronger advocacy for kaupapa Māori approaches, equitable funding, culturally responsive services and improved outcomes for Māori. Several also highlighted the importance of ensuring other underserved populations, including Asian, children, remand and refugee communities, are represented within policy and service design.



Free Text Topic Summary

What are the key contributions Te Hīringa Mahara can make to improving future mental health and wellbeing outcomes over the next year?

Key themes continued:

4. Drive improvement through evidence, monitoring and implementation

Stakeholders continue to place significant value on Te Hīringa Mahara's monitoring and reporting functions.

However, there was a noticeable shift in emphasis this year. Rather than simply requesting more monitoring, respondents wanted stronger follow-through to ensure evidence leads to tangible system improvement. Some suggested highlighting examples of successful practice, tracking implementation of recommendations, and translating evidence into practical action.

5. Build a stronger and more sustainable mental health system

Many responses reflected concern about the long-term capability and sustainability of the mental health and addiction system.

Stakeholders highlighted workforce shortages, lived experience workforce development, early intervention, prevention, community-based models of care and innovation. There was also a growing emphasis on addressing the wider social determinants of wellbeing rather than focusing solely on treatment services.

6. Increase visibility, engagement and public influence

Respondents wanted Te Hīringa Mahara to become more visible and accessible to communities.

Suggestions included stronger communication, greater public awareness, more regional engagement, face-to-face opportunities, simpler reporting and closer relationships with community providers.



Suggested next steps

The relatively high agreement scores combined with aspirational free-text feedback suggest stakeholders are not dissatisfied with Te Hīringa Mahara's performance. Rather, they see Te Hīringa Mahara as being well positioned to have even greater influence and are encouraging it to lean further into its unique role.

While aligning any action planning to the impact measures Te Hīringa Mahara has in place, suggested areas to consider would be to:

1. **Amplify influence rather than expand scope:** Stakeholders are not asking Te Hīringa Mahara to become a different organisation. Rather, they are asking it to maximise the influence of the work it already does through stronger advocacy, greater visibility and more active follow-up of recommendations made.
2. **Demonstrate impact:** Several responses questioned what happens after reports are published. Consider developing clearer ways of communicating:
 - What changed
 - What recommendations were adapted
 - Where progress has occurred
 - Where barriers remain.This helps demonstrate the value of monitoring beyond publication.
3. **Continue evolving lived experience leadership:** Stakeholders increasingly expect lived and living experience to influence, not simply inform, Te Hīringa Mahara's work. Opportunities might include:
 - Greater visibility of lived experience leadership
 - Co-design
 - Governance
 - Presenting findings
 - Implementation planning.

Suggested next steps

4. **Increase public accessibility:** Rather than producing more information, consider making information easier to access and understand through:
 - Shorter summaries
 - Visual storytelling
 - Webinars
 - Podcasts
 - Community conversations
 - Regional engagement
5. **Review the stakeholder engagement strategy:** The response rate is the biggest risk to this survey. Rather than simply trying to increase participation, seeking to understand why participation declined. Questions worth exploring include:
 - Is the stakeholder list current?
 - Are people experiencing survey fatigue? What is the schedule of survey
 - Do stakeholders know what changed because of previous feedback?
 - Would different engagement methods increase participation?

This is important to make sure the time and effort put into this survey gives useful information from a good representation of your stakeholders.

Independent review completed by Kirsty Allott of UPPO NZ Limited.
Thank you for the opportunity to review your stakeholder survey results and
include some suggested next steps.
If you have any further questions, please don't hesitate to get in touch.

