

2026 – 2029

PACIFIC ISLANDER AND MĀORI

ENGAGEMENT FRAMEWORK



you can. we can.





Acknowledgement of Country

Karakan acknowledges the Yugambeh, Jagera, Yuggera, Ugarapul and Turrbal peoples, alongside the other Traditional Custodians of the lands and waters across South East Queensland where we live, work and walk alongside community.

We honour the generations who have cared for Country, carried culture and knowledge forward, and continue to strengthen family, community and connection to Country today. We pay our respects to Elders and ancestors, and recognise Aboriginal and Torres Strait Islander peoples as the First Peoples of these lands.

As Pacific Islander and Māori peoples, we also come from cultures deeply connected to land, ocean, ancestors and community. We come from villages, mountains, rivers, reefs and coastlines that carry our histories and remind us of who we are and where we belong.

It is through this understanding that we recognise the deep and enduring relationship Aboriginal and Torres Strait Islander peoples have with Country. We are grateful to live, work and build relationships on these lands, and recognise the responsibility that comes with being welcomed into these spaces.

Our journey is one of walking alongside, listening, learning, sharing and strengthening community together, while always honouring the First Peoples of Country, those who came before, and the generations who will carry culture forward.



Recognition of Life Experiences

We acknowledge that every person brings their own life experiences, shaped by their family, culture, faith, community, identity and the journey they have walked. These experiences influence how our people see the world, build relationships and seek support.

We recognise the strength, resilience and wisdom that goes through life's challenges, including experiences of wellbeing, trauma, adversity, migration, loss, discrimination and navigating unfamiliar environments. We also acknowledge the important role of families, aiga, whānau and community who walk alongside people throughout these journeys.

We honour the diverse experiences of our Pacific Islander and Māori communities across generations, recognising that everyone deserves to feel welcomed, valued, heard and respected for who they are.

Together, we are committed to creating culturally safe environments where people, families and communities are empowered, treated with dignity and supported to thrive. We each share a responsibility to uphold this commitment.

About Karakan and the Multicultural Youth and Families Navigator Service

About Karakan

Karakan is a community mental health service provider, dedicated to helping young people and adults with mental health needs to live meaningful and fulfilling lives. Karakan has been providing services in the Logan region and surrounds since 1972.

Through recovery-focused services, we promote inclusion, connection and resilience. Guided by our vision of an Australia where people with mental health needs are valued and supported, we stand against stigma, discrimination and marginalisation.

Our philosophy, YOU CAN. WE CAN., reflects the strength of individuals and the power of community. We are committed to human rights, mental health and wellbeing, innovation and challenging the status quo.

Karakan is a dynamic and diverse workplace that values inclusion, adaptability, passion, and personal growth. Staff are supported and encouraged to thrive and to achieve better outcomes for the people we support.

About the Multicultural Youth and Families Navigator Service

Through the Multicultural Youth and Families Navigator Service (MYFNS), we work with local communities to enhance accessibility, inclusion, and participation of young people with mental health needs, their families and carers.

We work with young people from diverse multicultural backgrounds, including First Nations and Pacific Islander and Māori backgrounds, their families, carers and community members to:

- Facilitate engagement with local community organisations
- Connect and work with young people, their families and carers to support mental health and wellbeing
- Facilitate groups and activities to understand the key issues, barriers and service gaps people are experiencing in their community
- Develop resources to support social and community participation for young people, their families and carers.

We build rapport and trust so we can act as navigators to facilitate warm, welcoming and supportive connections with local services and community organisations to better understand our local communities and the types of resources that people need. Through our engagement, we aim to co-design and develop resources that will enable young people with mental health needs from diverse backgrounds, their families and carers, to connect with community and the services that matter to them, enhancing their social and community participation.

By supporting participation of young people in a culturally safe way, we hope to have a positive impact on young people's mental health, wellbeing and quality of life.



Executive Foreword

As CEO of Karakan, I am excited about the opportunity to embed the Pacific Islander and Māori Engagement Framework into the fabric of our organisation.

This framework represents an important commitment to ensuring Pacific Islander and Māori voices, leadership and cultural knowledge help guide how we develop our workforce, shape our service delivery, strengthen partnerships and improve outcomes for communities. It provides a meaningful pathway for accountability, learning and continuous growth as we continue striving to create culturally safe environments where Pacific Islander and Māori young people, families, staff and communities feel seen, heard, valued and empowered.

I acknowledge the growing representation of Pacific Islander and Māori individuals and families living and working across the regions in which we operate, particularly throughout Brisbane South, Logan and Ipswich. I have observed the immense cultural richness, strength, resilience and sense of community that Pacific Islander and Māori peoples bring to the fabric of these communities. Their values of family, connection, respect, collective responsibility and cultural identity continue to strengthen the social and cultural wellbeing of the regions we serve.

I am proud of the significant representation of Pacific Islander and Māori peoples across the wider Karakan workforce. Their leadership, lived experience, cultural knowledge and relational approaches significantly enhance the way support is provided across our organisation. I have seen firsthand the positive impact our Pacific Islander and Māori team members are having in building trust and connection with individuals, families and communities through their ability to engage and build authentic relationships that strengthen the effectiveness and experience of our services.

Pacific Islander and Māori staff play a vital role in helping shape how Karakan grows as a culturally responsive organisation. Their contributions continue to strengthen relationships with community leaders, families, faith groups and partner organisations, while also helping us better understand how services across community can meet the unique needs and aspirations of Pacific Islander and Māori peoples.

In alignment with Karakan’s philosophy, “YOU CAN. WE CAN.”, we recognise both the power of the individual and the collective strength that is created when communities, families and organisations work together. This philosophy reflects our belief that lasting change is achieved through connection, shared responsibility and collaboration.

At Karakan, we remain committed to walking alongside Pacific Islander and Māori communities with respect, humility and genuine partnership, and to ensuring our organisation continues to evolve in ways that reflect the strengths, aspirations and leadership of the communities we serve. You can. We can.

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**Lio Patrick
Setefano**

Multicultural Program Coordinator

Tālofa lava, Mālō e lelei, Kia orāna,
Fakaalofa lahi atu, Ni sa bula
vinaka, Tēnā koutou katoa.

Pacific Islander and Māori peoples are relational peoples. Our connections to family, culture, community and place shape who we are, how we understand one another and how we walk alongside those around us.

This understanding sits at the heart of Karakan's Pacific Islander and Māori Engagement Framework.

The framework has been developed to strengthen how Karakan engages with Pacific Islander and Māori young people, families and communities. It reflects what we have heard through our work across South East Queensland, that meaningful engagement begins with relationships, is strengthened through trust, and must recognise the diverse cultures, identities and lived experiences of the communities we serve.

As a Samoan man with connections to the villages of Vailu'utai, Salani and Lufilufi, born in Aotearoa on Ngāti Toa whenua and now living and working on Yugambeh-speaking Country, I recognise both the privilege and responsibility that comes with this work. Our communities hold deep knowledge, strengths and aspirations. Our role is not to speak for them, but to create the conditions where their voices are heard, respected and able to influence the services and decisions that affect them.

The principle of teu le vā nurturing and caring for the relational space between people, has been important throughout the development of this framework. It reminds us that culturally responsive engagement is not achieved through a single conversation, event or consultation. Relationships must be built, nurtured

and maintained with consistency, humility and integrity.

This framework is therefore more than a resource. It is a commitment from Karakan to continually strengthen the way we engage, listen, learn and work alongside Pacific Islander and Māori communities. It provides our people with practical guidance while recognising that no framework can replace genuine relationships, cultural humility or the willingness to learn from the communities we serve.

I am proud to endorse this framework and acknowledge the young people, families, community leaders, stakeholders and Karakan Pacific Islander & Maori staff who generously shared their knowledge, experiences and voices throughout its development. Their contribution has shaped a framework that belongs not only on our shelves, but in the way we work.

My hope is that it supports our staff and partners to approach every engagement with respect, curiosity and care, and that it continues to evolve as our relationships and understanding grow.

**“A logo tai ua logo uta; pe a
feso'ota'i ma galulue fa'atasi
tagata, e malosi ai le nu'u ma
manuia ai le lumana'i o a tatou
fanau.”**

When the coast is informed, the inland is also informed; when our people remain connected and work together, our community is strengthened and the future of our children prospers.



**Janelle
Carrington**

Programs and Services Manager

Kaupapa Pacific Islander and
Māori practices bring immense
value to Karakan's model of care
because they centre the wellbeing
of a person within a holistic and
culturally grounded framework.

Pacific Islander and Māori worldviews recognise that a person's mental health cannot be separated from their identity, their whānau, their spirituality, and their connection to culture, land and community. Integrating these practices ensures that support is effective, culturally safe, relational and meaningful.

For me as a wāhine Māori, bringing all the hats I carry into my work makes a significant difference in the way I connect with and support people. Māori understand that wellbeing is not just about clinical intervention; it is about wairua, whakapapa, whānau, mana, aroha and connection. When I show up as my whole self, I'm able to walk alongside people in a way that feels genuine, culturally safe and grounded in shared values.

Whakawhanaungatanga is also important to me, making connections with people that create a safe space for people that isn't transactional. I enjoy connecting with people as a whole person and I am

interested in understanding who they are and where they come from. I enjoy walking alongside people and supporting them to be the best versions of themselves.

I love seeing what Karakan is doing in the Pacific Islander and Māori community. There is a massive community here, and there are gaps! Having a team from cultural backgrounds engaging in the community has been awesome to see. Karakan has always been mental health focused, so coming in with a cultural lens is inspiring. It is growth and it gives hope for whānau (family) who don't know how to access different services and are too whakama (shy) to engage and ask questions.

**“Ehara taku toa, he takitahi,
he toa takitini – My success
should not be bestowed
onto me alone, as it was not
individual success but success
of a collective.”**

For me, this Māori proverb ties in well with what we are doing in community and how we are working together.



Cheroche Uiese

Youth and Diversity

What meaningful engagement looks like to me for our Pacific Islander and Māori peoples, is involving our traditions and creativity in culture. It means expressing our ideas, values and interests to the outside community and other cultures.

Being able to be heard as a young Pacific Islander or Māori person is very important because that tells me that I can voice my ideas and decisions comfortably without feeling unseen, misunderstood or unheard.

Young people feel connected when their ideas are acknowledged, when their voices, needs, ideas and opinions are heard, and when they can express their cultural values.

Keeping young people connected and helping them feel supported through these things helps young people connect to their purpose, what they're trying to achieve and what they're searching for.

“Being able to be heard as a young Pacific Islander or Māori person is very important because that tells me that I can voice my ideas and decisions comfortably without feeling unseen, misunderstood or unheard.”

My vision for this work is that it will positively impact many young people, helping them navigate toward their values, culture and identity. I believe they have a strong purpose waiting for them, and that they should be empowered to find their voice and use their potential and skills as young people.



Understanding Pacific Islander/Pasifika/Pacifica and Māori



At Karakan, we use the term Pacific Islander and Māori (PIM) to recognise the diverse Pacific Islander and Māori communities we work alongside.

Pacific Islander is a collective term that represents the many nations and peoples of the Pacific. It includes communities across Melanesia, Micronesia and Polynesia, each with their own cultures, languages, traditions, values and histories. Pacific Islander communities are diverse, and no single culture or way of engaging represents all Pacific peoples.

Māori are the Indigenous people of Aotearoa New Zealand, with their own language, culture, traditions and identity. Māori communities are also diverse, with connections across different iwi, hapū and whānau.

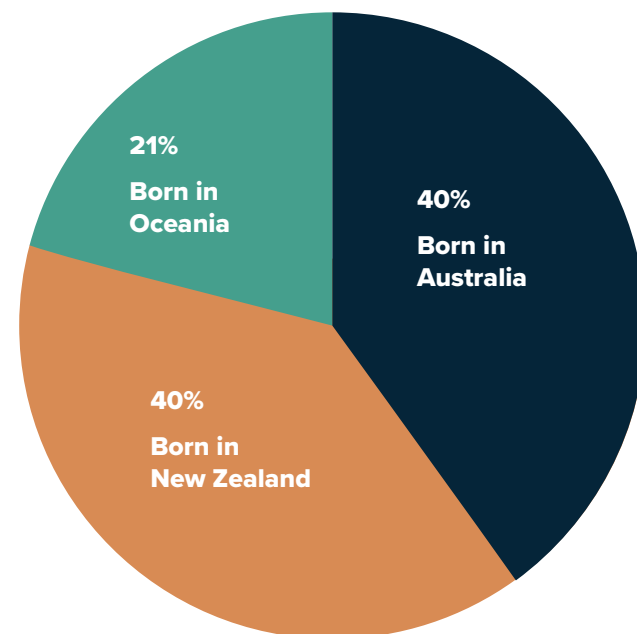
While the term PIM is used throughout this Framework, it is important to recognise the diversity that exists within and across these communities. Effective engagement begins with understanding who you are working alongside, respecting cultural differences, and taking the time to build genuine relationships.



Why this framework matters

At a glance: PIM peoples in Brisbane South

Brisbane South PIM residents – Place of Birth:



In 2025, there were **51,945** PIM people living in Brisbane South (**4.36%** of the Brisbane South population)

2.5 times higher representation relative to the whole of Australia

30,181 people specifically living in Logan

Relatively young population:

- **19,863** people (**38.2%**) are under 20 years old
- More than **50%** of the population is under 30 years old

Statistics retrieved from Community Report: Pasifika and Māori Health and Wellbeing: A Strategic Framework and Action Plan for Brisbane South 2020–2025 Evaluation Summary

Community Voice and Evidence

Grounded in relationships. Informed with the community.

The Karakan MYFNS team has spent the past 18 months building meaningful relationships with PIM communities across Logan, Ipswich, Brisbane and the Gold Coast. Through community engagement, youth participation, family talanoa, stakeholder collaboration and co-design, these voices have directly informed the development of this Pacific Islander and Māori (PIM) Engagement Framework.

“[The MYFNS team] continuously adjust to meet the needs and the gaps within the community based on what they are saying, not based on what government is saying.”

MYFNS Youth Engagement

As part of the MYFNS program, 545 multicultural young people participated in the Wayfinders Youth Survey, sharing their experiences of identity, belonging, culture, wellbeing and access to support. While the survey was undertaken to inform the co-design of the Wayfinders resource, it also demonstrates the strong engagement of PIM young people across the regions in which Karakan works.

“It was good to be able to voice my opinions and to have them be considered as part of this thing that will go on to help other young people.”

Young People Engaged

545 young people shared their voices through the MYFNS Youth Survey.

Regional Representation

Category	Representation
Logan	48%
Ipswich	27%
Gold Coast	15%
Brisbane	10%

Age Representation

Category	Representation
7–12 years	14%
13–17 years	69%
18–21 years	17%

Largest PIM Cultural Groups

Category	Representation
Samoan	22%
Māori*	17%
Tongan	14%
Samoan Australian	10%
Fijian	7%

Other Pacific Islander communities represented throughout the survey included Cook Islands Māori, Niuean, Solomon Islands, Papua New Guinean, Tokelauan, I-Kiribati and Tuvaluan people, alongside many other multicultural communities.

*Note: Cultural identity was self-reported. Some participants identified as Māori, while others identified as New Zealand Māori or New Zealander, reflecting the diverse ways individuals describe their identity, cultural heritage and connection to Aotearoa New Zealand.



Engagement Framework Co-design

To support the development of this framework, we engaged with different groups of PIM people across five co-design workshops:

- Karakan PIM staff, sharing cultural practices, values and everyday approaches to culturally safe engagement.
- Ngā Manaia Onewhero Māori Rangatahi Workshop, where rangatahi shared perspectives on identity, belonging, cultural safety and engagement.
- REKON Youth Foundation PIM Youth Workshop, exploring values, support, cultural identity and engagement approaches, while contributing ideas to the framework's visual design.
- Pasifika Family Talanoa, with families from Samoan, Niue and Cook Islands backgrounds sharing insights into family, spirituality, relational engagement and holistic wellbeing.
- PIM Stakeholder Talanoa, where community organisations and stakeholders identified priorities, service gaps and recommendations for culturally responsive practice.

What Our Communities Told Us

- Relationships before service: Trust, respect and genuine connection must come before service delivery.
- Identity, culture and belonging: Cultural identity is a protective factor that strengthens wellbeing.
- Whānau, aiga and community: Engagement is most effective when it recognises collective responsibility and family-centred approaches.
- Cultural safety: People want services where they feel welcomed, seen, heard and valued.
- Representation matters: Communities want to see Pacific Islander and Māori voices reflected in leadership, workforce and decision-making.
- Community partnership: Sustainable outcomes are achieved by working alongside communities through genuine relationships and shared responsibility.



Karakan Position Statement

Karakan's Strategic Plan 2025–2028 aims to strengthen and enhance services targeted at PIM communities. The plan also seeks to strengthen, reorient and further develop services for people with mental health needs, including young people and families from multicultural backgrounds, and other intersections of society in which Karakan engages.

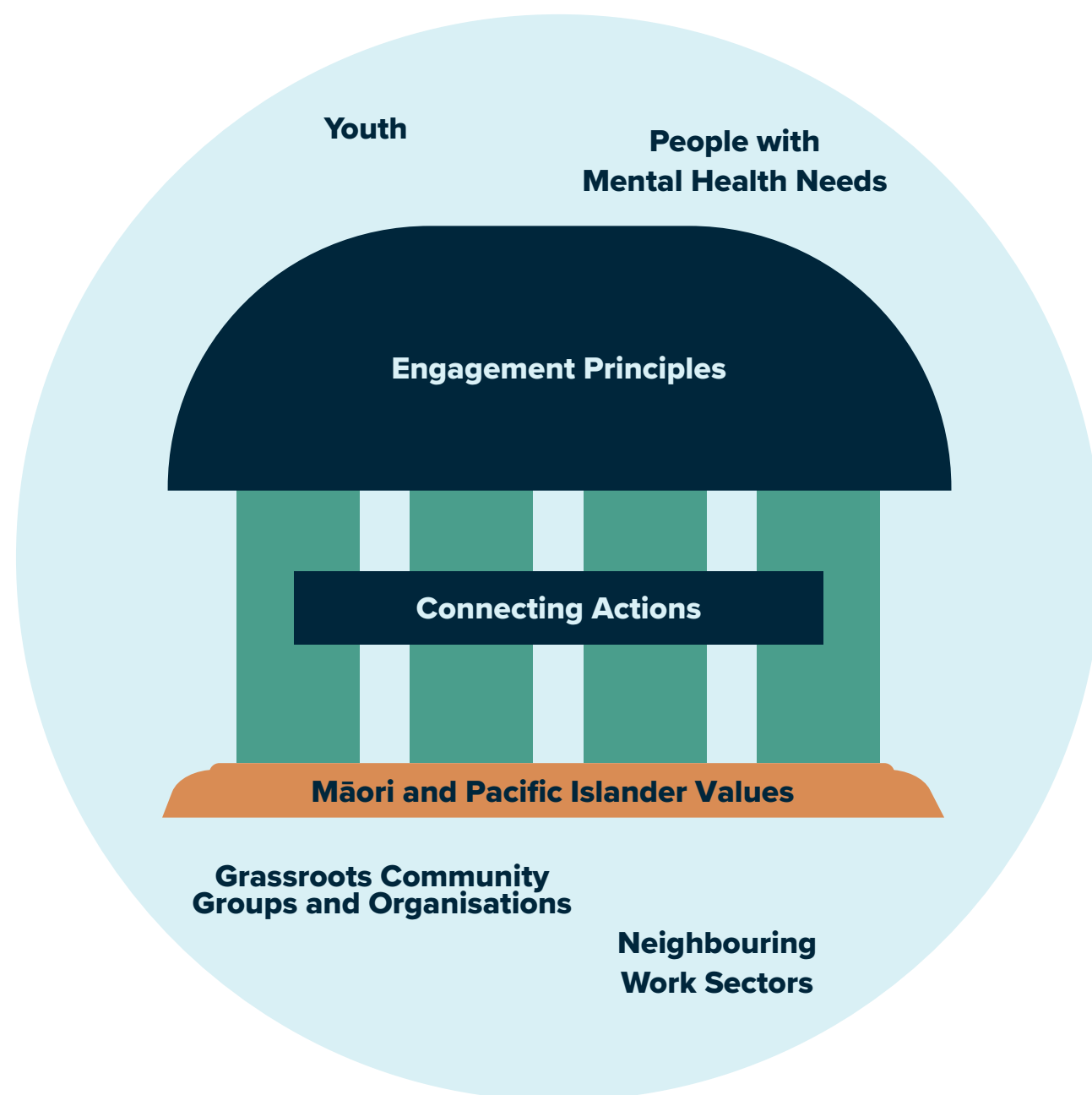
Our evidence-based planning approach includes alignment with national and state strategies, and the use of local and international data to inform priority areas of need in community. This ensures Karakan's engagement and service direction is grounded in what will be most effective for the communities we serve, and consistent with broader policy and service objectives.

Karakan's strategy focuses on addressing determinant-level drivers of wellbeing. This includes supporting education and health literacy, expanding pathways to employment and training, and strengthening culture and identity, together with the provision of mental health and wellbeing supports delivered in person. Through these efforts, Karakan aims to promote equitable health outcomes for individuals and communities, and to support PIM peoples across the wider Brisbane region to thrive in sustainable and meaningful ways.

This document provides the evidence and rationale for Karakan's commitment to developing a PIM Engagement Framework in pursuit of these goals. It outlines the basis for our approach and the purpose of strengthening culturally responsive engagement to ensure services and systems better reflect and respond to community needs.



What Is the Karakan Pacific Islander and Māori Engagement Framework?



Engagement Principles

These engagement principles guide how we build respectful, genuine and culturally responsive relationships with PIM communities. Grounded in community knowledge and an ongoing commitment to shared learning, these principles shape how we listen, collaborate and work in ways that reflects the lived realities of people in South East Queensland. They also emphasise that meaningful engagement is sustained over time, through trust, reciprocity and care, so that PIM voices are heard, valued and included to genuinely influence outcomes.

Understanding environment

Understanding the environment in which PIM communities live and operate is essential to meaningful engagement. Karakan will:

- take time to assess context and critically understand the dynamics within the PIM community
- learn basic cultural practices and protocols that support respectful participation
- acknowledge the diversity within the collective, recognising that PIM communities are not uniform, and that different experiences, perspectives and needs exist across groups.

Understanding responsibility

As the South East Queensland PIM community continues to grow, including a rapidly expanding and youthful population, there are increasing numbers of PIM young people balancing both their culture of origin and the culture of contemporary Australia. It is therefore imperative that Karakan and all Karakan stakeholders recognise and value the contributions that PIM people make to society.

This looks like:

- giving space to different groupings within the PIM collective (by age, ethnicity and gender) to amplify the voices of all and reinforce that the community is not rigid nor uniform
- recognising that Karakan's standing or relationships within specific PIM communities may not always be sufficient to achieve desired outcomes, and that where this is the case, we will seek appropriate guidance and answers through consultation with PIM community members.

Teu le Va

Teu le Va is a Samoan concept that means to nurture, protect and honour the sacred relational space (Va) that exists between people. It recognises that relationships require ongoing care, respect, reciprocity and responsibility to remain strong. Authentic engagement is achieved by valuing people before programs, relationships before outcomes, and listening before acting.

Whanaungatanga

Similarly, the Māori principle of Whanaungatanga emphasises relationships, kinship, belonging and collective responsibility. It recognises that wellbeing is strengthened through building connections with whānau, hapu, iwi and community, where people feel welcomed, seen and valued. Grounded in aroha and respect, it creates culturally safe spaces where people find their turangawaewae, a place to stand, belong and be themselves.

Applying Teu le Va and Whanaungatanga means placing relationships at the centre of everything we do. We take time to build trust, honour cultural protocols, and walk alongside young people, families, whānau, aiga and communities with humility, respect and genuine care. We recognise that meaningful and sustainable outcomes are achieved by continually nurturing the relational space between Karakan, community, and partner organisations with integrity, consistency, reciprocity and shared responsibility.



Connecting Actions



To strengthen Karakan's engagement in practical, measurable ways, this section outlines a set of connecting actions that move from relationship-building to shared leadership, improved evidence and partnerships. Together, these actions are designed to ensure Karakan meaningfully engages PIM communities, reflects their life experiences in decision-making, and supports healthy outcomes through culturally safe, collaborative and data-informed approaches.

Nurturing relationships

Karakan will prioritise nurturing relationships and creating safe platforms to engage and collaborate with PIM stakeholders to help understand the complexities within PIM communities.

What does this look like?

- **Map and identify key stakeholders** – determine who needs to be involved to represent the diversity of PIM communities, including youth, seniors, PIM in the workplace, and people with lived experience of mental health needs.
Who do we need to connect with?
- **Plan culturally appropriate engagement** – confirm how each stakeholder group should be engaged (e.g., preferred communication methods, timing, location, and participation style) and ensure engagement planning reflects different cultural protocols.

How do we appropriately engage with each stakeholder?

- **Follow through consistently** – engage in a way that builds trust over time and follow up after consultations, communicate outcomes and maintain contact so relationships are sustained beyond a single activity.

How can we follow up and be consistent over time?

- **Invest time in understanding needs and complexity** – take time to learn about the specific needs, barriers and lived realities that influence how PIM peoples participate and engage with services.

What are the different needs and barriers different PIM peoples are experiencing?

- **Provide safe, inclusive platforms for input** – create culturally safe spaces for participation and ensure platforms actively include diverse voices (e.g., young people, elders, workplace voices, and mental health and wellbeing perspectives).

What can we do to provide culturally safe spaces with diverse voices when we engage?

- **Actively invite participation and contributions** – encourage meaningful input by clarifying purpose, asking questions and creating opportunities for PIM community to have input.

How can we support people to actively participate and share their voices?

- **Evaluate, review and improve** – reflect on each engagement by checking whether progress was made, whether key stakeholders were involved, what barriers appeared, and what changes are needed for the next engagement.

How did recent engagements with PIM communities go?

Were key stakeholders involved in the process and did they engage? If not, why not?
What improvements can we make?



Role modelling leadership

Karakan will support the recruitment and development of key PIM staff and/or consultants into roles that lead the implementation of Karakan's PIM Engagement Framework actions.

It is critical for Karakan to role model leadership by supporting the development of PIM staff to lead the implementation of this framework.

Consultants or contractors are also important drivers of this framework. We recognise that many community champions hold multiple roles and may therefore need flexibility in how they participate and lead. Supporting people to engage via consultancy will help strengthen capability within Karakan and ensure leadership is grounded in community knowledge and lived experience.

Improving our evidence base

Improving how Karakan collects and analyses data to understand the needs and interests of PIM communities

To ensure future services are serving the interests of PIM communities, Karakan will take a proactive approach in gathering high-quality intelligence directly from PIM communities. This includes implementing reporting mechanisms that effectively capture nuance in the experiences of PIM communities, rather than relying on broad or overly general data. This evidence will be particularly helpful in:

- identifying unique health trends
- understanding help-seeking behaviours, or lack thereof, for PIM peoples
- understanding which approaches are currently working and/or which approaches are creating barriers for PIM communities.

Karakan will also stay up to date with credible researchers working in the PIM space, ensuring that engagement and organisational decision-making are informed by relevant literature as well as community intelligence.

Strengthening the evidence base will enable Karakan to:

- proactively inform future iterations of health strategy
- identify future research needs
- improve action across the continuum of care.

Creating partnerships

Karakan will use creative pathways to develop real partnerships that can inspire healthy outcomes in PIM communities.

To support this, Karakan will:

- use internal and local data to build strong cases for partnership with like-minded organisations, improving overall reach and creating strong pathways between services
- support improved health literacy through community co-led initiatives designed specifically for PIM audiences, ensuring that programs are culturally responsive, accessible and grounded in community priorities.

Aligning with grassroots efforts and agenda

Karakan will maintain active involvement in established PIM community networks, ensuring our work aligns with and actively elevates grassroots priorities.

Karakan will support the growth of PIM networks that amplify community voices and create stronger pathways between lived experience and decision-making. This means ensuring PIM community insights are meaningfully represented in forums where priorities, outcomes and key decisions are being discussed and shaped.

Aligning localised efforts with national, state and regional priorities

Karakan will align local engagement efforts with broader national, state and regional priorities by facilitating culturally safe spaces for community members to openly discuss collective goals.

Karakan will facilitate healthy and safe cultural spaces for community to openly discuss collective goals. We will support local PIM groups to strategically report outcomes upstream to show how these goals are being met.

Providing appropriate space, food and following basic cultural protocols will be at the forefront of these engagements, helping to build trust with grassroots PIM groups and supporting meaningful participation.

PIM Core Values

Family
Culture
Spirituality
Faith
Respect
Connection
Love



How it was created



In developing this framework, the MYFNS team conducted comprehensive co-design workshops with target audiences in the South East Queensland. Using this platform, the MYFNS team facilitated discussions centered on cultural safety and community needs to develop an engagement framework that is fit to produce quality outcomes alongside the PIM community.

In these workshop consultations, connection to identity was of great importance. Grounding elements were introduced, including PIM language introductions, prayer/karakia/lotu and/or acknowledgment of origins and identity. By setting a culturally safe space, there was a noticeable softening of participants and sense of familiarity. It reiterated that trust, consistency and genuine connection must come before service delivery outcomes.

Strengths-based approaches were used to gain contributions from all participants. To support greater engagement and participation, interactive methods were used in youth spaces, semi-structured panel discussions were used for staff from community organisations, and mixed methods were used for families with varying ages.

Workshops primarily covered:

1. PIM core values
2. Culturally appropriate engagement practices
3. Considerations for the Engagement Framework

1. PIM Core Values

‘PIM core values’ are the foundation of Karakan’s engagement model – every engagement action around health promotion and intervention, advocacy or workforce development must be underpinned by PIM core values. Therefore, this needs to be defined by South East Queensland PIM community, while aligning with evidence in the wider literature.

All themes identified are crucial as they give direction to how Karakan positions itself to genuinely support PIM communities to thrive, such as:

- Strengthen employment pathways
- Support education initiatives
- Promote culturally responsive learning approaches
- Recruit culturally competent workforce
- Recognise and support existing PIM community programs

By broadly meeting these themes, Karakan improves its position to work holistically with the PIM community.

When drawing themes from the total list of core values listed (83), we found that:

29 (35%) of listed values were centred on collectivity or community

29 (35%) of listed values were empowering actions or behaviours

15 (18%) of listed values identified spirituality or faith in some aspect

34 (41%) of listed values centred on being seen, heard or accepted

11 (13%) of listed values used terms or concepts from their culture of origin

9 (11%) of listed values were related to resources and/or materials to support social determinants of health





2. Culturally Appropriate Engagement Practices

Participants spoke candidly of the current barriers they experience in engaging with local services. They identified gaps which need to be addressed to improve service effectiveness for the PIM community.

A key theme across all workshops was the need to build in more relational aspects to service delivery. This will support services to better understand complex family and community systems or protocols. Furthermore, trust would generally be gained from the PIM community when a more relational flow is followed. For many, mistrust of services and lack of meaningful connection are key barriers to more PIM peoples engaging with services like Karakan.

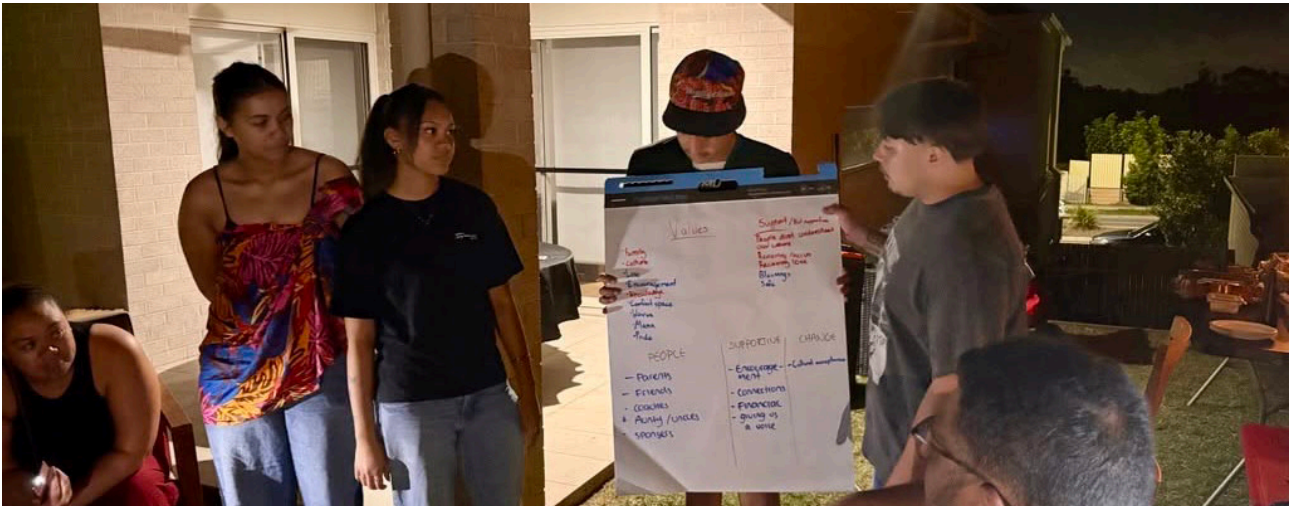
Participants shared that connection through trusted champions, including family members, coaches, mentors and community figures, was seen as more meaningful than formal service interactions. Having endorsement from trusted champions can often reduce barriers to organisations being granted an audience.

Support was described by youth as encouragement, connection and advocacy. They value people who uplift them, believe in them and give them a voice. Young PIM participants also emphasised the importance of supportive relationships with family, mentors, coaches and community members.

PIM community highlighted that support must acknowledge family/whānau/aiga systems and collective identity, rather than only focusing only on the individual, particularly when dealing with their health. Cultural pride and mana were described by participants as protective factors to health.

Young people also noted the importance of culturally appropriate spaces and workers who genuinely understand identity, cultural heritage and what it means to navigate life between cultures. They emphasised that services must avoid judgment, assumptions and deficit views, including within the PIM community.

Feedback from participants was consistent with other qualitative findings in the South East Queensland region in recent times, such as the evaluation of South East Queensland Pasifika and Māori Strategy 2020-2025 and Karakan’s Pacific Islander and Māori Youth Survey 2024-2026.



- **Relationship Before Service**
Stakeholders repeatedly reinforced that trust, consistency and genuine connection must come before service delivery outcomes.
- **Identity and Belonging**
Young people require spaces where culture, identity and lived experience are acknowledged and respected.
- **Collective Approaches Matter**
PIM engagement cannot focus solely on the individual – family, community and collective wellbeing are central.
- **Representation Matters**
Community wants to see PIM leadership, staffing and decision-making reflected within organisations and systems.
- **Cultural Safety Must Be Visible**
Stakeholders highlighted that cultural responsiveness should not be symbolic or tokenistic, but embedded into everyday practice, communication, leadership and service delivery.

3. Considerations for Engagement Framework

PIM stakeholders identified long-term engagement as key for this framework to be relevant in an ever-growing, diverse Brisbane PIM community.

One-off consultations will not garner support for future developments of this framework. Rather, stakeholders need to be an ongoing part of refining documents that are designed to support PIM communities.

Stakeholders asserted that PIM staff’s critical understanding of complex matters in their communities needs to be recognised by their organisation as a core skill. Karakan and likeminded organisations must role model leadership within the

organisation by supporting the development of PIM staff to lead the implementation of this engagement framework, while supporting other non-PIM staff to also use it.

The framework should recognise the PIM holistic worldview, with spirituality, family, culture and respect as integrated foundations of engagement and wellbeing. Humour and relational warmth should also be acknowledged as culturally valid engagement values, rather than informal behaviours.

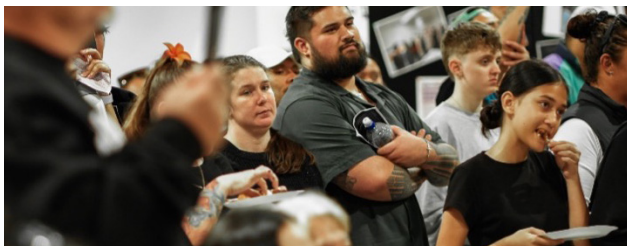


Who Can Use Karakan’s PIM Engagement Framework?



This framework can broadly be used by organisations who regularly engage with and provide services for PIM community groups, including:

- **PIM youth**
- **PIM families**
- **People with psychosocial disability and mental health needs**
- **Grassroots community groups or organisations**
- **Neighbouring work sectors**



It can be used for a range of community-based initiatives, policies and decision-making where PIM communities will be affected directly or indirectly including:

- **Programs and initiatives**
- **Standards and policies**
- **Best practice service delivery methods**



Why Is a Framework Like This Necessary?



An engagement framework provides Karakan with a foundation to ensure it will remain proactive in its pursuit of healthy outcomes for PIM communities.

An engagement framework allows Karakan to effectively manage relationships with key stakeholders and create opportunities for joint ventures that are fit-for-purpose in the current landscape. It also provides clarity around best practice when working with the PIM community, leveraging relevant data and research on the PIM population internationally, nationwide, statewide and within local communities.



It is imperative that PIM peoples steer the development of this framework, including its design and structure, through to the core values that underpin it. Furthermore, it is important to have as much input across the collective to ensure it is representative of the vast people it seeks to serve.



What Would It Look Like in Practice?

Community Engagement



BASIC PRACTICES AND PROTOCOLS

Karakan is committed to supporting community engagement in ways that are respectful, relationship-centred and culturally safe for PIM communities. We recognise that basic practices and protocols can be simple yet powerful in establishing connection, building trust and enabling meaningful PIM participation.

The following list can help support those engaging with PIM communities or stakeholders, giving insights around:

- Relational engagement approaches
- Trust-building practices
- Family and collective-centred engagement.
- Cultural practices and protocols
- Culturally safe and inclusive engagement

“What meaningful engagement looks like to me for our Pacific Islander and Māori peoples, is involving our traditions and creativity in culture.”



Respect

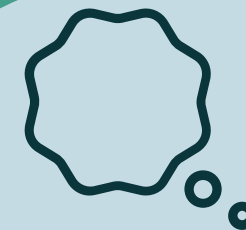
learning the order or protocol when a particular group is gathering, understanding when you are a guest in particular spaces and when it is appropriate to lead.



Greetings and acknowledgements

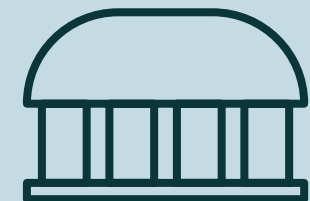
pronouncing names correctly, finding out what titles people should be addressed by, acknowledging the person or group's identity and making clear your intentions to connect with them.

If meeting a group for the first time, create opportunities for people to introduce themselves how they would like, this will assist in your understanding of how they would like you to approach them.



Relationship before transaction

when meeting a group or introducing yourself to a space, it is important to share who you are, where you identify as home/your place of belonging, and what potential ties you have with the people you are engaging



Establishing safe spaces for effective engagement

it is important to learn about a meeting's settings and/or relationships prior to engaging with groups. This is to prevent awkwardness that may create further barriers with PIM participation. For example, knowing when to appropriately adopt professional or casual approaches. It may be more effective to engage in a light and relaxed manner to ensure everyone feels included.



Food

food is a holistic tool that symbolises gratitude and is a way to bring people together. Typically, the PIM community will give thanks and bless food before inviting others to eat.



Start with **greetings** and focus on building relationships. Acknowledge seniority and appropriate titles within the room from a cultural sense (leaders or seniors, chiefs, ministers).

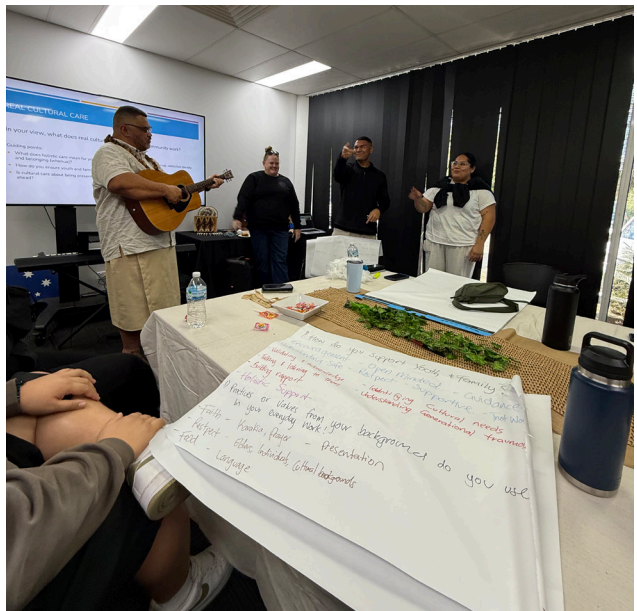
Speak clearly and check in on the audience from time to time for feedback, to make sure your engagement is hitting the mark.

- **Use language that the community understands** – if a translator or community champion is needed to support this, work with them before meeting to apply a PIM lens to the meeting for the benefit of the community.
- Show **respect** and wait for instruction when you are a guest.
- Engage through **strength-based activities** like the arts, sports or social gatherings.
- Encourage **connection** with friends or peers.
- Provide platforms to learn about young people's **backgrounds and experiences**.
- **Listen** – see things from other people's perspectives.



What Would It Look Like in Practice?

Leadership and Accountability





Karakan’s leadership is committed to supporting the needs of the community before, during and after engagement. As leaders, we will proactively work towards ensuring that services are accessible, culturally safe and tailored to cultural identity and experience. Karakan is committed to understanding that cultural safety is experienced relationally rather than procedurally or transactionally, highlighting the importance of representation in our workforce.

Karakan will support the development of PIM staff to champion this framework, where possible, and put them in positions to engage directly with the PIM community.

Leadership positions within Karakan for PIM staff have been endorsed by community in recent times, particularly for those with relevant lived experience. This endorsement provides emerging leaders with the opportunity to develop their leadership skills.

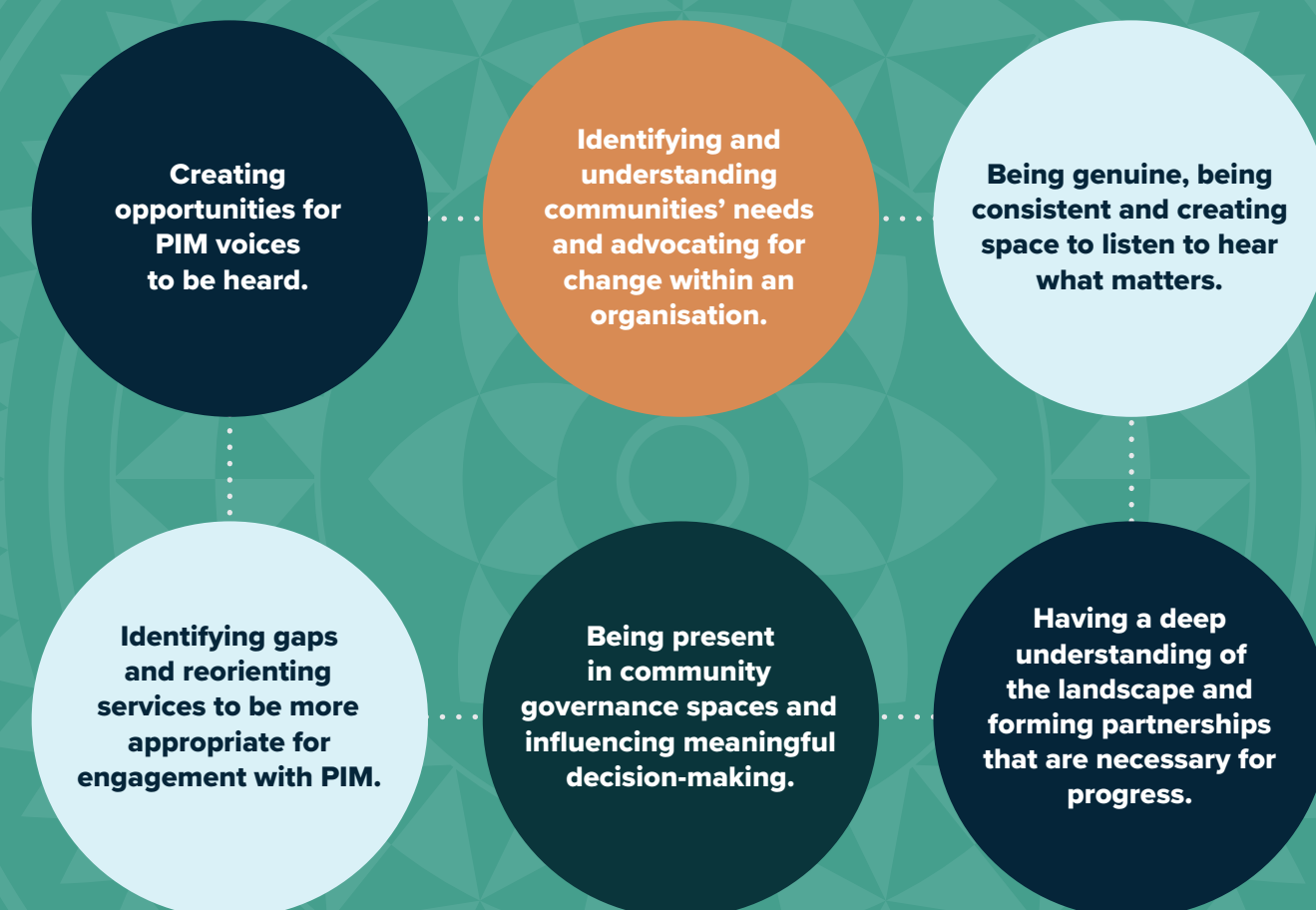


Being a part of the Karakan Youth Advisory Group was amazing! It was very family-oriented, and it really helped me to see the potential I had that I hadn’t seen in myself before. Being able to work with other young people from other diverse backgrounds also helped me to connect, work together and help each other as individuals to work on areas we’re strong in and areas that needed development.

The project that was set up gave a sense of purpose, it really revealed a lot of leadership skills in everyone that participated. It also made us feel included and that we were able to be a voice by sharing our ideas and experiences to piece together a platform for other young people out there that are struggling.

– **Cheroche Uiese, Karakan Youth Advisory Group Member.**

Leadership in the PIM Space





What Would It Look Like In Practice?

Organisational Planning

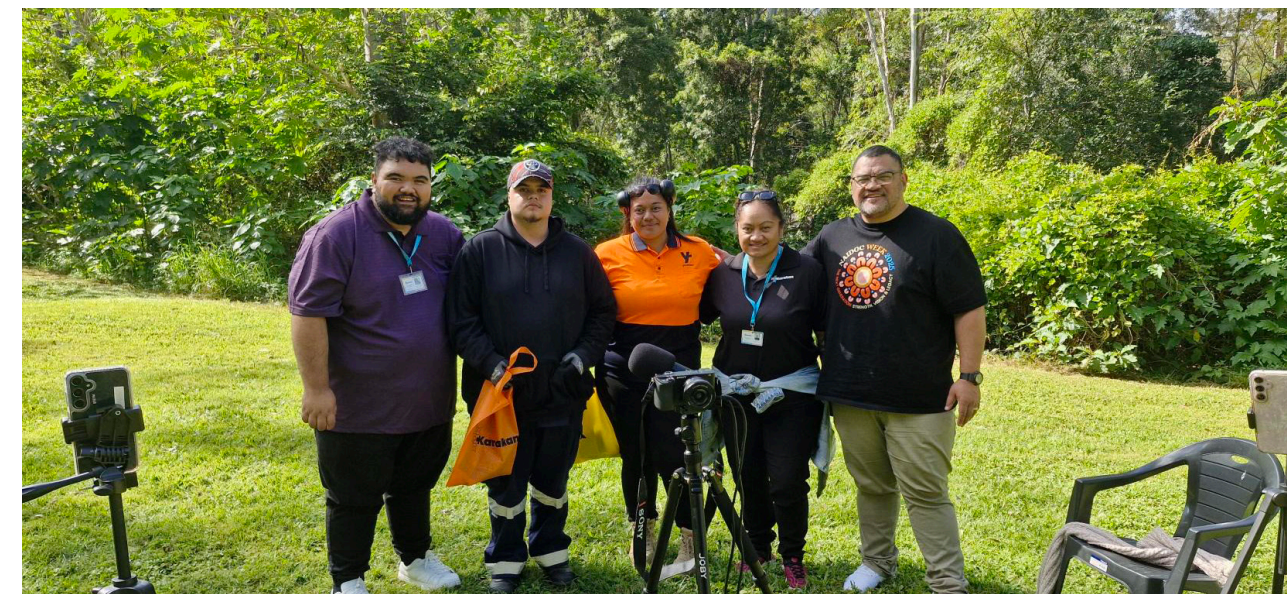
Karakan’s organisational planning approach reflects a commitment to strengthening partnership and service effectiveness for PIM communities across the regions we work in.

The Beacon Strategies Report (2025) identified that working in partnership with growing PIM communities and services to build on their strengths and support optimal health and wellbeing is a priority. In response, Karakan is prepared to invest its existing resources to develop more culturally effective services for PIM communities, while addressing barriers linked to other social determinants of health (for example, the cost of services and limited access to clear and culturally appropriate information).

As an initial step, Karakan will leverage internal strengths and build on relationships with services already working well in the community. For example, teams such as the Multicultural Youth and Families Navigator Service have strong standing across the South East Queensland and Ipswich regions, working alongside grassroots organisations, schools and other primary health and community services.

These relationships and capabilities provide valuable assets that Karakan can draw on to explore opportunities for expanded service delivery over time, supporting long-term organisational planning and sustainability.

Karakan is also committed to seeking partnership opportunities with key stakeholders and working to close gaps across the continuum of care through a multi-agency approach. This will ensure that service planning is coordinated, culturally responsive and aligned to community priorities, so PIM peoples experience more accessible pathways to support and better overall health outcomes.



Guided actions – what Karakan will facilitate

- Facilitate partnerships with existing PIM community programs to support improved outcomes, including:

- **Amplifying PIM voices and embedding lived experience perspectives**
- **Strengthening appropriate referral pathways to partner organisations**
- **Improving strong data collection and analysis**
- **Enabling integrated pathways of treatment, care, and support across specialist treatment, psychosocial supports, and primary care**
- **Strengthen responses to complex situations through coordinated multi-agency efforts.**

- Support culturally responsive education and employment pathways that strengthen wellbeing through improved access to learning, skills development and work opportunities.
- Align services with growing PIM populations in Logan and Ipswich through true co-design in service development, delivery and evaluation to improve effectiveness and access to culturally appropriate services.
- Implement progressive, place-based approaches to meet unique needs, support community-led advocacy and run events that promote help-seeking behaviours.
- Invest in staff cultural capability training focused on PIM worldviews and communication, so staff can engage respectfully and effectively.
- Strengthen representation of people with lived experience in governance structures, including through mechanisms such as the Brisbane South Pasifika and Māori Health and Wellbeing Strategy Governance Group (2020–2025).
- Reduce stigma and discrimination for people living with mental health needs, ensuring services are welcoming, safe and responsive.

Ongoing Commitment: Karakan's Three-Year PIM Strategy



Karakan is developing a three-year PIM Strategy that will strengthen and guide our continued efforts to improve engagement, service responsiveness, and health and wellbeing outcomes for PIM communities. A key action within this strategy is to embed the learnings from the PIM Engagement Framework, ensuring that insights, community feedback and evidence gathered through implementation are translated into ongoing improvements in how Karakan engages, plans and delivers services over time.





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